

对话

A. Hey Linda, I want to talk to you about the PowerPoint Presentation you sent me. There are a few things you need to change.

嘿 Linda，我想和你谈谈你发给我的演示文稿的事。有些地方你需要改一改。

B. Ok, Jim. Show me. 好^Jim。你告诉我吧。

A. Well, for starters you have way too much text on all these slides. Only add important points to each slide and some easy designs that'll help illustrate what you are talking about.

嗯，首先你的幻灯片上的文字太多了。幻灯片上只要加上重点和一些简单的设计来 强调观点就可以了。

B. Ok, but I have so much important information on these slides. 好的，但是我放在幻灯片上的重要信息太多了。

A. Well I noticed you have many ideas on each slide. You need to stick to one idea per slide. The visuals are supposed to be there to supplement your presentation, not to make your presence unnecessary. You don't want to read the text word for word during the presentation. So keep the text to a minimum. 嗯，我注意到你每张幻灯片上都有很多点子。你得坚持一张幻灯片只放一个点子。它应该是你专题演讲的一个辅助工具，而不能喧宾夺主。你演讲的时候不能光读上 面的那些文字，所以文字越少越好。

Ok, I'll do that. 好的，我会照做。

A. Let me just add that your slide notes, which only you see, can contain a lot more information than your actual slides. So make sure to utilize your slide notes.

我还想说一下你的幻灯片备注。备注只有你自己看得见，这里你可以比实际的幻灯片多放很多内容。所以好好利用一番。

B. Ok, I will.

好的，我会的。

Now, I noticed you had a photo on one of the slides. Did you take the picture?

现在，我注意到你有一张幻灯片上有一张照片。是你拍的吗？

Yes, I took it with my phone.

是的，我用手机拍的。

A. [The photo is a bit blurry. I would suggest using a clearer photo; bear in mind that you should use high-quality photos on PowerPoint presentations.

照片有点糊。我建议用清楚一点的照片；记住做演示文稿的时候要用高质量的照片

B. [Also this template that you're using, is it from PowerPoint? 还有你用的这个模板，是 PowerPoint 自带的吗？

Yes, is that a problem?

是的，有问题吗？

Well you're showing this presentation to a group of people who have probably seen this template at least a dozen times. I'll send you a link to a website that has a great deal of free PowerPoint templates that haven't been overused. 嗯，你的观众可能已经看过这个模板几十遍了。我会给你发一个网站的链接，上面有很棒的免费演示文稿模板，还没有被用烂。

Ok, thanks!  
好的，谢谢！

Lastly, I would suggest using a story that illustrates your point. Some of these ideas are a bit complex, so giving examples or sharing a story that underscores the point might help. It should be short, intriguing and support your major points.

最后，我建议你用一个小故事来阐明你的观点。你写的有些点子太过复杂，所以最好给出点例子或是讲个故事来强调一下你的观点。故事要短小、有趣、并能支持你的观点。

Thanks, Jim. I think I already have the perfect story in mind. 谢谢^Jim。我觉得我已经想到一个绝妙的故事了。

A PowerPoint is a great tool to enhance your presentations, but far too often we let it overwhelm us and our message.

PowerPoint 在做展示时是一个非常有力工具，但是目前 PPT 的滥用让我们不堪重负。

The following are some simple tips for making the best use of PowerPoint.

以下这些简单技巧，可以帮你充分善用 PowerPoint。

Use legible type size. Titles should be at least 36 to 40 points, bulleted text or body copy at least 24 points.

字体大小适中易读。标题字号至少要 36 到 40，小标题或者文章正文至少要 24。

Be brief. A good rule of thumb is to cut paragraphs down to sentences, sentences into phrases, and phrases into keywords.

简介明了。一条重要经验是将段落简缩成句子，将句子简缩成短语，将短语简缩成关键词。 Use keywords to help your audience focus on your message.

使用关键词来帮助你的听众集中注意力。

Enhance readability. Don't crowd your slides. Use normal case (not all caps) and punctuate sparingly.

增强可读性。不要让幻灯片太过拥挤。用正常大小写(不要全大写)，慎用标点符号。

Make every word and image count. Each one should help convey your message in the strongest possible way.

让每一句话每个图片都有意义。每一个元素都要能够最大程度地帮助你传递信息。

Limit the number of slides. A good rule of thumb is one slide per minute.

幻灯片数量不要太多。最好是每分钟一页。

Last week, we looked at some PowerPoint do's. Today, let's take a look at the don'ts.

上周，我们学习了 PowerPoint 中应该做的一些事项，今天我们看看有哪些需要避免。

Don't overuse special effects. Use sound, animation, and other effects to emphasize major

points, but don't let them become distracting.

不要过度使用特效。你可以用声音、动画和其它特效来强调重点，但不要过度使用，容易让人分散注意力。

Don't use too many words or include non-essential information.

不要使用过多文字或包含太多非核心信息。

Avoid hard-to-read color combinations such as red/green, brown/green, blue/purple. Aim for high contrast between the background and text.

避免看起来费力的颜色组合，比如红/绿，棕/绿，蓝/绿，蓝/紫。尽量让背景和文字的对 比明显。

After you've created your slides, don't forget to go back and edit. Take out sentences and replace them with keywords and phrases.

制作好幻灯片后，别忘了回顾检查一遍。把句子替换成关键词和短语。

A. Don't include slides you can live without.如果不是非留不可的页面，就删掉。

Don't make it too long. Cut your presentation by as much as half so that your slides are streamlined.

内容不要太长。将演讲内容缩减一半，这样你的幻灯片就可以更精简、流畅。

## 18.06.19 Common PowerPoint language B2 Intermediate

对话

Karen. Can you give me some pointers on making slides in PowerPoint?

Karen,你能指导我一下怎么做 PowerPoint 幻灯片吗？

Sure. First off, it's best to stick to a professional design template and avoid bright backgrounds.

当然可以啦。首先，最好用设计专业的模版、避免用太过明亮的背景。

Got it. What about the slide layout?

知道了。那幻灯片排版呢？

Use a title layout for the first page and the comparison layout to display products.

首页可以用标题页排版，做产品展示的时候，可以用对比版式。

Sounds good! I guess I can use a blank layout and insert images and text boxes, too.

好建议！我也能用空白版式，然后插入文本和图片吧？

Yes, but be careful not to overload the slides with images.

可以的。但要小心，别插太多图片。

Right. That reminds me. I should change my paragraphs to bullets as well.

对，这倒提醒我了，我得把文字从段落改成点句。

Yes, and use normal view when making the slides. Outline view is better for editing.

没错。还有做幻灯片的时候可以用标准视图，编辑的时候用大纲视图更好。

Good to know. Is there anything else I should know about making a slideshow?

好主意。做幻灯片演示时，还有其它什么需要注意的吗？

Yeah. Don't get too fancy with the animations!

哦，还有一点，不要用太多花里胡哨的动画效果！

Hahaha! I'll keep that in mind!

哈哈！好的，我会记住的！

B2-Intermediate-Designing a New Sales Deck

对话

A. Robert, I've been looking at our sales deck. I think we need to update it. Robert, 我最近在看我们的销售PPT介绍。我觉得我们需要更新一下。

B. Ok. What are the problems with the existing one? 好啊。现在这稿有什么问题呢？

A. [There's a lot of outdated information to start with. And the layout is very stale.  
首先，有很多过时的信息。而且设计也有很陈旧。

B. [The deck was done 2 years ago, if I remembered correctly. I'm sure we could improve the design.  
我没记错的话，这个内容是两年前做的。我们现在肯定能设计得更好。

A. Yes. And we shouldn't be using stock images. They don't reflect our brand image at all.  
对。而且我们也别再用图库的图片了。那些图完全不能体现我们的品牌形象。

B. Got it. The most important aspect though is the content. Are you happy with the way it's structured now?

嗯，知道了。但是最重要还是内容方面。你喜欢现在的结构吗？

A. No. That's where I have the biggest problem with it. Well, I mean the content is good. But the narrative is very cold and bland.  
不喜欢。我对这部分的意见最大。其实，我觉得内容不错。但是描述方式太冷冰冰、太乏味了。

B. Um, so we'll need to include storytelling in it. And do it in a concise and compelling way.  
是的。我们应该融入讲故事的手法，并且用简洁有力的方式传达。

A. Yeah. We really need to put ourselves in the clients' shoes. The deck currently reads like a laundry list of what we do. It doesn't excite the clients or communicate value our product can bring to them.

没错。我们一定要设身处地从客户的角度想问题。现在这套介绍读起来就像个清单，根本无法激发客户的兴趣，也无法传递我们产品能给他们带来什么价值。

B. Got it. When would you like to have it?  
好的，我知道了。你什么时候要？

A. Next Tuesday if possible. But give me an outline this Wednesday.  
如果可以的话，下周二给我。不过这周三，先把大纲给我。

B. Will do.  
没问题。

Print and Scan

对话

A. DSusan, please scan this document. Susan , 请把这份文件扫描一下。

B. DSure. Do you need each page scanned? 好的 , 每一页都要扫吗 ?

A. Yes. 是的。

B. [Should I print out the scanned document? 要把扫描的文件打印出来吗 ?

A. [No. You can just email it to me. 不用 , 用邮件发给我就可以了。

B. [No problem. 没问题。

## A2-Elementary-Office supply checklist

### 对话

A. Jess, can I borrow your stapler and some staples? I can't find mine anywhere! Jess,我能借用一下你的订书机和一些订书钉吗? 我的哪儿都找不到了!

B. Of course, Max. Also, do you want some pens or markers? I just got some new ones.  
没问题, Max, 你需要钢笔或者马克笔吗? 我刚买了一些新的。

A. Sure. Pens are always handy! Oh, but do you have any highlighters? I'm running low.  
钢笔总是很方便的! 哦, 你有荧光笔吗? 我荧光笔快用完了。

B. I've got them in every color of the rainbow, which would you like? 我有很多颜色, 你要哪种颜色?

A. Yellow please. I've never been a fan of the other colors.  
我要黄色的。其他颜色我都不怎么喜欢。

B. How boring! Well, if you need any other supplies like post-its, folders or stationery I've got plenty!  
那多有意思啊。好吧, 如果你还需要其他的东西的话, 便利贴, 文件夹或其他文具 之类的, 我有很多!

A. Wow! Everything on your desk is so neat!  
哇! 你桌上好整洁, 井井有条的!

B. You think that because your desk is so messy. Wait! No wonder you can't find anything!  
那是因为你的办公桌太乱了。等等! 怪不得你什么都找不到!

## Arriving for an Appointment

对话

A. Good morning sir, how can I help you today? 早上好，先生，有什么可以帮您的吗？

B. Hello, I have an appointment with Richard at 10:30. 你好，我 10:30 约了和 Richard 见面。

A. Sure, and what's your name?  
好的，请问您叫什么名字？

B. Peter Robinson.  
我叫 Peter Robinson。

A. Ok, one moment. I'll let him know you're here.....Peter, he's running a bit late, but he should be free in a few minutes.  
好的，请稍等。我会告诉他你到了...Peter,他要迟到了，但是应该几分钟就好了

B. Great. No problem. I'm a little early. 行啊，没问题，是我早到了一点。

A. ....Peter, Richard is ready for you now. His office is down the hallway; it's the second door on the left.  
...Peter,Richard 现在准备好见你了。他的办公室顺着走廊走到底，在左手边的第二扇门。

B. Sounds good; thank you for your help!  
好的，谢谢你！

#### Asking for Time Off

对话

1. Mr. McKenna, do you have a second? I need to talk to you about something. McKenna 先生，你现在有时间吗？我想和你说件事。

2. Sure, Liv. What can I do for you?  
行啊，Liv。什么事？

1. Well, I was just wondering...you see, I know I've used up all my vacation days this year, but my sister is getting married, and the wedding is overseas, and, well...  
嗯，我就是想...你看，我知道我今年的假期已经休完了，但是我姐姐要结婚了，婚礼又在国外办，所以，嗯

2. You wanna take some time off, is that right?  
你想要请假，是吧？

1. Well, sir, I was just hoping that I might be able to take some unpaid leave this year.  
是的，我就是希望今年能有几天无薪假期。

2. What dates are you planning on taking off? I'll need at least two month's notice so that I can plan for your absence.  
你准备哪天走？你要请假至少提前两个月告诉我。

1.1 was thinking of taking off from September first until the thirtieth. Would you be okay with that?  
我准备九月一号到三十号走。可以吗？

2. Well, I guess so.  
嗯，那好吧。

## A2-Elementary-Back to Work

对话

A. EMorning, Nick!  
早上好，Nick!

B. Morning. You look great!  
早上好。你看起来不错！

A. [You don't look too bad yourself. How was your holiday? 你也是。假期怎么样？

B. [It was great. Spent some quality time with my folks back home. You? 挺好的。回老家好好陪了陪父母。你呢？

A. My in-laws were visiting. We had a great time showing them around. 我岳父岳母来了。我们带他们四处转了转，挺开心的。

B. [Kind of hard to be back working after a long nice vacation, no? 放了个舒服的长假以后真的很难收心回来工作啊。

A. ENo kidding! But I really need the paycheck after a vacation like that! 没错！不过放了那么个假以后，我是真的需要赚工资了。

## Business Trip to London

对话

A. ary, when did you get back from London?  
Gary，你什么时候从伦敦回来的？

B. I flew back yesterday. So I am still a bit jet-lagged. 我昨天坐飞机回来的。所以我还有些时差。

A. I bet. How was your trip?  
肯定是的。你的旅行怎么样？

B. [It was great. We had a few good meetings. 很不错，我们几次会议都挺好。

A. Was it your first time there?  
你第一次去伦敦吗？

B. Wes. But I was pretty busy with work most of the time. So I didn't get to do much else.  
是啊。但是我大部分时间都忙着工作，所以没什么其他事。

A. DOh, that's too bad! Maybe next time you'll have more time to play. 啊，那太可惜了！可能下次你有多点时间玩吧。

### Calling Tech Support

#### 对话

1. Hello, thanks for calling 123TechHelp. I'm Todd. How can I help you? 你好，欢迎致电 123TechHelp。我是 Todd，有什么可以帮您的吗？

2. Hello? Can you help me? My computer! Oh man...  
你好，你能帮我吗？我的电脑...哦天哪....

1. It's okay sir, calm down. What happened?  
没事的先生，冷静一点。怎么了？

2. I turned on my laptop and it broke! I mean, the monitor went black!  
我打开我的手提电脑然后它就坏了！我是说，显示器黑屏了！

1. Ok, sir, it sounds like you might have a virus.  
好吧先生，听起来好像是中病毒了。

2. I don't feel sick, let me check...Nope! No fever, I'm fine.  
我没感觉头晕恶心啊，我看看...没有！没有发烧，我很好。

1. No, your computer might have a virus, I mean, it has a bad program on it. Maybe that's why it crashed. I recommend that you run an antivirus program in order to safely remove any unwanted spyware or Trojans.  
不是，你的电脑可能中病毒了，我是说，有些不良程序入侵了。这可能是它死机的原因。我建议你运行一下杀毒软件安全清除不需要的间谍程序或木马软件。

2. Phew! ...Wait a minute, CRASH??!! Spyware? Trojans! What? Where? When?! 呼！...等一下，死



机？！间谍程序？木马软件！什么？哪里啊？什么时候的事？！

## A2-Elementary-Leaving work early

对话

*A.* Sarah, would it be okay if I left work a bit early tomorrow? I need to go to the bank and sort out a few things.  
Sarah, 今天我可以早点下班吗？我得去银行处理一些事情。

*B.* Sure. When are you thinking of leaving?  
可以。你想什么时候走？

*A.* [The bank closes at 4:30. If I could leave at 4, that would be excellent. I'll make sure to complete all my work before I go.  
银行 4 点半关门。如果我能 4 点走的话，那就太好了。我会保证把工作都完成再走

*B.* Ok. It would be best if you could come in early tomorrow to make up the time though.  
好。不过如果你明天早上能早点来，补上今天缺的时间，那就最好了。

*A.* Sure. I'll do that. Thanks for your understanding! I'll be reachable on WeChat if you need me.  
当然。我明天会早点来的。谢谢你的理解！如果有什么事需要我的话，可以微信联系我。

*B.* Great! Hope everything goes smoothly.  
行，希望你事情办得顺利。

## Ordering Office Supply

对话

*A.* Hey John, I need you to order some office supplies.  
嘿 John, 我需要你订一些办公用品。

*B.* Ok, what do you need me to order?  
好的，你要订什么？

*A.* We need 10 boxes of 8 1/2 x 11 paper, 20 pens, 15 highlighters, 10 boxes of tape, 30 packs of post-it notes, 30 boxes of envelopes, 10 folders and 6 binders. 我们需要 10 箱 8.5x11 英寸的纸，20 支笔，15 支荧光

笔，10 盒胶带，30 包 N 次贴，30 盒信封，10 个文件夹和 6 个文档夹。

*B.* We are running low on staplers and ink cartridges. I'll add that to the list. 我们的订书机和墨盒快用完了，我把那些也加上吧。

*A.* Oh yes! We'll need plenty of those!  
哦对！那些我们需要很多！

*B.* Ok, let's add 10 staplers and 10 color ink cartridges. Is that enough? 好的，我们加 10 个订书机和 10 盒墨盒。够了吗？

*A.* We might need 20 color ink cartridges. 我们可能需要 20 盒墨盒。

*B.* Ok, 20 it is. What color of pens do you want?  
好，那就 20 盒。你想要什么颜色的笔？

*A.* I want 15 black pens and 5 blue ones.  
我想要 15 支黑色的和 5 支蓝色的。

*B.* Let me add 10 more black pens to this order. We ran out of black pens last week and don't like using the red ones.  
让我再多加 10 支黑笔在清单上。我们上周黑笔用完了，而且我不喜欢用红笔。

*A.* Can you order only yellow highlighters? We don't use the blue or pink ones. 荧光笔你能就买黄色的吗？我们不用蓝色的或是粉色的。

*B.* Ok, I'll do that.  
好的。

*A.* Do you know when everything will arrive? We need some of this stuff soon. 你知道大概什么时候能到货吗？这些东西我们很快就会用到的。

*B.* I can have it shipped express and it'll be here by tomorrow. 我可以让他们快递，明天就能到了。

*A.* Great! Thanks a lot John!  
太好了！谢谢你,John\

## A2-Elementary-Printing Business Cards

对话

*A.* Jack, I need some new business cards.  
Jack，我需要一些新名片。

*B.* How many do you need?  
你需要多少？

*A.* Emm...How many cards does an order include?

嗯。。一个订单里面有多少张名片？

*B.* 250.  
250 张。

*A.* That's plenty; just get me one order. The designer knows which style I use, but she'll need to update my new job title.  
很多呀，我只要一单。设计师知道我用的是哪种风格，但她需要更新我的职衔。

*B.* I'll make sure she does that.  
我会确保这一点的。

*A.* Can you please check that she uses the right font? She made a mistake last time.  
可不可以请你确认她使用正确的字体？她上次用错了。

*B.* [Certainly!  
没问题！

#### A2-Elementary-The Printer is Jammed

对话

*A.* Ugh, why won't this printer work?  
啊，这打印机怎么坏了？

*B.* Hey John, do you need some help? It looks like you're having some problems.  
^John,要帮忙吗？看上去你遇到些问题。

*A.* That would be great. I don't know what's happening.  
那太好了。我不知道这是怎么了。

*B.* Ok, let me take a look at it... Here's your problem, the printer is jammed! A piece of paper got stuck in the printer.  
好的，我看看。是这样，打印机卡纸了！一张纸卡在了里面。

*A.* [Really? I wonder how that happened.  
真的吗？真不知道这怎么发生的。

*B.* I'm not sure either, but it's a simple problem to fix. 我也不知道，但修起来很简单。

*A.* Great, thanks so much! 太好了，非常感谢！

#### Working Overtime

对话

A. Hey Megan, are you free for dinner tomorrow night? 嘿 Megan, 你明晚有空一起吃饭吗?

B. I don't know^ I worked a ton of overtime this week. I'm exhausted. 我不知道...这个星期我天天加班。我累死了。

A. Oh, really? Why did you work so much?  
哦, 是吗? 你为什么这么用功呢?

B. It was just busy in the office. I had to work every evening for the last two weeks!  
不过是办公室活儿多。我上两个星期每晚都工作!

A. Wow, 14 days in a row?  
哇, 连着 14 天啊?

B. Yes! And last weekend, I worked during the day too. 是啊! 而且上周末, 我白天也工作呢。

A. Well, I understand why you are tired. You really should rest this weekend. 嗯, 我知道你为什么这么累了。你这个周末应该休息休息。

B. I will. Maybe we can do dinner next week! 我会的。也许我们下周末可以一起吃晚饭!

#### B1-Pre-Intermediate-Buying office supplies

对话

A. Jane, I'm ordering some office supplies this week. Is there anything that you're running low on?  
Jane, 我这周要订购一些办公用品。你那缺什么东西吗?

B. [The usual: A few more boxes of paper. A new stapler and some staples. Some dry-erase markers.  
还是那些: 几箱纸。新的订书机和一些订书钉。一些易擦马克笔。

A. How about the printer? Should I order some more ink cartridges? 打印机呢? 我要订一些墨盒吗?

B. I think we're doing okay with color, but order another couple of black cartridges just to be on the safe side.  
我觉得彩印的还好, 不过安全起见再订购一些黑白墨盒吧。

A. Check. Anything else?  
好。还有呢?

B. I'm almost out of Post-it notes and highlighters. Could you order a bunch of different colors for me?  
我快没便利贴和荧光笔了。你能帮我订点新的颜色的吗?

A. Okay. No problem.

好，没问题。

A. Oh, also, we could use some folders.  
哦还有，我们还需要点文件夹。

A. You mean like these ones here?  
你是说这里这样的？

A. No no, I mean those plastic envelopes. 不是，我是说塑料的那种。The transparent ones? 透明的那种？

B. Yes. Whatever they're called. 对。不管他们叫什么吧。

A. Ok. I'll go place the order right now. 好。我现在就下单。

#### B1-Pre-Intermediate-Help with Excel

对话

A.  
啊！

B. What's wrong?  
怎么了？

A. I tried to paste some numbers into the spreadsheet. Now the formulas are all messed up!  
我想往数据表里粘贴几个数字。现在整个公式都乱套了！

B. So, can't you undo it?  
啊，你不能撤销吗？

A. I accidentally saved over everything!  
我不小心覆盖保存了！

B. Okay well let me take a look. So what did you paste?  
好吧，让我看看。你粘贴了什么？

A. For the "Q2 Revenue" column I used data from a different spreadsheet, but it must have been formatted differently because now all of the formula cells show "Error".  
在"第二季度收益"那栏我用了另一张数据表的数字，不过格式好像不一样，因为现在所有的公式格都显示的是"错误"。

B. Oh, I see what the problem is. Try highlighting this row here. Right. Now right-click "Format Cells". Good, now click on "general". That should do it.  
哦我知道怎么回事儿了。你试试勾选这一行。对。现在右击"设置单元格格式"。好，现在点"通用"。这样应该就可以了。

A. You fixed it! I really owe you!

哇，你修好了！太谢谢你啦！B. No sweat. Oh, by the way, just my personal opinion, but these three cells at the top: I think you should merge them together. It makes the spreadsheet a bit more presentable.

没事儿。噢，还有我个人觉得，最上面的三个单元格，如果你把他们合并在一起，这样整张表看起来效果会更好。

B1-Pre-Intermediate-Office series 13: Content marketing

对话

A. Karen, do you have a moment? I'd like to run a few ideas by you.  
Karen,现在有空么？我有些想法，想跟你讨论一下。

B. Sure. What is it?好的。你有什么想法？

A. Well I've been testing out ways to boost the cost-effectiveness of our user acquisition.  
最近我一直在测试不同的方法，来提高我们的用户获取性价比。

B. Okay. Any new findings?嗯。你有什么新发现吗？

A. Content marketing. I'm not just saying it because it's the hottest trend right now. It actually showed some promising results from the tests Brad and I ran. 内容营销。我提内容营销，并不是因为它是现在最热的趋势。而是最近我跟 Brad 做了很多这方面的测试，取得了非常可喜的效果。

B. Really? Do you have any numbers?是吗？你有具体数字吗？

A. Yes, I'll send those to you later. But overall we were able to reduce cost per lead by 30%.  
有，我一会儿发邮件给你。但总体来说，我们把每个潜在客户的获取成本降低了 30%。

B. That does sound like a promising start.哦，听起来确实是个很好的开始。

A. And I have to say Brad has a real talent for it. So I'd like to double down on our efforts 而且我必须说，Brad 在内容营销这方面很有天赋。我也非常希望在这方面加倍投入。

B. Excellent. Send me those numbers and let's talk more this afternoon. 很好。你把数据发给我看看，我们下午详细讨论一下。

A. Sure. I'll do it right now.  
好的，我现在就发给你。

B1-Pre-Intermediate-Office series 11: Back to work

对话

A. Hey Brad, Happy New Year!  
嘿，Brad,新年好！

B. [Jhanks Zach. Happy New Year to you too! Did you have a nice break? 谢谢，Zach。你也是！假期过

得好吗？

A. EYes I did. I went home to see my family and friends. Ate way too much, but I suppose that's what the New Year is all about.

很好。回老家看了家人和朋友，猛吃一通。不过，春节就是这样。

B. EHa, of course!

哈哈，没错！

A. Mhat about yourself? How was your holiday?

你呢？你假期怎么样？

B. Mell, like you, I got to spend some quality time with my family; caught up with some old friends I hadn't seen in a while. In general, it was a nice, low-stress holiday.

嗯，跟你一样，陪陪家人、跟好久没见的朋友们聚了聚。总得来说，挺舒服、挺轻松的。

A. [Jhat sounds nice. Mork was crazy before the New Year. I'm glad we all managed to get some well-deserved rest.

真不错。我们过年前工作太忙了。大家都趁长假好好休息了一下。

C. [Morning guys! Happy New Year! 大家，早上好！新年好！

B. Morning Karen! Zach and I were just talking about our holidays. You went to Bali, right? I saw all those nice photos on your WeChat Moments.

早，Karen!我刚在跟 Zach 聊假期呢。你是去巴厘岛了吧？我看到你微信朋友圈发的照片了。

C. Wes, Bali was great! But I kind of wish I had gone at a different time. 对，巴厘岛真不错！不过真应该换个时候去。

A. Wou know, my wife and I are thinking about going there for our anniversary.

I should get some travel tips from you.

哎，我跟太太正在考虑要不要去巴厘岛过结婚周年庆。回头，你得给我点旅行建议

My first piece of advice: don't go during Chinese New Year. Apart from the crowd, it was an amazing trip!

我的第一条建议就是：千万别春节去。不过这次除了人多，玩儿得还是很开心的！

#### Office Christmas Party

对话

A. [Wow, Tony. Your sweater \s hideous! I think you're going to win the prize for ugliest Christmas sweater.

哇，Tony,你的丑死了啊！我觉得你要赢得圣诞最丑毛衣奖了。

B. I hope so! Fiona, why aren't you wearing an ugly Christmas sweater, too? Yours is actually quite nice.

我希望也是啊！Fiona,你为什么没有也穿最丑圣诞毛衣？你的毛衣挺好看的。

A. I don't have a Christmas sweater. We don't celebrate Christmas in my country.  
我才不穿圣诞毛衣呢。我们国家不过圣诞节。

B. I see. Well, do you have any Christmas plans?  
原来如此。嗯，那你圣诞节有什么计划吗？

A. [Yes, I'm going to celebrate Christmas with a friend's family. I'm very excited about my first Christmas. How about you?  
嗯，我要和朋友的家人一起庆祝圣诞节。我很期待我的第一个圣诞节。你呢？

B. Q[I'm flying to Chicago. Most of my family is there, so we usually celebrate there. What are your Christmas plans, Tony?  
我要飞去芝加哥。我的大部分家人都在那儿，所以我们通常在那儿过。你的圣诞计划呢，Tony？

A. [We are celebrating Christmas with my wife's side of the family. One year we'll celebrate with her family and the next year we'll celebrate with mine. 我们准备和我老婆那边的家人一起过圣诞。一年和她家人过一年和我家人过。

B. What sort of food do you eat on Christmas Day? 你们圣诞节吃什么呀？

A. We eat ham, turkey, stuffing, mash potatoes, gingerbread cookies and pie. 烤火腿，火鸡，填料，土豆泥，姜饼和派。

B. [It seems a lot like the food that's served on Thanksgiving.  
和感恩节时候吃的东西差不多啊。

A. [Yeah, it is.  
没错。

B. [Do you guys have Christmas decorations at home? 你们家里有圣诞装饰吗？

A. [Yes. I have a big Christmas tree at home. 有啊，我家有棵很大的圣诞树。

B. [Is it a real tree?  
是真的树吗？

A. [Yes. Some people will buy an artificial one instead.  
是的。有些人会买棵假的。

B. I think it's better to buy a real Christmas tree. Pine trees have a strong scent that creates a festive mood.  
我觉得买棵真的圣诞树比较好。松树有股强烈的气味能营造圣诞气氛。

A. Once we've put the Christmas tree up, we decorate it. We add lights and ornaments to it; and add a star or angel to the top.  
我们把树放好之后就开始装饰它。我们把彩灯和吊饰挂上去，在树的顶端放一颗星星。

B. We also hang a wreath on the front door and spray some fake snow around the edges of our windows to make it look more festive.  
我们还在门口挂一个花环，在窗户边上撒一些假的雪花弄得更有节日气氛一些。



A. Wow! That seems like loads of work.  
哇！听起来工作量很大啊。

B. It is, but usually the whole family helps. So it's a nice family bonding experience.  
是有点，但是通常所有家人都会帮忙，所以很能促进家庭关系。

A. On Christmas Day, we gather around the Christmas tree and open our  
presents.  
在圣诞节当天，我们会围坐在圣诞树下拆礼物。

B. Oh, and Santa Claus puts them there, right? 哦，是圣诞老人放在那里的，对吗？

A. Right. By the way, do you guys have your secret Santa gifts? 没错。顺便说一下，你们准备神秘的圣诞老人礼物了吗？

B. up, I got mine. 有啊，我准备好了。

A. Me too. 我也是。

#### B1-Pre-Intermediate-Office series: October holiday planning

对话

A. Brad, I'd like to talk about the October holiday schedule and make sure we don't fall behind at work.  
Brad，我想跟你谈一下关于十一假期的工作安排，确保我们不会落下工作。

B. Sounds good. Helen, do you know what the official holiday schedule is like? 好的，Helen。你知道官方的假期安排吗？

A. The break is from Saturday, the first of October to Friday, the seventh. We come back to work on Saturday, the eighth.  
假期是从十月一号星期六开始，一直到十月七号星期五结束。我们八号周六回来工作。

B. Oh, I didn't know that. I booked a trip and don't get back till the ninth. 哦，是吗？我没意识到。我已经订了机票，九号才能回来。

A. Well, it could be confusing to figure out the exact schedules of these long holidays. Would you be willing to work this weekend to make up for the extra days you're taking off?  
这种长假的具体安排的确有点搞脑子。你愿意这个周末加班，把你要多请假的时间 补上吗？

B. Sure. In fact, I don't leave till the fourth of October, so I'm happy to work in the beginning of the holiday if that's fine with you.  
当然可以。实际上，我四号才走，所以如果你同意的话，假期头几天我可以工作。

A. Oh, that's even better. Can you work on the second and third? 噢，那就更好了。你可以二号或者三号工作吗？

**B.** Yes, I can. Should I come to the office or work from home? 可以。我需要来办公室吗？还是在家工作？

**A.** [It's up to you.  
这随便你。

**B.** 'I'll come to the office then. I'm more focused here. 那我还是来办公室吧，在这儿更容易集中精力。

**A.** Ok. Just keep up with your regular tasks. And if you need any assistance, let me know.  
好。你完成自己的常规工作就行。如果需要帮助的话，告诉我。

**B.** Got it.  
知道了。

**A.** So where are you going during the break?  
哎，你假期打算去哪里？

**B.** I'm going to Thailand with my girlfriend. Are you going anywhere? 我会跟女朋友去泰国。你出去旅游吗？

**A.** No, I'll be here. It's too expensive to travel during the break. 不，我不去。假期旅游太贵了。

**B.** I know. That's why I'm leaving mid-week.  
没错，这就是为什么我假期中间才走。

**A.** Well, have fun! And thanks for covering work. Just make sure you double check with me regarding holiday schedules in the future.  
祝你旅途愉快！也谢谢你能把工作补上。另外，以后放假，你先跟我确认一下日程安排。

**B.** Will do.  
我会的。

#### B1-Pre-Intermediate-Office Series 6: Year-end party

对话

**A.** Zach, it's that time of the year again: we need to start planning for our year-end party.  
Zach, 每年这个时候又到了：我们要开始策划公司年会了。

**B.** Wow, time really flies, doesn't it? So what are you thinking? What do you have in mind?  
哇，时间过得真快啊！你有什么想法吗？

**A.** Well, since our company has really taken off this year, we should do something extra special to recognize everybody's hard work.  
我们公司今年发展迅速，所以我想搞些特别的活动，来认可感谢大家的辛勤工作。

**B.** Definitely. Do you want to hold it in the office, or should we be looking at an outside location?  
必须的。你想在办公室弄还是去外面的场地？

A. I'd like to rent a venue. Somewhere with a good vibe, a relaxed atmosphere and of course, delicious food.  
我想租个场地，气氛比较好、放松的，当然吃的也要好。

B. So do you want to book a whole restaurant, or rent a space and hire a caterer?  
那你是想包下整个饭店还是租一个场地，再找餐饮提供商呢？

A. Depends on the nature of the event. I personally want to do something fun: get people around the office to put on a show.

要看活动性质了。我个人更倾向组织好玩儿、有趣的年会：比如让同事们表演一场 节目。

B. In that case, we'd better find a space and get catering. It just works better. What kind of show?  
如果那样的话，我们最好还是找一个场地，然后请厨师。我觉得这样更适合。你想 组织什么样的节目呢？

A. Well we've got a lot of talent around the office. Nathan is really funny and would make a good emcee. Everyone says that Serena sings very well: we could probably get her to sing a few songs.  
我们办公室可是藏龙卧虎°Nathan 很搞笑，很适合做年会主持人。听说 Serena 唱歌很好听，我们可以让她唱几首歌。

B. Sounds like a great idea. Could we do a raffle at the end of the night as well? 好主意。到时候，能不能搞一次抽奖？

A. Oh, I think that would go over well. Anyways, I'm sure we'll have lots of fun and it'll be a great bonding experience for the team. Do you want to take the lead on this?  
好啊，抽奖应该会很受大家欢迎。总之，一定会很有意思。而且对团队来说，这也是个增进感情的好机会。你想牵头组织这次活动吗？

B. I'd love to!  
我很乐意！

#### B1-Pre-Intermediate-Office series II: A post-holiday surprise

对话

A. Hi Brad, good morning. Nice tan. How was your holiday?  
Brad,早。皮肤晒得很漂亮！假期怎么样？

B. Thailand was amazing! I can't wait to go back. How about yours? 泰国太棒了！我等不急想再去呢。  
你的假期如何？

A. Pretty low-key. It was nice to have some R&R and spend some quality time with my family.  
挺平静的。放松休息、陪陪家人也不错。

B. Sounds nice. Thailand was fun, but it was so crowded!  
是啊。泰国虽然好玩，但是人太多了。

A. Could you bring me up to speed with where you are in terms of your work? 你能跟我汇报一下你的工作进度吗？

*B.* Well I did put in those two days during the holiday. That really helped us to stay on schedule.  
嗯，我长假期间，工作了两天。这对我们跟上进度，实在帮了大忙。

*A.* Sounds good. Could you send me the draft proposal before lunch? 很好。你能午饭前把你写的计划书初稿发给我吗？

*B.* Sure thing, I'll do it right away.  
当然可以。我现在就去发。

*A.* Great. Oh, one more thing. As you know we've been growing really quickly, so I decided to bring a new hire onboard to oversee marketing.  
好。对了，还有一件事，你也知道我们业务成长很快，所以我决定，新聘用一个人来带领市场工作。

*B.* Oh, I was hoping to step into that role myself. 哦，是吗？我其实挺希望自己以后能胜任那份工作的。

## B2-Intermediate-Moving to a new office

对话

*A.* Morning, Spencer, look at our new office! 早，Spencer,快来看看我们的新办公室！

*B.* Morning, bro. Wow, we finally have our own studio. 早，哥们儿，哇！我们终于有自己的录音室了。

*C.* Morning guys!  
大家早上好！

*A.* Hey, Diana. Come check out our new studio!  
嘿，Diana,快来看我们的新录音室！

*B.* Oh, I like it, it's nice. But I kind of miss the old studio. So many great memories there.  
哇，我好喜欢！真棒。不过我还挺怀念我们的老录音室的，那儿有好多美好的回忆呢。

*A.* That's right. But I don't miss the commute. It's just so handy to have a studio right in our own office.  
是啊，但是我一点都不怀念来回跑的路程。办公室里直接有录音室真是太方便了。

*B.* Seems we have brand new equipment too. These mics look nice. 貌似我们还有全新的录音设备。这些麦克风看起来真不错。

E Yeah, I feel like I'm a real radio star sitting behind them. 是啊，坐在这些设备后面，我感觉自己就像个真正的电台明星！

A. Guys, let's get out of here. I'm starting to feel a bit claustrophobic. 同志们，我们出去吧。我已经开始有点幽闭恐惧的感觉了。

B. By the way, do you know where you're sitting? 诶，你们知道自己要坐哪儿吗？

A. Maybe we could just hot desk from this large table. 也许我们可以直接用这个大的公用办公桌移动办公。

B. Oh, that'll be awesome! Hey, how did you get in here? I don't think I've got my access card yet. 噢，那就太棒了！哎，你们是怎么进来的？我好像还没拿到门禁卡。

A. I got mine last Friday. Just double-check with Xiao Wei. I'm pretty sure she's got yours. 我上周五就拿到了。你再跟小魏确认一下，我感觉她肯定有你的卡。

B. Ok. What are these little bags for? 好的。这些小袋子是干什么用的？

C. I think they absorb the smell of construction materials. But let's open all the windows to air the place out. 好像是用来吸建材味道的。不过我们也开窗，把屋子吹一下吧。

B. Great idea! 好主意！

## B2-Intermediate-Office 10: Planning for Chinese New Year

对话

A. This is our last marketing meeting before the Chinese New Year break. I'd like to do a bit of planning for the upcoming year.

这是我们春节之前的最后一次市场部会议，我想为来年做一些规划。

B. Great. I'll start with a quick update. We've identified the most relevant offline and online channels. 太棒了，我先来说一下最新进展，我们最近又锁定了一些最匹配的线上、线下渠道

A. Yeah, I like the proposal you sent, but let's make sure that we dig deep, test, measure, and optimize as we go. 嗯，你发的提案我觉得很好。但是我们一定要深入研究、测试、衡量，而且边做边优化。

C. Of course. That's why Zach and I have decided to focus on a small but targeted number of activities rather than spreading ourselves too thin.

一定会的。这就是为什么我跟 Zach 决定先专注做少部分有针对性的项目，避免分散精力和注

意力。

A. When do you expect to see results?  
你们预计什么时候能看到效果？

B. We need to test and learn fast in the first half of the year. The rest of the year should be about honing in on what works the best and translating those into revenue.  
上半年我们需要快速测试、学习，这样在下半年就可以集中精力在那些效果最好的 尝试上，把它们转化为收益。

C. I'll also tie up some loose ends on things I've been working on before the New Year's break.  
我这边春节前，会把手头没完成的一些工作都解决掉。

A. Sounds great! It's going to be an exciting year! 好。明年会是精彩的一年！

#### B2\_Office series 14 : Giving critical feedback

A Hey Zack, I'd like to have a word with you if you have a moment.  
嘿 Zack，你有时间吗？我想跟你谈一下。

B Absolutely, Karen.  
没问题，Karen

A I've noticed a few issues with your work. I'd like to share my feedback and propose a couple of solutions.  
我注意到你工作上存在一些问题。我想跟你分享一下我的想法，提出我的一些解决方案。

B I'm all ears.  
你说吧，我洗耳恭听。

X \

A You tend to fall behind schedule and I think that's largely due to how you prioritize.  
你很容易赶不上进度，我觉得这主要是你工作的优先级没有排好。

B Yes, I do tend to get bogged down in small details.  
是的，我确实被一些不重要的小细节困住了，拖慢了进度。

A Also, when you encounter roadblocks, don't be afraid to ask for help instead of working towards a dead end.  
还有，当你遇到阻碍的时候，不要担心寻求帮助。别自己一个人死磕，钻牛角尖。

B But I just feel guilty bothering you or anyone else since I was given the job in the first place.  
但是我觉得既然这是我的工作，去麻烦你和其他同事真的很过意不去。

A I understand. But you need to learn to not just work hard, but work smart. As you mature in your career, you'll need to move beyond simply completing tasks. Instead, you need to be more strategic in your approach.

我理解。但是你需要学会不只干得苦、还要干得巧。当你在职场上不断成熟，你需要脱离简单地完成任务，提升到在方法上更有策略。

B I see what you're saying.

我明白你的意思。

A I have high hopes for you. And that's why I'm bringing these issues to your attention.

我对你有很高的期望。这也是为什么我今天要跟你说这些，让你注意。

B I appreciate it Karen. Thanks for the pointers. I'll take them to heart.

非常感谢，Karen。感谢你的指导。我会放在心上的。

A Karen, I'd like to start building marketing personas to help us better craft and deliver our message.

Karen，我觉得我们应该开始做用户画像，帮我们更好地雕琢、传递市场推广信息。

B Absolutely. But before we go any further, I've got a really basic question: what's the difference between a user persona and a user profile?

没错。但是做之前，我想问一个很基础的问题：用户画像和用户概况有什么区别？

A I'm glad you asked. Most people confuse the two. A persona paints a picture of the customer, like their needs and wants.

这其实是个好问题。很多人都会混淆这两个概念。用户画像是在描绘用户，他们需要什么、渴望什么。

B Whereas a profile is more about demographic information?

而用户概况更多的是用户基本信息？

A That's a large part of it. Customer profiles don't describe the customers' wants and needs. They show you exactly what customers are doing.

很大程度是。用户概况不会描述用户的需求，它会告诉你用户的实际行为。

B Ok. So personas tell us the "why", while profiles tell us the "what".

哦，所以说用户画像关注的是“为什么”用户概况则是“是什么”

A Exactly. But creating personas usually involves customer profiling.

没错。但是建立用户画像通常也会包括用户的基本概况。

B Do you think this is a project you can hand off to Brad?

你觉得这个项目能交给 Brad 做吗？

A He can certainly be the lead person. But we should involve the whole team in coming up with personas as everyone brings a different perspective and different information to the table.

他当然可以做领头人。但是我们应该让整个团队都参与到过程中，每个人会带来自己不同的视角和信息。

B That's a great point. Since you have a lot of experience in the area, why don't you coach Brad on the process, but have him be responsible for the actual project?

有道理。你在这方面很有经验，你能在过程中指导 Brad 吗，但是让他来实际操作整个项目？

A Sure. That's exactly what I was thinking.

好的。我正是这么想的。

A Hey Zack, can I ask you for some advice on writing a warning letter to an employee?

Zack,我要给员工写一封警告信，你能给我点建议嘛？

B Sure. How can I help?

可以。我能怎么帮你？

A Well, one of my staff repeatedly comes in late and misses deadlines.

我团队有一个员工反复迟到、也不按时完成工作。

B Have you met with him about the issue before?

你跟他谈过这些问题吗？

A Yes. I gave him an informal warning in May. But things haven't improved.

有。我五月份的时候给过他非正式警告。但是他并没有什么改进。

B In that case, start off by saying the warning letter is a follow up to your previous meeting.

如果是这样的话，你的警告信一开始就可以指出这是继上一次谈话之后的跟进。

A Ok. Should I restate the problems?

好。我需要把问题重新讲一遍吗？

B Yes. But be aware of the language and tone you use. Focus on the issue, not the person.

需要。但是注意你的用语和语气。注意对事不对人。

A Got it. Um, how does this sound? "You were advised that you were frequently late for work and have missed many project deadlines. It's expected that immediate improvement is required."

明白了。这样说怎么样：『你曾经被指出在工作上频繁迟到、无法按时完成项目。公司现要求你立即做出改进。』

B That sounds good. Also state that it's grounds for dismissal if his performance doesn't improve.

这样可以。还要再强调一点，就是如果他的表现没有改进，公司讲有理由开除他。

A Should I include a deadline for change?

我需要加上一个时间期限吗？

B It's up to you. But make sure you meet with the employee after you give him the warning letter to make sure he understands the issues and consequences.

这看你了。但是你给他警告信之后，要当面跟他谈一下。确认他真正理解了问题的重要性，以及可能带来的后果。

A Got it. Thank you for your help!

明白了。谢谢你帮忙！

B No problem. Anytime.

没事。有问题随时找我。

## B2-Intermediate-Office series 9: CNY dinner speech

### 对话

A. [Alright everyone, I can tell that you can hardly wait to dig in and enjoy the delicious feast in front of you. But I'd like to take a brief moment to say a few words.

大家好，我知道你们面对一桌子的美味佳肴已经迫不及待了。但是我还是想借此机会先简单说几句话。

A. [This past year has presented many challenges and opportunities for us. We went from being a fledgling little startup to an up and coming brand recognized by consumers and many industry peers.

过去一年带来了各种挑战与机遇。我们从一个羽翼未丰的小创业公司，成长为一个被消费者和行业都认可的品牌。

A. What we have achieved has far surpassed the expectations I had at the beginning of the year.

我们取得的成绩远远超过我在年初的预期。

A. [As the Chinese saying goes: you need to be at the right place, at the right time, with the right people.

正如中国老话所言：天时、地利、人和。

A. [And this is exactly what we have.

这些正是我们所拥有的。

A. DSo I'd like to thank everyone for your hard work and dedication this past year.

所以我想感谢大家每一位在过去一年的努力和奉献。

A. [All the overtime you've worked; going above and beyond for the team, not only doing it because it's your job, but because you believe in our mission. 你们加的班；为了团队拼尽全力并付出更多。你们这么做不只因为这是你们的工作，而是因为你们相信公司的使命。

A. I'm confident that we'll achieve bigger and better things in the New Year.

Our team, every single one of you, gives me confidence. 我相信，我们今年将取得更突出、更卓越的成绩。我们的团队、团队里的每一个人，给我这样的信心。

A. Let's raise our glasses. Here's to an even greater year ahead! Cheers! 让我们一起举杯，为更光辉的明年干杯！



对话

*A.* Zack, do you have some time to discuss the end of year bonuses?  
Zack, 你有空讨论一下年终奖的问题吗?

*B.* Sure, let's do it now. As I understand, this is the first year we're giving bonuses?  
好呀, 我们现在说一下吧。据我所知, 这是我们第一年发年终奖吧?

*A.* That's right. We weren't really in a position to do it before. But with the help of new funding as we scale up, we need to formalize rewards and bonuses to help us retain and attract talent.  
是的。之前我们没有条件发年终奖。但今年, 我们新拿到了融资, 规模增长, 是时候定下一套标准的奖励机制来留住和吸引人才了。

*B.* Absolutely. So is this something you'd like to have for people across the board or just key staff?  
没错。你是考虑给所有员工都发奖金还是只给核心团队成员?

*A.* Well, I'm still on the fence. What do you think? 我还在犹豫。你认为怎样做比较好呢?

*B.* People are going to talk. We don't want to be in a situation where bonuses create jealousy.  
同事之间会私下聊的。我们不能让奖金制造嫉妒。

*A.* I see where you're coming from. At the same time, we also want to reward top performers and incentivize others to up their game.  
对, 我明白你的意思。但同时, 我们也希望给表现好的员工多些奖励, 这样也能激励其他员工更加努力。

*B.* Correct. That's why I'd suggest using a tiered system. Of course, it should all be performance-based.  
确实是。所以我建议我们采用奖金分级制度。当然, 也要和绩效挂钩。

*A.* Well, we don't have performance evaluations for all the staff yet as we've just started to build a proper HR system.  
但我们现在还没有对所有员工做绩效考核, 我们的人力资源体系刚建立起来。

*B.* That's alright. What we can do is formalize a bonus scheme for core roles and tie it to their performance. For roles that are non-core, it's up to you whether you want to give bonuses or just perks instead.  
这没关系。我们可以先规范核心成员的奖金制度, 跟绩效连系起来。对于非核心岗位, 你可以决定是发奖金还是给一些其它的福利。

*A.* Ok, I'll think about it. How much of a bonus should we give? 好的, 让我考虑一下。你觉得发多少奖金合适?

I'd suggest starting with one month's salary for top performers since this is the first year we're doing bonuses. We can always go up in the future.  
可以给业绩最好的员工发一个月的额外工资作为奖励, 毕竟今年是我们开始发奖金的第一年, 不用太多, 这样以后可以再上调。

*A.* Ok. I'll draw up a plan and discuss it with you later. 好的。我先拟一个方案, 再跟你谈论。

*B.* Sure. Anytime.  
好的, 随时都可以找我。

B2-Intermediate-Office series 3: introducing a new  
team member

对话

A. Morning, you must be Brad. I'm Zach, very nice to meet you! 早，你一定是 Brad 吧。我是 Zach，很高兴认识你。

B. Hi, Zach. Great to meet you as well. Karen has been telling me great things about you.  
你好，Zach，也很高兴认识你。一直听 Karen 说你很厉害。

C. Ok guys, I see that you've already met. But allow me to formally introduce you. Zach will be the new marketing manager at our firm. I've been very impressed by his previous work. He has helped a few young startups like ours to build their marketing up from scratch. I'm very excited about what he can bring to the table here.  
两位早，哦，你们已经彼此介绍过了？不过还是允许我正式地介绍一下。Zach 会担任我们公司的新任市场经理。他之前的工作让我很佩服。他帮助过很多像我们这样的早期创业公司从无到有开展市场工作。我也非常期待他能为我们所带来的。

A. Karen, you're too kind. And I certainly share the excitement. When Karen reached out to me, I jumped at the opportunity to join because I really do believe that you guys have created a great product. Now, it's time to ramp up the marketing efforts and let more people know about it.  
Karen，你太过奖了。我自己也和你一样期待。其实当你找到我的时候，我几乎想都没想就立刻决定加入你们，因为我觉得你们创造了一个非常好的产品。现在是时候加大市场力度，让更多人知道产品了。

C. That's what I like hearing. Brad has been trying out different things, but our efforts are quite scattered. We need a clear strategy and plan of action to bring everything together. Brad, maybe you can fill Zach in on what you've been doing so far.  
这正是我想听到的。Brad 也已经尝试过不同的方法，但是我们的努力还不成体系。现在需要一个清晰的策略和运营方案，把所有的工作都统一起来。Brad，你能跟 Zach 介绍一下你到目前为止的工作情况吗？

B. Sure. I've prepped a list of our marketing initiatives. I'll be happy to walk Zach through it all.  
当然可以。我已经把我们所有的市场活动都列出来了，很乐意给 Zach 介绍一下。

A. Appreciate it. Why don't we sit down right after this and get the ball rolling? 谢谢。要不我们过一会儿就坐下一起聊聊？

B. Sounds good.  
好的。

C. I'd like to take you guys out for lunch today to welcome Zach. You guys can also get to know each other a little bit more.  
我今天中午也想请你们出去吃饭，欢迎 Zach 加入。你们俩也可以借机会互相了解一下。

A. Great! Looking forward to it. 非常好，我很期待。

B2-Intermediate-Office series 4: online marketing

对话

A. Brad, before we start, I just want to clear the air and make sure that we don't start off on the wrong foot.  
Brad，我们开始聊之前，我想先澄清一下误会，确保我们不会一开始关系就不好

B. What do you mean?  
什么意思呢？

A. I know that you've been doing a lot of great work with marketing and that you were hoping to step into a more senior role.  
我知道你在市场方面做了许多工作，而且你也希望能扮演更资深的角色。

B. Oh, that. Please don't worry about it. I'm excited about working with you and learning from you.  
噢，你说那件事啊。其实你完全不用担心。我很期待跟你一起工作，向你学习。

A. Well, you'll need to show me the ropes here. We're a team. Shall we get started?  
好，那还要麻烦你带我入门呢。我们现在是一个团队。那我们开始吧？

B. Sure. Most of our marketing is done on social media. I post relevant information about our product on our social media pages.  
好的。我们大部分的市场是通过社交媒体进行的。我会定期把产品相关信息发布在我们的社交媒体页面上。

A. Ok. Let's take a step back. What's our general marketing strategy? Is it inbound or outbound?  
知道了。我们先退一步，看看我们整体的市场策略是什么？是集客式，让用户找到我们，还是推播式，我们主动去接触用户？

B. To be honest, we don't have a clear strategy. Like Karen said, it's kind of all over the place.  
说实在的，我们现在还没有一个清晰的策略。就像 Karen 说的，现在的工作很凌乱。

A. Got it. That's what I'm here for. As a next step, let's start with some basic research on our top competitors.  
我明白了。其实这也正是我加入的原因。下一步，我们就从主要竞争对手的基本分析调查开始吧。

B. Actually, I've already done some on my own. I can show it you. 实际上，我自己已经做了一些这方面的工作了。我给你看一下吧。

A. Great! I really like your initiative! 太好了！我非常喜欢你的主观能动性！

## B2-Intermediate-Office series 5: Trade shows

对话

A. Karen, I had a good discussion with Brad about our online marketing efforts. There's a lot of work that needs to be done, but what's clear to me is that we need to start experimenting with offline initiatives.  
Karen,我和 Brad 深入讨论了我们的在线市场工作。我感觉要做的还有很多。但同时，我也明显觉得我们应该开始尝试一些线下市场活动。

B. Do you mean conferences and trade shows?  
你是说会议和展会吗？

A. Exactly! Since we have a hardware product, attending trade shows is a great way to gain exposure and get sales leads.  
没错！既然我们做的是硬件产品，那参加展会就是我们扩大曝光度、获取潜在销售机会的大好机会。

B. One of my concerns with trade shows is that it's not very cost-effective. In terms of promoting brand awareness, it's quite limited.  
我的一个担心是展会性价比不高。在扩大品牌知名度这方面，效果有限。

A. That's true, but we should see it as brand building within the industry. In addition, it gives us insight into what our competitors are doing.  
确实是。但是我们应该把展会视为业内品牌建设的机会。除此之外，展会还能让我们深入了解竞争对手在做什么。

B. That makes perfect sense. However, all the fall trade shows are well underway, and it's too late to exhibit.  
你说的很有道理。但是，今年所有的展会都早已经开始进行。现在才开始准备参展 恐怕太晚了。

A. Right, but let's use them as an opportunity to do some research. 没错。但是我们可以利用这些展会做一些调研。

Okay, why don't you and Brad attend a few trade shows and identify the ones we should exhibit at in the spring?

好。那你跟 Brad- 一起去几个展会看看吧。锁定比较不错的几个，我们明年春天可 以去参展。

A. Sounds good! That's exactly what I had in mind.  
太好了！我也正是这么想的！

## B2-Intermediate-Office series 8: Holiday planning

对话

A. Hey guys, I'd like to have a quick chat to coordinate our holiday schedule. Are you guys traveling?  
两位，我想协调一下假期安排。你们会出游吗？

C. Actually, yeah. I was planning to fly back home for the holidays. 是的，我打算假期回老家。

B. I'll be staying in town, but I wanted to know what days we get off. 我不会出游，但是能问一下我们具体哪几天放假吗？

A. So we normally get Christmas Eve, Christmas Day, New Year's Eve, and New Year's Day off. However, since those days all fall on the weekend this year, you guys get vacation from the 26th to the 30th of December.  
我们通常圣诞夜、圣诞节、新年前一天和新年当天放假。但是，因为今年的假日都 落在周末，所以大家可以从 12 月 26 号一直放到 30 号。

B. Got it! Wow, we get so many days off in a row! 明白了！哇，我们连着放好多天！

C. Oh, I didn't realize we'd get the whole week off! I was planning on using up my accumulated PTO.  
噢，我还没意识到我们整个星期都在放假！我还计划用之前累积的调休呢。

B. Since you'll be heading home, let me know if there's anything I can help you with.  
既然你要回老家，工作上有什么需要我帮忙的，尽管告诉我。

C. Thanks, Zack.  
谢谢你，Zack。

A. When is your flight, Brad? 你的航班是什么时候，Brad?

C. My flight actually leaves during the day on the 23rd, so I'd be taking the 23rd off. I fly back on the 3rd, so I'll be back in the office on the 4th. Would that be ok?

航班是 23 号白天，所以我 23 号得请假。我 3 号回来，4 号会来上班。这样行吗？

A. Not a problem! Holidays are meant for friends and family. I just want to make sure that we get as far ahead of schedule to accommodate for the week we get off.

没问题！假期就该跟朋友、家人在一起。我只要保证我们能提前完成放假那周的工作任务就可以。

C. I'll put in some extra hours between now and then to make sure we stay on track.

我从现在开始会抽空加些班，确保我们能跟上日程。

### Where Should We Go for Lunch?

对话

A. Hey, Louise. Are you going out for lunch today?

嗨 Louise。今天你出去吃午饭吗？

B. Yes, Sarah, but I've really got to eat and run. I need to be back in half an hour for my presentation. Have you thought about where you want to go?

是的 Sarah,但是我必须吃好就走。因为我需要在半小时内回来做我的专题演讲。你想过去哪里吃么？

A. Not really. Any suggestions?

还没有。你有什么建议么？

B. Well, I really don't want to go to the cafeteria again. That's getting kind of old. We could go to that fancy French cafe if you want. They do great baguettes. Or we could try that new Thai restaurant. It's got some rave reviews. What do you think?

我真的不想再去自助餐厅了，那个有点吃腻了。如果你愿意我们可以去那家豪华的 法式咖啡店，他们有很棒的法式长棍面包。或者我们可以试一下新的泰国餐厅，评价很不错。你觉得怎样？

A. Oh, I really don't know. I guess we could order in, too. But then we'd have to decide where to order from...

嗯，我也不知道。我觉得我们也可以叫外卖。但是我们要想好叫什么外卖...

B. I don't think we've got time to order in. It takes most places too long to deliver.

我觉得我们没有时间来叫外卖了。大部分地方送餐都太远了。

A. Oh, that's true. Well, then the French cafe sounds good, but I also like the idea of the Thai restaurant. Or we could go local and get a cheap meal at the little mom and pop place across the street. They have really good Chinese noodles, right?

哦，这倒是。那么法式咖啡店听起来不错的，但是我也喜欢泰国餐厅。要不我们就 近在街道边的小店吃个便宜点的，他们的中国面条很好吃，对吧？

B. Okay, fine. Let's go there then. I hate how long it takes us to decide! So, the Chinese place, then. Is that settled?

好吧。我们现在就去。我讨厌很久都不能做决定！那么就中国菜吧。决定了么？

A. Well, I think that French cafe sounds good, too, though. If not the cafe we could go to the little Italian bistro next door. I hear they do great pastas. Or maybe we could go-

嗯...虽然我觉得法式咖啡店也不错。如果不去咖啡店我们可以去隔壁的意大利小餐厅。我听说他们有非常好的意大利面。或者我们可以去 .....

B. Sarah! Please! Just pick one!  
Sarah! 拜托! 选一个就行了!

A. All right, all right I'll just make a decision. OK. The French cafe. Yes, the French cafe it is. Let's go.  
好吧好吧, 我来做决定吧。就法式咖啡店吧。对, 就法式咖啡店了。走吧。

B. You know what? Look at the clock. We've spent the whole lunch time deciding. I need to go back to work now!  
你知道么? 看一下时间吧。我们用整个午餐时间来做决定。我现在要回去工作了!

A. Oh! So sorry! 哦, 太抱歉了!

Office series 13 : Setting KPIs B2-Intermediate

A Zack, I'd like to pick your brains about key performance indicators.  
Zack,我想听听你对制定关键业绩指标的意见。

B Sure, Karen. In fact, that's something I've been meaning to talk to you about.  
好啊, Karen。其实, 我也一直打算跟你谈这个呢。耳 8

A To be honest, I've been struggling a little with setting KPIs since our business is changing so fast.  
说实话, 制定关键业绩指标让我很头疼, 因为我们的业务变化非常快。

B Well, the most important thing in setting them is to start with a long-term vision and work backwards.  
其实, 最重要的是从公司的长期愿景出发, 然后倒推来定。

A That makes a lot of sense.  
确实有道理。

B By long-term, I mean 3 to 5 years. We need to define where we'd like the business to be by then.  
我说的长期, 是三到五年后, 我们如何定义公司的发展。

A How ambitious should our goal be?  
这些目标该多宏大呢?

B They should be stretch targets, i.e. ambitious but realistic.  
应该是延伸性目标, 也就是有挑战性, 但又不脱离实际。

A Got it.  
明白了。

B Next, we need to determine our indicators, such as the number of customers, revenue, profits, etc.  
接下来, 我们需要定义一些数据指标, 比如用户数量、销售额、利润等等。

A What about concrete steps or actions we should take to achieve those goals? Should they also be part of the KPIs?

那要实现这些目标所需要的具体步骤和行动呢? 这是否也应该成为 KPI 的一部分?

B Absolutely! They really help focus and guide the team. We can break those down into quarterly and annual targets.

当然。这些能帮团队集中精力、指导团队。我们可以把它们拆分成季度指标和年度指标。

A It's becoming a lot clearer to me now. Thanks for your help!  
现在我感觉清楚多了。谢谢你的建议!

B No worries. Anytime.  
不客气。有问题随时来找我。

B1-Pre-Intermediate-Travel series: Washington DC

对话

A. Today, we're taking you to Washington, D.C., the capital of the United States. 今天我们带你去美国首都，华盛顿特区。

A. Let's start at the National Mall, often referred to as America's front lawn. 我们从国家广场开始今天的旅程，这里常被称作美国的前草坪。

A. But clearly there's no shopping to be done at this mall. 很显然，这个广场不是购物用的。

A. It's a large open park in downtown Washington where you will find some of America's most famous historical buildings, including: 这是一个位于华盛顿市区的大型开放式公园。在这里，你会找到美国最著名的一些 历史建筑，包括：

A. The Lincoln Memorial, the Washington Monument and a collection of Smithsonian museums and galleries.  
林肯纪念堂、华盛顿纪念碑，还有一系列的史密森尼博物馆和美术馆。

A. Capitol Hill is home to the United States Congress, while the White House is where the President lives.  
国会山是美国国会的所在地，而白宫则是美国总统居住的地方。

A. But D.C. is much more than just monuments. Go out and experience nature by taking a walk along the Potomac River.  
但是华盛顿不仅只有纪念碑。出去走走，沿着波托马克河散散步，体验与大自然亲近的感觉。

A. Hungry from all the sightseeing and walking? Check out Ben's Chili Bowl, one of D.C.'s most famous restaurants.  
一路游览，肚子饿了？不如去 Ben's Chili Bowl 餐馆试试，这里可是华盛顿最出名的餐馆之一。

A. Have you been to Washington, D.C.? Are you planning to visit?你去过华盛顿特区么？你有计划去那儿旅游吗？

A. Share your experiences or questions \n today's comments! 欢迎大家在今天的留言板块，跟我们分享你的华盛顿故事

B2 Travel series: London

A Hey Sam, you were in London last summer, weren't you? Any recommendations on things to do and see?  
嘿，Sam,你去年夏天去伦敦，对吧？你有什么好推荐吗？

B Where do I start?! You gotta check out the Tower of London for sure!  
太多了，从哪儿说起呢？！你一定要去看看伦敦塔！

A Is that where they house the Crown Jewels?  
是收藏王冠的那个地方吗？

B It is.  
正是那里。

A Did you go on the London Eye?  
你们去过伦敦眼吗？

B I did! You get a spectacular view on a clear day.  
去过！天气晴朗的时候视野真的不错。

A Cool! Where else?  
太棒了，还有哪里？

B. Of course, there are the other places synonymous with London: Buckingham Palace for the changing of the guard, Westminster Abbey, Big Ben and Parliament.  
当然伦敦还有很多标志性的景点：白金汉宫卫兵换岗、威斯敏斯特大教堂、大本钟和英国议会。

A. What about the British Museum, Piccadilly Circus, and Trafalgar Square?

那大英博物馆、皮卡迪里广场还有特拉法加广场值得去吗？

B. They're definitely must-sees! The best way to get around is to catch the hop on-hop off.这些都是必看景点！去这些景点最好的方法就是乘坐随上随下的观光巴士。

A. That's a great idea! Maybe I'll do that first thing, so I can get the lay of the land.

好主意！我应该一去就坐个巴士，熟悉一下当地的情况。

B. And don't forget to pop into a local pub for a pint.

还有，别忘了去当地的酒吧喝点小酒。

A. Will do! Thanks for all the ideas!

一定的！谢谢你给我这么多好建议！

B. No problem! Have a great trip!

没事。祝你旅途愉快！

## B2 Traveling to France

A. Hey, Pete! I hear you're heading to France.

嘿，Pete！我听说你要去法国了。

B. Hey, Anne! Yeah, I'm going there with my wife next week.

嘿，Anne！是的。我跟我太太准备下周去。

A. That's so cool! How long are you going for?

好棒啊！你们要在那里呆多久？

B. About a week. Four days in Paris and two in Provence.

一个星期吧。巴黎四天，普罗旺斯两天。

A. What's on the agenda while you're there?

你们到那儿准备怎么玩呢？

B. The hot spots in Paris of course: the Eiffel Tower, the Seine, the Louvre.

巴黎著名景点是一定要去的：埃菲尔铁塔，塞纳河，卢浮宫。

A. Oh, those are must-sees! Seeing the Mona Lisa at the Louvre is at the top of my bucket list!

哇，这些都是必看景点啊！在卢浮宫看一眼蒙娜丽莎是我的毕生梦想！

B. Well, I'm not that arty. But I'm sure it will still be impressive to see.

我没有那么多艺术细胞。但我确定肯定很震撼。

A. Your wife must be excited about the shopping.

你太太一定很期待去购物吧！

B. Yes, she is! She's been talking about the Champs Elysees and Galeries Lafayette non-stop.

她激动得不得了！一说到香榭丽舍大道、老佛爷百货就停不下来。

A. What are you going to do in Provence?

你们在普罗旺斯怎么安排呢？

B. We'll check out the lavender fields. The flowers are blooming right now. Other than that, just unwinding, enjoying the view the food and the wine.

我们准备去看薰衣草，现在正是开花期。然后呢就随便逛逛、看看风景、享受美味和美酒。

A. That sounds amazing! Have a great time!

听起来太开心了！祝你们玩得开心！

B. Will do. Thanks!

好哒。谢谢你！



对话

1. Excuse me, is seat taken?  
不好意思，这个位子有人吗？

2. No, please feel free.  
没人，你坐吧。

1. Thanks a lot.  
谢谢。

2. Do you work in Shanghai?  
你在上海工作吗？

Yes I do. How about you?  
是的，你呢？

No, I'm a tourist. This place is amazing! It's much bigger than I imagined, and much more exciting! There's so much to see here.  
不是，我是来旅游的。这地方太棒了！比我想象中大很多，也很刺激！有很多东西 可以看。

You can say that again! It's much more modern than people imagine. Where are you from?  
说的没错！这地方比人们想象中的还要现代化。你是哪里人？

Um, well let's see. from Kansas originally. A much quieter and more peaceful place than here, that's for sure!  
嗯，我看看，我从堪萨斯州来的。那里肯定比这里安静祥和！

Uh huh.  
没错。

But I'm living in Paris right now.  
但我现在住在巴黎。

Oh Paris! Wonderful, I'd love to visit some time! 哦巴黎啊！很棒啊，我有空想去看看

## B2\_Travel series Los Angeles

A. Jenny, how was your trip to LA?  
Jenny,你的洛杉矶之行怎么样啊？

B. Oh Spencer, it was awesome! LA was quite different from what I'd always imagined.  
噢，Spencer，这次旅行太棒了！洛杉矶给我的感觉跟想象完全不同。 K

A. Really? In what ways?  
真的吗？哪些方面不同呢？ /

B. I thought the city would be glitzy and larger than life, but it was actually very chill and family-friendly.  
我本以为洛杉矶是一个灯红酒绿大都市，但实际上它非常平静，非常适合家人一起去旅行。

A. Did you do all the touristy things and visit the theme parks?  
旅游景区都去了吗，有没有去游览主题公园？

B. Of course! I took my kids to Disneyland and Universal Studios. We also went to a Laker's game, even though we had nosebleed seats.

当然去啦！我带着孩子们去了迪士尼和环球影城。我们还去看了湖人队比赛，但是我们座位 非常靠后。 \

A. But I bet it was still pretty cool. Did you check out the Hollywood Walk of Fame?

但我敢说比赛一定精彩。你们去走过好莱坞星光大道了吗？

B. Yes, but honestly it wasn't that impressive. I really loved Beverly Hills and Santa Monica Beach though. They were so beautiful with lots of great shops and restaurants.

去过了，但说实话并没有留下什么深刻印象。但贝弗利山庄和圣莫尼卡湾真的很不错。景色 非常美，而且那里还有一些很棒的商店和餐馆。

A. How did you get around the city?

有没有逛逛洛杉矶城市风光啊

B. We rented a car and drove, which was the best way to explore the city. And the highways along the Pacific Ocean were absolutely gorgeous!

我们租了辆车开，这是探索城市最好的方式了吧。还有沿太平洋公路非常漂亮。

#### C1-Upper-Intermediate-Travel in New York

#### 对话

A. New Yorkers like to think their home is the center of the world, and who can blame them? Home to over 8 million people, the city is loud and fast, and pulsates with energy.

纽约人喜欢把他们的家想象成世界的中心，谁能怪他们呢？这里有超过八百万人居住，喧嚣、快节奏、充满能量地跳动。

A. America's biggest city can be overwhelming for visitors, but you'll find the street names make navigation easy and those yellow cabs are a great way to get around.

对游客来说，这座美国最大的城市可能有些让人喘不过气，不过你会发现街道的名字让导航十分简单，黄色的出租车也是出行的好选择。

A. Manhattan is the heart and soul of the Big Apple, and within its neighborhoods there's a distinct style and pace. Lower Manhattan, the city's financial district, bustles from Monday to Friday.

曼哈顿是大苹果的心脏和灵魂，在这个街区有自己的风格和节奏。曼哈顿下城区是 金融中心，从周一忙碌到周五。

A. The neon of Times Square and Broadway burns bright in Midtown, while dominating the Upper East and West sides are Central Park, high-end boutiques, and those famous Brownstone homes.

时代广场的霓虹灯和百老汇在中城区熠熠生辉；中央公园，高端精品店和那些著名的棕色砖头老房子则坐落于上东区和西城区。

A. Make your way down to New York Harbor and jump on a ferry to Liberty Island. Take in the views of the Statue of Liberty, a gift from France, commemorating the centennial of the Declaration of Independence.

去纽约港走一圈，跳上一艘前往自由岛的摆渡船。看看自由女神像，它是法国为纪念美国独立宣言一百年送给美国的礼物。

A. It's been the beacon of freedom to immigrants arriving in New York since 1886.

自 1886 年起，对于来到纽约的移民来说，它就是自由的象征。

A. New York is one of the cultural hubs of the world. Don't miss the city's famous art museums: The Museum of Modern Art, or MOMA, the Solomon R. Guggenheim Museum, and the Metropolitan Museum of Art.

纽约也是世界文化的中心之一。别错过这里著名的艺术博物馆：现代艺术博物馆，MOMA，和所罗门·R·古根海姆美术馆，和大都会艺术博物馆。

A. And look to the South Bronx and Queens, where a new wave of artists are making their mark on the street.

看看南布朗克区和皇后区，那里有一大批艺术家在街道上留下自己的印记。

A. New York has always been a thriving home for music. Check out the beats in the Bronx, the birthplace of hip-hop, or head to Greenwich Village for New York's jazz scene.

纽约一直是音乐繁荣的大本营。去领略一下布朗克区的节奏，这里是嘻哈音乐的诞生地，或者去格林威治村看

看纽约的爵士景象。

A. From jazz clubs to Broadway extravaganzas and the latest Chelsea bars, in the city that never sleeps, there are plenty of reasons to stay out late well into the night.

从爵士俱乐部到百老汇的华丽表演再到最新的切尔西酒吧，在这个不眠的城市里，永远不缺乏熬夜的理由。

#### C1-Upper-Intermediate-Travel series: San Francisco

对话

A. San Francisco sits on the edge of the peninsula on the northern Californian coast. With 43 hills and a population of over 800,000 free thinkers, crafty inventors, and oddballs, this city refuses to be brought down to earth.

旧金山坐落于加州海岸北部的半岛边缘。有 43 座山岭，和超过 80 万的自由思想家，手艺精湛的发明家和怪人，这座城市拒绝甘于平庸。

A. The cable car offers the best way to explore the city, effortlessly climbing the hills. Jump a ride to Fisherman's Wharf. Fight through the tourists to grab a bowl of clam chowder and stroll down to Pier 39, s K dock to catch the colony of sea lions that call it home.

电车是探索这座城市最好的方式，可以毫不费力地上山。坐上车，去渔人码头兜兜风。挤过游客点一碗蛤蜊汤，漫步到 9 号码头的 K 船坞，看一眼众多海狮聚居的地方。

A. Stroll through Golden Gate Park, San Francisco's backyard. Indulge your senses in the Mission District, the city's hub for music and art. Then step back in time and wander through the neighborhood of Haight-Ashbury, a national symbol of the 1960s hippie revolution.

穿过金门公园，这里是旧金山的后花园。在传教区尽情感受这座城市音乐和艺术的中心。然后回到过去，在 Haight

Ashbury 游走，这里是全美 60 年代嬉皮士革命的象征。

A. San Francisco has its own brand of iconic landmarks. From Alcatraz, the world's most notorious prison, to the Painted Ladies, a lineup of pastel-colored Victorian houses, the Golden Gate Bridge is the most iconic landmark in San Francisco. Completed in 1937, the art deco suspension bridge connects the city to Marin County. More than 120,000 cars cross the bridge each day.

旧金山有自己独有的地标。从恶魔岛，世界上最臭名昭著的监狱；到七姐妹屋，那 一排蜡笔颜色的维多利亚式房屋；再到金门大桥，旧金山最著名的地标。它于 1937 年竣工，是一座装饰艺术风格的吊桥。它把这座城市和马林县连接起来。每天有 超过 12 万辆车从桥上经过。

#### C2-Advanced-City series: Las Vegas

对话

A. Las Vegas is a schizophrenic metropolis, set in the fragile desert ecology of Nevada's Great Basin Desert. The neon city is dedicated to money, entertainment, and hedonism in all its forms. The best way to enjoy it is to suspend your disbelief, and embrace it.

拉斯维加斯是一个让人头晕目眩的大都会。它坐落于内华达州的大盆地沙漠，是脆弱的沙漠生态。这座霓虹都市为了金钱、娱乐和以及各种形式的享乐主义而生。享受这座城市的最佳方式，就是暂时放下你的怀疑，尽情拥抱它。

A. The Strip is the city's biggest attraction, home to the lion's share of casino hotels and mega resorts. It's best experienced at night, when signs and buildings are illuminated in all their neon glory.

拉斯维加斯大道是这座城市的首席景点，绝大部分的赌场酒店和大型度假村都坐落于此。体验大道的最佳时间是夜晚，各种大标牌、建筑物都在霓虹灯的照耀下闪闪发光。

A. Private jets and classy restaurants cater to The Strip's high rollers, but for some good ol' fashioned gambling, check out the 60s era casinos on Fremont Street.

私人飞机、高级餐厅为赌场豪客服务。如果你想尝试老派的赌场玩法，可以去弗里蒙特街上那些六十年代风格的赌场。

A. Nicknamed the Glitter Gulch, it sprang up in 1905. Play the penny slots at Vegas Club, munch on deep-fried Oreos, and enjoy the Fremont Street Experience's laser show that flashes up above.

还有一个俗称为金沟银壑的区域，建于 1905 年。你可以在那儿的维加斯俱乐部玩 一分钱的老虎机、吃油炸奥利

奥、还可以看弗里蒙特街的激光秀。

A. Scope out the city from the Stratosphere Tower, the city's tallest building. More than a hundred stories high, on a good day, you can see for miles across the desert valley. Try one of the rides, like the Big Shot, which rockets you up to the top of the tower, and quickly back down. Its sure to give you an adrenaline rush.

云霄塔可以让你饱览拉斯维加斯，因为它是全城最高的建筑物。总共超过一百层，天气好的时候，你可以远望横跨沙漠山谷几十英里的范围。你也可以座游乐项目，比如 Big Shot,一路直冲到塔顶，然后迅速回落，体验肾上腺素分泌的快感。

A. Back on street level, embrace the kitsch. Check out the replica Venice at the Venetian Hotel Resort and Casino, pick up some tacky casino souvenirs from the Gambler's General Store, or book yourself a drive-thru wedding at A Little White Chapel.

再回到街上，拥抱拉斯维加斯的艳俗。体验威尼斯人度假村酒店和赌场酒店的复制版威尼斯城；到赌徒杂货店买点俗气的赌场纪念品，或者在小白教堂为自己订一场快速婚礼。

A. Las Vegas is studded with star chefs, and the city's foodie scene is on fire. New restaurants are opening all the time, so keep an eye out for rising stars, both on and off the Strip.

拉斯维加斯也是各路明星大厨的聚集地，这里的美食圈异常火爆。时常有新饭店开业，所以别忘了关注在大道上和其它地区兴起的美食明日之星。

## A2 Elementary Carpooling

A. Hi Andy, do you want to carpool to the meeting tomorrow?

Hi Andy,明天去开会我们拼车吧？

B. Um, Jane, what do you mean by carpool?

Jane,你说什么？

A. It means to drive somewhere together.

就是大家拼车出去。

B. Oh, I see. Sure. I'm in. There are many carpool apps in China that connect you with people.

噢，明白了。好的，我加入。其实中国有很多拼车软件，连接想要拼车的人。

A. Yeah, we have those in the States too. Do you have carpool lanes in China?

是啊，在美国也有。中国有拼车车道吗？

B. You mean lanes just for carpooling? I don't think so.

拼车专用的车道吗？没有诶。

A. We have those in the States. You can only use them if you have 2 other people in the car. It's a great way to avoid traffic.

美国倒是有。这种车道专门给车里有两个乘客的车用。是个避免堵车的好办法。

B. What if you are not carpooling with strangers but with your family?

那如果车里不是拼车的陌生人，而是家人呢？

A. That works too. It's just a way to encourage people to drive less and control the number of cars on roads.

那也可以。总之，就是鼓励大家少开车、控制马路上车辆的总数。

B. Oh, that makes sense.

噢，的确有道理。

## Renting a Car

### 对话

Hi, I'd like to rent a car for 3 days. What kind of cars do you have? 你好，我想租三天车。你们有什么款型的车？

We have many different options. Are you traveling alone or with a group? 我们有很多不同的选择。您是自己旅行还是团队旅行？

I am traveling with a co-worker. 我和一个同事一起旅行。

In that case, how about a mid-size car?

那样的话，中型车怎么样？

Sure, that will work. Oh, do you have a special on SUVs? 行啊，那样可以的。哦，你们 SUV 越野车有什么优惠吗？

Yes, we do. This Chevy is only \$90 a day. It's a very good deal. 有的。这辆雪佛兰一天只要 90 美金，非常划算。

I will take it then. Does it include insurance and GPS? 我要了。包括保险和自动导航系统吗？

Insurance yes. But you will need to pay an extra \$15 per day for the GPS. 包括保险的。但是要配自动导航系统的话要多付 15 美金一天。

I won't need the GPS then.  
那自动导航系统就不要了。

No problem. Where would you like to return the car? 没关系，你想在哪里还车？

## B1 Driving language: Part 1 - Driving standard

A. Alright son, let's teach you how to drive standard!  
来吧，儿子，我来教教你怎么开手动挡汽车！

B. I'm pumped, Dad!  
爸，我真是迫不及待！

A. Me too! First things first: fasten your seatbelt.  
我也是！首先，系好安全带。

B. Right. Okay, I'll start the car. Hey, nothing happened!  
对。好的。我现在发动。哎，车怎么没反应？

A. Haha, driving stick is a bit different than driving automatic. For one, before you do anything you'll need to press in the clutch.  
哈哈，开手动挡和开自动挡当然不同。首先，你得先踩离合器。

B. Woah it feels weird to push down a pedal with my left foot.  
哇，左脚踩踏板感觉真别扭。

A. Okay now that the clutch is down, check to see that the gearshift is in first gear. Now go ahead and turn on the ignition.  
好了，现在离合器关闭了，看看变速器是否在一档。现在，可以发动了。

B. Ahh, why are we rolling backwards? Are we in reverse?  
啊，为什么我们在往后退啊？我是打到了倒车档吗？

A. No no, we're still in neutral! Slowly push down on the gas pedal and let out the clutch at the same time.  
没有没有，我们还在空挡！现在慢慢踩下加速，同时松开离合器。

B. What happened! Why did the car shut off?  
怎么回事！为什么车停下来了？

A. Well, son. That's called stalling. Don't worry, soon changing gears will be second nature to you!  
儿子，这叫做熄火。别急，你很快就能适应换挡了。

## B1-Pre-Intermediate-Maps and voice navigation

对话

A. This is the fastest route from Los Angeles International Airport to Disneyland via I-105 E due to traffic conditions.  
根据路况，这是从洛杉矶国际机场到迪士尼公园最快的线路。

A. Head west.  
向西前行。

A. Keep right and merge onto World Way. 保持右侧车道，然后向 World Way 并道。

A. Slight left onto World Way and continue straight.  
移向左道，进入 World Way，保持前行。

A. Keep right at the fork and merge onto S Sepulveda Blvd.  
在岔道保持右车道，朝南 Sepulveda 大道并道。

A. Use the middle lane to turn slightly right onto the I-105 E ramp. 在中间车道行驶，靠右行驶，进入 I-105 E 匝道。

A. Keep left, follow signs for Interstate 105 E/Norwalk and merge onto I-105 E. 保持左行，跟随 I-105 E/ Norwalk 公路指示，并线进入 I-105 E。

A. Continue on I-105 E.  
在 I-105 E 继续前行。

A. Use the right two lanes to take exit 110B for Disneyland Dr toward Ball Rd. 使用靠右的两条车道，在 110B 出口驶出，进入迪士尼大道，朝 Ball 路方向。

A. Continue on Disneyland Dr. Your destination is on your right. 在迪士尼大道上继续前行，目的地在您右侧。

## B2\_Car insurance

A. Wow, Michelle that's a sweet ride you've got there! Is it new?

哇，Michelle, 你的车不错啊，是新的吗？

B. Thanks, Mike. Yup. I just picked it up from the dealership this morning.

谢谢，Mike, 是的。我今天早上刚从经销商那里取车。

A. It's pretty flashy. Did you trade in your other car?

真抢眼。你是以旧换新吗？

B. Yeah, but my last car was quite a lemon, so I didn't get much.

是的，但是我那辆旧车太破了，不值几个钱。

A. Was it easy for you to get financing?

贷款容易吗？

B. Luckily I have good credit, so my interest is only 2.9%.

还好我信用还不错，所以利率只有 2.9%。

A. That is a low rate. What are the payments like?

好低啊。付款额怎么样？

B. Well, it's fully loaded with all the bells and whistles, so it was pretty pricey, but my payments are reasonable.

嗯，我这辆车配置很高，所以不便宜，但总体来说还算合理。

A. Which insurance carrier did you end up going with?

你选的哪家保险公司？

B. It was tough to choose. All of the insurance premiums were pretty high because it's a brand new car. I ended up going with Allstate because they provided \$5 million liability covering personal injury, comprehensive, and collision.

很难选啦。因为是新车，所有保险公司的保费都很高。我最后选了 Allstate, 因为他们提供 500 万美元的赔偿责任，包括个人事故险、综合险和碰撞。

A. I was debating between State Farm, Geico, and Allstate, but ended up choosing Liberty Mutual because of

the coverage.

我以前也在 State Farm, Geico 和 Allstate 之间纠结。最后选了 Liberty Mutual, 因为他们的保险范围还不错。

B. I thought about them too. Is your deductible really high?

我也考虑过他们。你的自付额高么？

A. No, it's only \$300.

不高，只有 300 美元。

B. That's low. Hopefully, you won't need it, but at least if you do, it won't break the bank.

那很低了。希望你永远也不需要用到保险。不过万一有什么问题，至少也不会太贵。

## B2-Intermediate-Getting pulled over by the police

对话

A. What should you do if you get pulled over? Here's some simple but practical advice:

开车时，被警察叫停该怎么办？今天我们分享一些简单但实用的建议：

A. 1. Pull over right away

1. 立即停车

A. Pull over quickly and safely, turn off your engine and roll down your window all the way.

快速并安全地停下来，关掉发动机，摇下车窗。

A. Place your hands on the steering wheel, and, if it's dark, turn on your interior light.

把手放在方向盘上，如果很暗，打开车内的灯。

A. Don't start rummaging through your bag or glove compartment for your license until the officer asks you for it. The police officer might think you are reaching for a weapon.

除非警察要求你出示驾照，不然不要在包里或者车前小柜里翻找驾照。警察可能会认为你要拿武器。

A. 2. Stay in the car

待在车里

A. Stay in the car until and unless the officer tells you to get out. 待在车里，除非警察让你出来。

A. A police officer who stops you for a traffic violation is normally not allowed to search your vehicle.

违反交通规则而被叫停的情况下，警察通常无权搜车。

A. However, if they suspect that you might be dangerous, they have a right to conduct a quick "pat down" search or search your car.

但是，如果警察怀疑你会制造危险，他们就有权进行搜身以及搜车。

A. B. Talking to the officer

跟警官说话

A. You should generally let the officer do the talking, responding where appropriate.

基本上，主要让警察说话，你适当回应就好。

A. For example, when asked to hand over your license or registration, simply respond "yes sir" or "yes ma'am," and hand over the documents. 比如说，警察让你出示驾照或者车牌，你只要回答“可以”，交出材料就可以。

A. If you were speeding, the officer might ask you, "Do you have any idea how fast you were going?" 如果你超速，警察可能会问你“你自己知道超速了么？”

A. Your answer might not matter at all since the officer might have decided to give you a ticket.  
通常你怎么回答已经不重要了，因为警察可能早已决定要给你开罚单了。

A. Whatever you do, do not argue. 不管怎样，不要跟警察争辩。

A. Lastly, you should know that you have the right to remain silent, although you might have to actually say something to invoke that right.  
最后，记住，你有权保持沉默，尽管你可能得说句话来争取沉默权。

## A2 Paying by cards: swipe, chip or tap?

A. Miss, how would you like to pay? By card or cash?

小姐，您想怎么支付？刷卡还是现金？

B. Credit card please.

刷信用卡。

A. No problem. Whenever you are ready.

没问题。你准备好了，就开始刷吧。

B. Can I tap?

可以闪付吗？

A. Sorry, our machine doesn't support tap, only chip or swipe.

不好意思，我们的机器不支持闪付，只能芯片插卡或者刷卡。

B. Ok. Um, sorry, it didn't go through.

好的。嗯，好像交易没通过。

A. It says the PIN is wrong. Can you try swipe?

我这里显示密码错误。您可以重新刷一次吗？

B. Alright. I'll try swipe then. Ok, it's good now.

好的。我再刷一次。嗯，现在好了。

## A2-Elementary-Duty Free Shopping

### 对话

A. Hello sir, can I help you anything? 先生您好，需要帮助吗？

B. Yes, I am looking for a present to give to my girlfriend, but I don't know what to buy.  
是的，我在给女朋友挑礼物，但我不知道该买什么。

A. I can definitely help you with that. Are you looking for perfume, jewelry, or something else?  
我来帮您。您是想买香水，珠宝，还是其他的？



*B.* I think I want to buy her a new necklace. Do you have any suggestions? 我想给她买条新项链。你有什么建议吗？

*A.* Sure, we have a great selection of jewelry. Does she prefer gold or silver? 当然，我们的珠宝系列非常好。她喜欢金还是银？

*B.* She loves silver, but nothing too big or clunky. 她喜欢银的，但不要太大太笨拙。

*A.* I have the perfect necklace for you. How do you like this one sir? 那有条完美的项链，很适合您的要求。您觉得这条怎么样？

*B.* It's perfect! I'll take this one.  
完美！我就要这条。

## A2-Elementary-Just Browsing

### 对话

*A.* Hi there! Can I help you find anything? 你好！有什么能帮您吗？

*B.* No thanks, I'm just browsing. 不用了，谢谢。我随便看看。

*A.* Okay. If you need anything, just let me know. 好的。如果您需要什么，请告诉我。

*B.* Actually, you know what? Could you show me this bag? 嗯，能不能给我看一下这个包？

*A.* Of course. It's part of our new Fall Collection. Please try it on. Oh wow, that looks great on you. Here, have a look in the mirror. 没问题。这个包属于我们的秋季系列。您试一下。哇，你背着真漂亮！您可以在镜子前看一下。

*B.* That does look nice.  
确实不错。

*A.* It certainly does. And it goes well with everything.  
真的。而且这个包很容易搭配。

*B.* Well I do like it, but I'm going to take a look around the mall a little bit more. 嗯，我是挺喜欢的。不过我想在商场里再逛逛。

*A.* No problem. Here's my card. If you change your mind, I'll be here to help you.  
没问题。这是我的名片。如果您改主意了，您可以回来找我。

## A2-Elementary-Ordering Room Service

### 对话

*A.* Hello? I would like to place an order for room service. 你好？我需要点餐。

*B.* Certainly, Sir. What would you like to order? 好的，先生。您需要什么？

A. I'd like a burger.  
我要一个汉堡。

B. How would you like your beef cooked? Would you prefer fries or salad on the side?  
您需要几分熟的牛肉？配菜要薯条还是沙拉？

A. I'd like my beef well done and I'd like a salad. Do you have diet Coke? 我想要全熟的牛肉和沙拉。你有健怡可乐吗？

B. Yes, we do. Would you like anything for dessert?  
我们有。甜品需要什么？

A. An apple pie, please. That'll be all.  
请来一份苹果派。就这些。

[Thank you sir. Your food will be delivered to your room in about 30 minutes. 谢谢您，先生。菜品将在大约 30 分钟后送到您房间。]

#### A2-Elementary-Outlet Mall Shopping

对话

A. Nice bagjim!  
包儿不错嘛Jim。

B. Thanks! I got it at the outlets in Vegas. 谢谢！我从拉斯维加斯的折扣店买的。

A. What did you get there?  
你在那儿都买什么了？

B. A ton of things - clothes, bags, shoes, toys for my son and a lot of other stuff for family and friends.  
买了好多东西——衣服，包包，鞋子，给我儿子的玩具，还有一大堆别的送给亲朋好友的东西。

A. Sounds like you bought a lot. Were the prices really that good? 听上去你买了好多啊。价格真的那么实惠？

B. [You can't even imagine. You get discounts on top of discounts. 你想像不到的。很多商品都是折上折。

A. Wow, cool, I'll definitely need to check it out when I go to Vegas next month. 哇，真棒，下个月去拉斯维加斯时我一定得去看看。

B. Totally. I can give you some coupons for extra discounts if you'd like. 必须的。你要的话，我可以给你些额外折扣的优惠券。

A. That'd be awesome! Thanks!  
那太棒了！谢谢！

#### A2-Elementary-To Tip or Not to Tip?

对话

A. Greg, do you have a minute?  
Greg, 你有时间吗?

B. Sure. What's up?  
有啊。怎么了?

A. I'm going to the States next week. I've been meaning to ask you about tipping.  
我下周要去美国。我想问问你关于小费的一些问题。

B. Well, you should always tip if you go to restaurants. Unless you're going to fast food chains.  
哦, 如果你去餐厅的话, 肯定要给小费, 除非是去连锁快餐店。

A. How much should I tip?  
那要给多少呢?

B. That depends on the type of restaurants you go to. But usually 15 percent. You might need to tip more if you are at a really fancy place. Oh, make sure you don't tip with coins. It's considered rude.  
这要看你去的是哪一类餐厅了。一般来说嘛, 15%。如果是特别高级的餐厅。那就 要多给一点了。还有, 别用硬币当小费。会给人不礼貌的感觉。

A. Ok. What about taxi drivers? Do I need to tip them?  
知道了。哎, 那出租司机呢? 要给他们小费吗?

B. Usually if it's small change, you just let them keep it. But you don't need to give them extra tips.  
一般来说, 如果找零很少的话, 你就给他们, 不用找了。不过也不用给额外的小费

A. Ok. That's good to know. Thanks for your help! 好。我知道了。谢谢你帮忙啊!

B. No worries. Anytime. Have a great trip! 没关系。随时来问。旅途愉快!

## A2-Elementary-Yelp It!

对话

A. I'm starving. Where should we eat out? 饿死我了, 我们去哪儿吃?

B. Let's see what Yelp says. What sort of food do you want? 我们来看看 Yelp 上的信息。你想吃什么菜?

A. Well, I had Japanese for lunch, so maybe something different. A burger joint? Tacos?  
嗯, 我午餐吃的日本料理, 要不换一换。去汉堡店? 还是吃墨西哥卷饼?

B. "Taco Loco" is only 1.2 miles away and seems pretty well-liked.  
"Taco Loco" 离我们只有 1.2 英里远而且看起来很受欢迎。

A. How many stars?  
几星?

B. Four, but it only has 20 reviews.  
4 星, 但是只有 20 个评论。

A. What else?  
还有什么？

B. "Gourmet Burger" is 1.9 miles away and has hundreds of positive reviews. "Gourmet Burger"离我们 1.9 英里而且有 100 条好评。

A. How many dollar signs?  
几个美金标志？

B. Three. It's a bit pricey, and it says reservations are required. 三个。有点贵，而且还要预定。

A. Then that's out. Anything else jump out at you?  
那就不考虑了。你还想到什么？

B. Well, there's always the hole in the wall Thai place around the corner... 嗯，要不去附近那个泰国小餐厅吧.....

## B1 Credit card not working

A Hi, I'd like to pay for these shirts.  
你好，我想买这几件衬衣。

B Great! How would you like to pay?  
好的！您想要怎么付款？

A With my credit card please?  
用信用卡。

B Ok, you can insert your card when you're ready.  
可以，您把卡片插进来就可以了。

A Oh, it said it didn't go through.  
嗯，上面显示没有通过。

B Give it another try. Sorry, there's another error message. Maybe your card expired?  
您再试一下...不好意思，机器再次显示错误信息。您的卡片是不是过期了？

A Actually, they just issued me a new card.  
银行刚发了这张新卡给我。

B Did you activate it? Or maybe you're over your limit?  
那您激活了吗？或者您卡额度超限了？

A I activated it before I left, and it's a brand new card. Can I try it once more?  
我出国之前就激活了，而且这是一张新卡还没用过。我能再试一次吗？

B Of course.... Sorry, it didn't go through again. But this time it says to contact your bank.  
当然可以...嗯，不好意思，还是没有通过。但这一次显示的是请您联系银行。

A That's really strange!  
这太奇怪了！

B Did you notify your bank you were going to be traveling?  
您通知过银行要出国旅行吗？

A Ah, that's what it is. I travel enough I should know better. I'll use cash instead.  
啊，可能就是这个问题。我常出国，早该想到。我用现金付吧。

## B1-Pre-Intermediate-Clothing sizes

对话

A. Hi, there! Do you need help finding a size for that dress? 嗨，你好！需要帮助找那条裙子的尺码吗？

B. Yes, please. The clothing sizes are so different here, so I'm not sure what size I need. I usually wear a small or extra small.

对，能帮我一下吗。这儿的衣服尺寸和（国内）很不一样，所以我也搞不清自己该穿多大。我通常穿小号或特小号。

A. I think your dress size is a 2. But, our sizes run large, so you might even be a 0. 我看你的裙子尺码应该是 2 号。但是，我们的尺码偏大，所以可能 0 号就行了。

B. Ok. What about jean sizes? 哦，好的。那牛仔裤的尺码呢？

A. Your waist looks like a 25 and your length is probably a 30, but that's hard to come by. 你的腰围看上去也就 25，裤长可能得 30，但这样的尺寸可能不是很多。

B. Hmm...Well, I prefer loose-fitted jeans, so maybe I'll try the 26 and 2 on for size. 嗯，其实我比较喜欢牛仔裤宽松一点，要不我试下 26 或 27 的吧。

A. Sure, but I think the 2 will be too big in the hips. Do you want high-waisted, mid-rise or low-rise jeans? 当然可以。但我觉得 27 的话臀部可能会太大。你想要高腰、中腰还是低腰的牛仔裤？

B. High-waisted. Could I also try on these dress pants in a 26? 高腰的。我可以试个 26 的正装长裤吗？

A. Dress pants come in sizes like 2 and 4, so I'll get you a 2. 正装裤的尺码是 2 号和 4 号，我给你拿条 2 号吧。

B. Oh! This is so confusing! Thanks so much for your help. 噢！真是复杂！谢谢你的帮助！

A. No problem! 没问题！

## B1-Pre-Intermediate-Sunday Brunch

对话

A. I'm so glad we got here early. This is the hottest brunch spot in town. Did you guys see the line-up?

还好我们来得早。这家可是全市最热门的早午餐餐厅。你们看到现在外面队排得多 长了吗？

*B.* Well I guess we're all a little older now. We can't sleep in like we used to! 哎呀，我们现在都老了，起床早。不像以前那么能睡懒觉！

*A.* Anyway, it's really great to see you guys. We really need to get together more often. 不管怎么样，见到你们真是太高兴了。我们真应该多聚聚。

*B.* Totally. What's everyone having? I'm going to have the Eggs Benedict with Smoked Salmon. 真的。哎，你们想吃什么？我要点班尼迪蛋配烟熏三文鱼。

*A.* I'll have the truffle omelet. I heard it's to die for. What about you Lisa? 我要松露蛋卷，据说好吃得要命。Lisa,你呢？

*B.* I still haven't made up my mind. Just give me a sec. What are you guys drinking? 我还没想好呢，再等我一下。你们喝什么？

*A.* Bloody Mary for me. 我喝血腥玛丽。

*B.* Same here. Oh, and coffee. It's bottomless. Perfect for a 3 hour-brunch. 我也是。哦，还要咖啡，是无限续杯的。搭配我们这种 3 小时的早午餐最适合不过

*A.* I know I'm gonna have a Mimosa to drink. But I can't decide whether I should have the Ricotta Pancakes or Waffles with Candied Walnuts. They both look yum.

我想喝含羞草。不过我不知道应该点丽可达芝士松饼还是华夫配琥珀核桃，两个看起来都很好吃。

*B.* Why don't you go with the pancakes? They sound like they'll go well with the Mimosa. 你点松饼吧？感觉很搭含羞草酒。

*A.* Yeah, and they are light so you'll have room for more Mimosa. Oh we should also get some hash browns to share. 对啊，而且也不油腻。这样你就可以多喝点酒了。对了，我们再点一份煎薯饼大家分吧。

*B.* Great idea! Let's order! 好主意！我们点菜吧！

## B2-Intermediate-Tax-free shopping

对话

*A.* Hey, Cindy. I'm going to Europe next week and was wondering about shopping tax free. 嗨，Cindy。我下周要去欧洲，我想了解了解关于免税购物的一些事情。

*B.* Oh, it's so easy! Just look for the VAT-free logo and you can get a tax refund on eligible purchases. 哦，那太简单了！只需要寻找“VAT-free”的标志，你就可以获得退税。

*A.* So where do I get the forms for that?

去哪里填退税单呢？

*B.* Just show your passport to the cashier and they'll give you the paperwork and an invoice for the refund.  
就跟收银员出示一下你的护照，然后他们会帮你准备这些文件还有退税发票的。

*A.* Then where do I take that?  
那么我带着那些文件去哪里呢？

*B.* Sometimes they'll reimburse you in the store, but often you have to take it to a third party like Global Blue. You can even mail in the forms.  
有时候他们会在商店里直接给你报销，但通常你得把钱交给环球蓝联这样的第三方。你甚至可以通过邮寄的方式获得退税。

*A.* Oh, and do they charge a service fee?  
哦，他们收服务费吗？

*B.* Yep, but it's still worth it. Then the customs officer will stamp your documents at the airport before you come back.  
是的，但还是划算的。然后海关官员会在你回来之前在机场给你盖章。

*A.* Sounds like some annoying hoops to jump through. 那么麻烦啊。

*B.* Yeah, but save you money in the long run! 是的，但是从长远来看会帮你省钱。

### Checking Out at a Hotel

对话

*A.* Good morning, Sir. How may I help you? 早上好先生，有什么可以帮助您的吗？

*B.* I'd like to check out, please.  
我想要退房，谢谢。

*A.* Certainly. May I have your room number? 当然可以。可以告诉我您的房间号吗？

*B.* Room 809.  
809 号房。

*A.* Thank you. Just a moment. Mr. Williams, did you use the minibar or make a telephone call?  
谢谢，请稍等。Williams 先生，您用过小吧台或是打过电话了吗？

*B.* No.  
没有啊。

*A.* Here's your bill, Sir. Shall I charge your credit card? 这是您的账单，先生。请问您是用信用卡付账吗？

*B.* That's fine.  
可以。

*A.* How was your stay?  
您住的怎么样？

*B.* It was very good.  
住的非常好。

A. I'm glad to hear that. Please sign here. This is your receipt. Thank you for staying with us!

### Housekeeping

对话

*A.* (Knock ) Housekeeping.  
( 敲门声 ) 客房服务。

*B.* Hang on a second, please.  
请稍等一下。

*A.* Good morning, sir, would you like your room cleaned now? 早上好，先生，您想现在打扫房间吗？

*B.* Sorry, I'm on the phone. Could you come back in 15 minutes? 不好意思，我现在正在打电话。你可以等 15 分钟再回来吗？

A. Certainly, sir.  
当然可以，先生。

### A2-Elementary-A Delayed Flight

对话

*A.* Excuse me, why haven't we begun boarding yet? 请问，我们为什么还不开始登机？

*B.* I'm sorry sir, but the flight is actually going to be delayed. 对不起，先生。实际上航班延误了。

*A.* What? Why?  
啊？为什么？



*B.* The flight is delayed due to poor weather conditions. 因为天气原因航班延误了。

*A.* Do you know when we will be able to take off? 你知道我们什么时候能起飞吗？

*B.* I'm afraid I don't at this point.  
恐怕我现在还不知道。

*A.* I've got an important meeting. This is really inconvenient! 我有一个很重要的会议要开。这下麻烦了。

*B.* We apologize for the inconvenience. We will update you on the flight status as soon as we know something.  
我们对给您带来的不便表示歉意。一有最新的航班动态我们就通知您。

#### A2-Elementary-A delayed flight

#### 对话

*A.* Morning, Dan, how was your trip?  
早，Dan，出差顺利吗？

*B.* Morning, Hannah, the trip was good. I had some really good meetings. 早，Hannah,还不错。几个会议都挺成功的。

*A.* That's great. You look tired. Jetlag?  
那就好。你看上去有点累啊，时差是吗？

*B.* Yeah. That and my flight was delayed by 4 hours.  
对。时差，再加上我的航班延误了四小时。

*A.* Really? What happened?  
真的？怎么会？

*B.* [Bad weather. There was a storm. I didn't get home until 2am. 天气原因，碰到风暴。我凌晨两点才到家。

*A.* Oh, I'm sorry to hear that.  
哎哟，真辛苦。

*B.* It's ok. At least the flight wasn't cancelled.  
没什么。至少航班没取消。

*A.* Well, take it easy and try to get some rest.  
你今天放松点儿吧，好好休息。

*B.* Thanks! Will do.  
谢谢！我会的

## Airport Announcement

对话

A. Attention all passengers: 各位旅客请注意：

B. Flight A827 from Dallas to Los Angeles has been delayed due to bad weather on the ground.  
航班号 A827 从达拉斯飞往洛杉矶的航班，由于地面天气情况恶劣延误。

A. Please see the boarding agent at gate E22 for details. 详情请咨询 E22 登机口的值机人员。

B. Again, flight A827 from Dallas to Los Angeles has been delayed until further notice.  
再重复一遍，航班号 A827 从达拉斯飞往洛杉矶的航班延误，正在等待进一步通知

A. Attention all passengers traveling on Flight A827:  
乘坐 A827 次航班的旅客请注意：

B. We will begin boarding passengers in approximately 30 minutes through gate E22.  
我们将于大约 30 分钟后在 E22 登机口开始登机。

A. All passengers traveling from Dallas to Los Angeles on Flight A827 can now prepare to begin boarding procedures.  
所有从达拉斯飞往洛杉矶，乘坐 A827 次航班的旅客，现在可以准备登机了。

Again, we apologize for the delay. 对于航班延误，我们再次深表歉意。

## Booking Plane Tickets

对话

A. Hello, thank you for holding. How may I help you? 您好，感谢您的等待，请问有什么可以帮您的吗？

B. Yes, I'd like to buy a plane ticket from New York to San Diego. 是的，我想买一张从纽约到圣地亚哥的机票。

A. Sure. Would you like one-way or round trip, ma'am? 没问题。你是要单程还是往返机票呢女士？

B. Round trip, please. 往返机票，谢谢。

A. And what are your departure and return dates?  
你的出发和返程时间是什么时候呢？

B. I'd like to leave on July 29th and return on August 2nd. 我想 7 月 29 号走，8 月 2 号回来。

A. Ok.... And would you like economy, business, or first class? 好的...你是要经济舱、商务舱、还是头等舱呢？

*B.* Economy is fine.  
经济舱就好。

*A.* Sure.... Ok, I have one window seat, departing New York at 1:25pm and arriving in San Diego at 3:30pm for \$250. And there is a 2 hour layover in Denver. Would you like me to reserve this seat for you?  
行...好了，有一个靠窗的座位，在下午 1:25 从纽约出发，下午 3:30 到达圣地亚哥，费用是 250 美金。在丹佛转机停留两小时。你想要我帮你预定这个座位吗？

Yes please, that sounds great. 好的谢谢，听起来不错。

*A.* DOK, sure. And before I get your payment information, do you have a frequent flyer account with us, ma'am?  
好的，没问题。在我给你付款信息之前，请问你有我们的常飞旅客账户吗，女士？

#### A2-Elementary-Calling hotel front desk

对话

*A.* Good afternoon, front desk, how may I help you? 下午好，这里是前台，请问能怎么帮助您？

*B.* Hi, I was wondering if you could send some slippers to my room? 喂，请问可以送几双拖鞋到我房间吗？

*A.* Certainly ma'am. How many pairs would you like?  
当然，女士。请问您要几双？

*B.* Two please.  
两双。

*A.* No problem. Could I help you with anything else? 没问题。我还能帮您做什么吗？

*B.* Yes, do you have any toothbrush and toothpaste? 还有，你们有牙刷、牙膏吗？

*A.* Yes, we certainly do. Would two sets be okay?  
是的，当然。两套可以吗？

*B.* That'll be great. And do you have power adapters? 可以。你们有电源转换插头吗？

*A.* May I ask what kind of adapter you're looking for?  
请问您要什么样的转换插头？

*B.* I'm travelling from China. The plugs don't work with the sockets here. I can't plug them in.  
我是从中国来旅游的。插头和这里的插槽不配，我插不进去。

*A.* I see. We do have travel adapters. Is there anything else I can help you with? 我明白了。我们有旅游转换插头。请问还有什么能帮您吗？

B. No. That'll be it.  
没有了。就这些。

A. Ok. I'll have all of those items sent to your room right away ma'am. 好的。女士，我会安排这些东西立刻送到您房间的。

## A2-Elementary-Calling The Front Desk

对话

A. Hi, is this the Front Desk?  
嗨，是前台吗？

B. Yes! How may we help you madam? 是的！有什么可以帮忙吗，女士？

A. I'm calling because I need two extra pillows and an extra blanket. 我打电话是因为需要再加两个枕头，一条毯子。

B. Certainly! May I ask what room you are in? 没问题！可以告诉我你在哪个房间吗？

A. I'm in room 2109.  
我在 2109 房。

B. We will send the pillows and blankets up right away. 我们马上把枕头和毯子送给您。

A. ^Perfect! Thank you.  
太好了！谢谢。

B. My pleasure!  
不用谢，这是我的荣幸！

## A2-Elementary-Changing a Flight

对话

A. Hello, Flight Center. How may I help you?  
你好，这里是 Flight Center。有什么可以帮您？

B. Hi, I was wondering if I could change a flight that I booked earlier. 你好，我想改一下之前定的航班日期。

A. Could I have your name and confirmation code?  
可以告诉我您的姓名和确认号吗？

*B.* William Turner. Confirmation code is 01985.  
William Turner。确认号是 01985。

*A.* Got it, Mr. Turner. How can I help you change your flight?  
好的，Turner 先生。您想怎么修改您的航班日期呢？

*B.* Could I change the departure date to November 8th instead of the 5th and come back on the 14th instead of the 17th?  
我能把出发日期从 11 月 5 号改成 11 月 8 号吗？然后返程日期从 11 月 17 号改到 14 号？

*A.* Okay, I could get those changed for you, sir. But you'll need to pay an extra \$200 each way.  
嗯，我可以帮您改成新的日期。但是，您需要每一程额外支付 200 美金。

*B.* \$200 each way? That's outrageous!  
每一程 200 美金？这太离谱啦！

*A.* It's part of the pricing policy, I'm afraid.  
不好意思，这是定价规定。

*B.* Well, I'll stick to my old dates then.  
那算了，我还是保留原来的日期吧。

## Checking in at a Hotel

对话

*A.* Welcome to the Crown Plaza Hong Kong. Are you checking in sir? 欢迎光临香港皇冠假日酒店。您要登记入住吗先生？

*B.* Yes, I am.  
是的。

*A.* Can I have your last name please? 请问您贵姓？

*B.* Nolan. First name is Robert.  
我姓 Nolan, 名 Robert。

*A.* Got it. Thank you very much Mr. Nolan. You booked a single room for 2 nights.  
好的。非常感谢您 Nolan 先生，您预订了两晚的单人间。

*B.* Yes, that's right.  
是的，没错。

*A.* Could you fill out this form for me? Please include your name, date of birth, email address and phone number.  
能请您填写这张表格吗？请写上您的姓名，出生年月，邮箱地址及电话号码。

*B.* Ok, sure.  
好的，没问题。

*A.* Also, please sign here. Oh, and may I see your passport? 同时，请在这里签字。哦，能请您出示一下您的护照吗？

Yes, here you go. 可以，给。

## A2-Elementary-Overweight Luggage

对话

*A.* Ma'am, I'm sorry, but your luggage is overweight.  
不好意思，女士。您的行李超重了。

*B.* How much does it weigh? 我的行李多少重？

*A.* It's 55 pounds.  
55 磅。

*B.* And what are the baggage allowance rules?  
行李限重规定是什么？

*A.* You can have one checked bag of 50 pounds and a carry-on bag. You can either take things out or pay an overweight fee.  
一件 50 磅的托运行李和一件随身行李。你可以把东西拿出来一点，或者付超重费

*B.* How much is the fee?  
超重费多少钱？

*A.* It's \$25.  
25 美金。

*B.* I'll take some stuff out.  
我把东西拿出来一点吧。

## A2-Elementary-Using Airbnb

对话

*A.* Hey, Susan. I'm planning a trip to LA soon. Can you recommend any good hotels?  
嗨 Susan。我计划不久后去一趟洛杉矶。可以推荐几家好酒店吗？

*B.* I use Airbnb when I travel.  
我出行时会用空中食宿网站。

*A.* What is that^

这是什么？

*B.* Airbnb is a website you can use to find a place to stay for your visit. The site allows people to rent out their homes or apartments for travelers. It's usually cheaper than a hotel.

你可以用空中食宿找到住宿。这个网站让人们把房屋或公寓出租给旅行者。一般都 比酒店便宜。

*A.* That sounds great.  
听上去不错。

*B.* Yes. I have used it many times and I have been very happy with my experience. Just make sure you choose a place with lots of good reviews. 是不错。我用过这个网站很多次了，我对住宿经历都很满意。只是注意要找一个好评很多的地方。

*A.* Thanks! I will give it a try today.  
多谢！我今天就试一试。

#### A2-Elementary-Window or Aisle Seat?

对话

*A.* Passport please.  
请出示护照。

*B.* Here you go.  
给。

*A.* let me see...flying to Seattle this morning with a connection \n Chicago? 我看一下今早飞往西雅图的航班，中途在芝加哥转机？ .....

*B.* Yep.  
是的。

*A.* How many bags are you checking today?  
今天您有多少行李要托运？

*B.* Just one. This one is carry-on. Would it be possible to get a window seat for both flights?  
就一个。这一件是随身行李。两次航班能都选靠窗的座位吗？

*A.* For the first flight, yes, but only aisle is left on the second flight. I'm sorry. 第一次航班是可以的，但是第二次航班只剩靠走道的座位了。十分抱歉。

*B.* No problem. Also, is my frequent flier number showing up?  
没关系。还有，我的常飞行里程积分显示了吗？

*A.* Yep, it's here. Alright Ms. Wheeler, here are your boarding passes. Boarding is going to start at 2:15 pm from gate A9.  
是的，在这儿。Wheeler 女士，这是您的登机牌。下午两点一刻在 A9 登机口开始登机。

*B.* Great, thanks so much.  
太棒了，十分感谢。

*A.* My pleasure. 很荣幸为您服务

### 18.05.29 Booking a hotel room B1 Pre Intermediate

#### 对话

Madison Suites. How may I help you?  
这里是麦迪逊酒店。有什么需要帮忙的吗？

Yes, I'm calling from China. I will be in town next week and would like to know if you have any availability.  
是的，我是从中国打电话过来的。下周我会到你们这里来，想问下你们酒店还有没有空房。

Okay, sir. Can you tell me the date you expect to check in?  
好的，先生，能告诉我您希望入住的日期吗？

Yes, July 9th. I will be there for seven nights.  
好的，是7月9日。我准备在那里待七晚。

We have a standard single room and a superior double suite available for those dates.  
这个日期范围的话，我们有一间标准单人房和一间高级双人套房。

What's the difference?  
这两个房间有什么区别吗？

The standard room is smaller and has one twin bed, while the superior suite has a double bed and a minibar.  
标准房较小，只有一张单人床，高级套房有一张标准双人床和一个小冰箱。

Okay, I'll reserve the superior suite, then. Is breakfast included?  
好的，那就预订高级套房吧。包含早餐吗？

Yes, a complimentary breakfast buffet is served every morning. I will need your name and your credit card details in order to complete the reservation.  
是的，每天早上都提供免费自助早餐。我需要您的姓名和信用卡的详细信息来帮您预定。

Sure. My credit card number is...  
好的。我的信用卡号码是..

#### Booking A Hotel Room

#### 对话

1. Madison Suites, how may I help you?  
麦迪逊酒店，你好。

2. Yes, I'm calling from Mexico. I will be in town next week and would like to know if you have availability.  
你好，我是从墨西哥打来的。我会在下周到你们那儿，我想问问你们有空房吗？

1. Okay, ma'am, can you tell me the date you expect to check in? 好的，女士，请问您大概几号入住我们酒店呢？

2. Yes, July ninth. I will be there for seven nights.  
七月九号。我会在那里呆七个晚上。



1. We have a junior single suite or a superior double suite available for those dates.  
这段时间里我们有小单人间和大双人套间。

2. What's the difference?  
有什么区别吗？

1. The junior suite is smaller and has one twin bed, while the superior suite has a double bed and mini-bar.  
小套间比较小，而且只有一个单人床。大套间有两个床还有一个迷你吧台。

2. Okay, I would like to reserve the superior suite. Is breakfast included? 好的，我要大套间。包括早饭吗？

1. Yes, a buffet breakfast is served every morning. I will need your name and your credit card details in order to complete the reservation.

包括的，每天早上都有自助早餐。我需要登记一下您的名字和信用卡信息以便完成您的预定。

Sure, my credit card number is....

#### B1-Pre-Intermediate-Cancelled Flight

对话

A. Good afternoon Sir, may I please see your passport and reservation? 下午好先生，请你出示一下您的护照和定位单吗？

B. Here you go.  
给。

A. I'm sorry sir, this flight has been cancelled due to some mechanical problems.  
对不起先生，您的航班由于机械故障取消了。

B. Cancelled! What am I supposed to do now?  
取消了！那我该怎么办？

A. We apologize for any inconveniences that may be caused by this. If your flight is urgent, I can put you on a waiting list for another flight this evening, but it's on a first come first served basis, so there is no guarantee that you will be able to take that flight.  
对于此次给您造成的不便我们深表歉意。如果您事出紧急的话我可以帮您加入今晚另一架航班的等候名单中，但基于先到先得的原则，我不能保证您一定能登上那架飞机。

B. What're my other options?  
还有别的选择吗？

A. Well, if you can wait until tomorrow, we will put you up in a hotel for today and you can take the scheduled flight for tomorrow morning.  
嗯，如果你能等到明天，我们可以帮您安排今晚的酒店明天早上搭乘飞机离开。

B. [That's fine. I'll do that then.  
那也行啊。

A. [Thank you for your understanding, sir. I will book your flight now. 谢谢您的理解，我现在就为您预定航班。

### B1-Pre-Intermediate-Overweight luggage

对话

A. How many pieces of luggage are you guys checking today? 你们今天有几件行李要托运？

B. Two.  
两件。

A. Ok. Can you put them up one by one sideways? 好。你能把行李一件、一件侧着放上来吗？

B. Sure.  
好的。

A. This one is overweight. You're allowed 23 kg per piece. This one is 28 kg. 这件超重了。你每件行李可以带 23 公斤的额度，这件有 28 公斤。

B. What? I weighed it at home and it was under 23 kg. The scale must have been broken.  
什么？我在家里称过，不到 23 公斤啊，肯定是称坏了。

A. Well, please remove this one and put the other one up. Maybe you can rearrange your belongings.  
请你把这件行李拿开，把另外一件放上去。其实你可以重新安排一下行李。

B. All right. Here we go. Oh, 20 kg. 好。我看看，哦，这件 20 公斤。

A. Yes, so you do have some room here. Please step to the side and repack. 所以你这件行李还有一些剩余空间，你可以先到旁边重新收拾一下行李。

B. But there's 5 extra kilos. Even if I repack, it'll still be overweight. Should I put some of the stuff in my carry-on?  
不过我这件超重了 5 公斤。就算重新打包，还是超重的。我能塞一些东西到随身行李里吗？

A. Sure. It's up to you. Just make sure your checked bags don't exceed the weight limit.  
可以的，随便你。只要确保托运行李不超重就行。

B. Got it.  
好的。

A. Ok, you ready now? Let's check your bags. Alright, the first piece is fine. The second one is also good.  
好，你准备好了吗？我们再称一下行李，好，第一件没问题。第二件也可以。

B. Great!  
太好了！

## B1-Pre-Intermediate-Staying at a Boutique Hotel

### 对话

A. Hey, Jessica, I was thinking we could get away for the weekend and do something special.  
Jessica, 我们这个周末做点儿特别的事, 来次短途旅游吧。

B. I was thinking the same thing! I really want to stay at this new boutique hotel that just opened. They've gotten a lot of positive reviews so far. 我正好也这样想呢! 我很想去住这家新开的精品酒店。他们好评很多呢。

A. I still don't know what's so special about boutique hotels. I mean, all you need is a place to sleep.  
我是搞不清精品酒店有什么特别的。酒店不就是个睡觉的地方嘛。

B. That's not true! Boutique hotels are much nicer than the big box hotels. Plus, each boutique hotel is unique and has a different vibe.  
才不是呢! 精品酒店比大的连锁酒店好多了。而且, 每家精品酒店都是独一无二的, 有自己特殊的气质。

A. I guess, I still don't see what the big deal is. 好吧。不过我还是不明白这有什么好大惊小怪的。

B. Normally, they also offer a more personalized service. Because a boutique hotel has fewer guests, they really emphasize a personalized and individual experience.  
我告诉你, 精品酒店的服务也更个性化。因为规模比较小, 住的客人比较少, 所以 酒店都很注重提供个性化的服务。

A. That does sound pretty nice.  
这个听起来倒不错。

Exactly! Ok, I'll make the reservation right now. 对啊! 好啦, 我现在就订这家酒店咯

## At the Airport

### 对话

1. Next please! Hello sir, may I see your passport please?  
下一位! 你好先生, 请出示您的护照。

2. Yes, here you go.  
嗯, 给你。

1. Will you be checking any bags?  
请问你要托运行李吗?

2. Yes, I'd like to check three pieces.  
是的, 我要托运三件行李。

1. I'm sorry, sir. Airline policy allows only two pieces of checked luggage, at twenty kilograms each, plus one piece of carry-on luggage. I will have to charge you extra for the additional suitcase.

对不起先生。航空公司政策规定最多只能托运两件行李，每件最多二十公斤，另外 可以有一件行李带上飞机。如果您要多加行李是要收费的。

2. What? Why? I'm taking an intercontinental flight! I'm flying sixteen thousand kilometers! How am I supposed to only take two twenty kilo bags? That's absurd!  
什么？为什么啊？我乘坐的是洲际航班！我飞行的里程要一万六千公里！我怎么可 能只带两件二十公斤重的行李？太荒唐了吧！

1. I am sorry, sir. There's nothing I can do. You cannot board the flight with that large bag either. Carry-on bags must fit in the over-head compartment or under your seat. That bag is clearly too big.  
对不起先生。我也无能为力。您也不能携带那个大件行李登机。带上飞机的行李大 小必须是可以放进头顶的座位舱或是您的座椅底下的。显然那个行李太大了。

2. Now I see. You charge next to nothing for an international ticket, but when it comes to charging for any other small thing, you charge an arm and a leg! So tell me, miss, how much will I have to pay for all of this.

我听明白了。国际航线机票你们不多收钱，但是你们在这种小事情上收钱。你们收 的也太多了！那小姐，你告诉我，这些东西我一共要付多少钱？

1. Let's see... six hundred and twenty-five US dollars.  
我看看...一共六百二十五美金。

2. That's more than my round-trip ticket!  
那比我来回机票还贵

#### At the Train Station

对话

1. Hi, I would like to purchase a one-way ticket to Brussels please. 你好，我想买一张去布鲁塞尔的单程票。

2. Certainly sir, this is our train schedule. We have an express train departing every morning and an overnight train that departs at nine PM.

没问题，先生，这是我们的火车时刻表。我们每天早上有开往布鲁塞尔的特快列车，晚上九点有夜间火车。

1. How long does it take to get there?  
去那里要多久？

2. About twelve hours. We currently have tickets available only for first class on the express train. If you'd like, you can choose a sleeper on the overnight train which is a bit less expensive.  
大概十二个小时吧。我们现在特快列车只有头等舱的车票。如果你愿意的话，你可以选择买夜间列车的卧铺票，这样便宜一点。

1. Yeah, I think that's the best option. Do you serve food on the train? Twelve hours is such a long time!  
嗯，我觉得这样最好了。火车上有吃的吗？十二个小时很长啊！

2. Yes of course. There is a dining car towards the front of the train where they serve meals at all times. We do provide complimentary water and coffee for all of our passengers.

当然有了。在火车前面有一节餐车不间断提供食物。我们还为旅客提供免费的水和 咖啡。

*I.* Great! I'll take it.  
太好了！我买了。

Here you are sir. Your train leaves from platform number nine at nine on the dot. Remember to be here at least thirty minutes before your scheduled departure time or else you might miss your train.

给。你的火车将在九点在九号站台出发。请务必比出发时间提前三十分钟到站，不 然你就会错过火车的。

1.1 understand. Thank you very much!  
我知道了，谢谢你！

2. Have a great trip.  
祝您旅途愉快

## Buying a Plane Ticket

对话

*A.* Good morning, Apex Travel. Harriet speaking. Can I take down your corporate loyalty card number please?  
早上好，Apex 旅社。我是 Harriet。请问您的会员号是多少？

*B.* Yes, let me see... It's Z5486435.  
好，我看看.....是

*A.* One moment, sir, I'm just bringing up your details... Yes, Mr. Walsh, how can we help you today?  
请稍等先生，我正在调出您的信息好了 Walsh 先生，请问您有什么需要吗？

*B.* I need to check for flights going to London Heathrow. The outbound journey would be on the 29th of October, leaving from Shanghai. The inbound journey is flexible, but would be around the 3rd of November, preferably.  
我想订一张去伦敦希思罗机场的机票。10 月 29 号从上海出发，回程时间比较灵活，但最好在 11 月 3 号左右。

*A.* Okay, Mr. Walsh, please bear with me a moment. Hello, Mr. Walsh, sorry to keep you. I've checked all options, sir, and I'm afraid all flights are booked solid for the 29th. Unfortunately, because of the golden week you are going to be hard pushed to find any flights at such short notice. Do you have any leeway as regards the outbound date?  
好的 Walsh 先生，请等我一会。你好，Walsh 先生，抱歉让你久等了。我查过所有 的航班了，但恐怕 29 号的航班都满了。因为是黄金周，所以很不幸你在这么短的 时间内很难找到航班。你的出发日期有没有什么灵活性可言呢？

*B.* I might be able to juggle a few things around. Could you check for flights leaving a week earlier please?  
我可能要去调整一下行程了。你能查一下早一个礼拜出发的航班吗？

*A.* Certainly, one moment. Mr. Walsh, there is a flight available on the 22nd. However, only business class tickets remain, I'm afraid. Also this is not direct, sir. It does include a layover time of six hours in Dubai, I'm afraid.

当然可以，请稍等。有一班在 22 号出发的航班，但恐怕只有商务舱了。而且不是 直飞航班，要在迪拜转机等六个小时。

B. How much would this set me back?  
这个要花多少钱？

A. Inclusive of flight tax, the total would be 16,400 RMB, sir. 包括航班税，总共人民币 16400 元，先生。

B. This is a lot more than I had budgeted for, but I have no choice. Can you please reserve this for me?  
这大大超过了我的预算，但我没得选择。能请你帮我下单吗？

A. Certainly. I will send an email confirmation of all details, and please note that payment is required two working weeks before departure to guarantee the seat, sir.  
当然。我会把所有的信息发一份电子邮件给你确认，请注意必须在出发前的 2 个工 作周内付款以保留座位。

Okay. Thanks a lot for your help. 好的，谢谢你。

## Immigration and Customs

对话

1. Good afternoon. Passport and arrival card, please.  
下午好，请出示您的护照和入境证。

2. Here you are.  
给。

1. Where are you coming from?  
你从哪里来？

2. China.  
中国。

1. Is this your country of birth or residence? 那是您出生或是居住的国家吗？

2. I just work there.  
我只是在那里工作而已。

1. What is the purpose of your visit to the United States?  
你来美国做什么？

2. I'm here on vacation.  
我来度假。

1. How long do you plan to stay in the United States?  
你来美国准备呆多久？

2. Almost three weeks.

三个星期不到吧。

1. Sir, you didn't fill out the information on your arrival card of where you will be staying.  
先生，您的入境表上没有填写您要住在哪里的信息。

2. Oh, I'm sorry, but there are a couple of different places I will travel to within the United States, so I wasn't sure what to put.  
哦，不好意思，我在美国有好几个地方要去，所以我不是很清楚该填哪个。

1. You must specify an address of the place where you will spend most of your time.  
你必须选一个你会呆最久的地址。

2. OK, here you are.  
好，填好了。

1. Do you have enough means to support yourself while you are here? 你在美国期间有足够的财力独立生活吗？

2. Yes. I have some travelers cheques and two credit cards.  
是的，我有一些旅行支票和两张信用卡。

1. Very good. Do you have anything to declare?  
非常好。您有什么需要申报的吗？

2. Nope. I only have my clothes and camera!  
没了。我只带了我的衣服和照相机！

1. Very well sir. Welcome to the United States! Enjoy your visit. 非常好先生，欢迎来到美国！祝您观光愉快。

## A2-Elementary-Going through Customs

对话

A. Welcome to the United States. May I see your passport please? 欢迎来到美国。请出示你的护照。

B. Sure. Here you go.  
好，给你。

A. What is the purpose of your visit? How long do you intend to stay? 你这次前来的目的是什么？打算呆多久？

B. I'm here on business, and I'll be staying for three weeks. 我来出差，会呆三周。

A. Which cities will you be visiting?  
你会去哪些城市？

B. I have business in LA this week and in Boston the next. After that I'd like to do some sightseeing at the Grand Canyon.  
我这周要出差去洛杉矶，下周波士顿。之后我想去大峡谷看看风景。

A. Thank you, sir. Please place your thumb on the scanner now...And now the rest of your fingers.  
谢谢你先生。请现在把大拇指放在扫描仪上。好，现在放其他的手指。

## A2-Elementary-Using Uber

对话

A. Josh, we can't get a taxi, what should we do?  
Josh,我们拦不到出租车，怎么办？

B. We can use Uber. It's great, I use it all the time. 我们可以用 Uber，很好用，我一直在用。

A. I've heard great things about it. I really want to try it but haven't had the chance.  
我听说那软件很不错，我很想试试看但一直没有机会。

B. Well, it's really easy to get started. You create an account, download the app, and link your credit card to your account.  
很容易就学会用了，你创建个账号，下载 app，然后把信用卡绑定到账户上。

A. Wow, that's simple. How do you actually use it then?  
哇，这么简单，那到底怎么用呢？

B. You choose from one of the five different cars they have, set your location on the app, and then wait for the driver.  
你从其中 5 辆不同的车中选一辆，在 app 里设定好地点，然后等司机开过来就行了

A. Ok, let's use it now so we don't have to wait for a taxi. 好，那我们现在就用，这样就不用等出租车了。

B. Great, I'll see if there are any cars in our area.  
太棒了，我来看看附近有没有车。

## B1-Pre-Intermediate-Overpriced Fish and Tourist Traps

对话

A. Tourists were ripped off at a restaurant with overpriced fish. 游客饭店被宰，吃天价鱼。

A. Many investors were conned by ezubao, China's largest Ponzi scheme. 很多投资者被中国最大的庞氏骗局 e 租宝欺诈。

A. was bamboozled at a bar last night. 我昨晚在酒吧被宰了。

A. Times Square in New York is the largest tourist trap in America. 纽约时代广场是美国最大的游客欺诈地。

A. Watch out for photo scams where characters dressed in costumes will photobomb you and overcharge you.  
警惕合影骗局，会有穿着戏服、打扮成不同造型的人拉你合影，然后问你收很多钱

A. Some taxi drivers rip off tourists by overcharging or refusing to give change. 有些出租车司机也会宰游客，多收钱或者拒给找零。



A. Be on guard, watch out for rip offs and scams. 大家要警惕、小心被宰、上当.

## B1\_Using mobile phones overseas

A

Sophia, I'm traveling to the States next month. Is it easy to get a local SIM card?

Sophia,下个月我要去美国。买当地的 SIM 卡方便吗？

B

Yep, it should be. Mobile carriers have shops all over the place.

很方便的。移动运营商的商店到处都是。

K

A

Do you know how much it costs?

你知道需要多少钱吗？

B

The SIM card costs about \$10, then you need to get a plan. I'm not sure about short term plans. When I was back home, my plan was about \$100 per month.

SIM 卡大概 10 美元，然后你需要买一个套餐。但是我不太清楚短期套餐的价格。我在美国 老家的时候，套餐价格每个月大概 100 美元。 eX

A

Wow, that's quite a lot.

哇，好贵啊。

B

Yeah, but I got unlimited data, texts and lots of free calls. You could also do pay as you go.

是不便宜，但是我的流量、短信和电话都是不限量的。你也可以买用多少付多少的那种。

A

What's that?

那是什么？

B

You prepay and are only charged for what you use. But it isn't worth getting because the rates are higher.

就是你提前付款，用多少就扣多少钱。但是其实不划算，因为费率比较贵。

A

Ok. Which carrier has the best coverage?

哪个运营商覆盖区域比较多一些？

B

The main ones are AT&T, T-Mobile, Verizon and Sprint. I used Verizon. It had good coverage, and the value was pretty good for the price. And they have a ton of public hotspots. 主要的运营商有 AT&T, T-Mobile, Verizon 和 Sprint。我用的是 Verizon，它的覆盖 挺好的，性价比很高。他们还有很多公共热点。

Ok. Maybe it's worth a try.

好的，我可以试一下。

B

Do you usually use roaming when you travel?

你出国的时候通常用漫游吗？

A  
Yes. In fact, China Mobile offers pretty good international roaming plans. When I went to Thailand, roaming was only 25 RMB per day with unlimited data.

是。其实中国移动有不错的国际漫游套餐。我去泰国的时候，漫游费每天只有 25 元人民币，流量不限。  
或&

B  
Wow, that does sound like a great deal!

哦，那很划算嘛。

#### B1-Pre-Intermediate-Visa Trouble

对话

A. Hey, Raymond, why the long face? Shouldn't you be happy about your new job?  
嗨，Raymond,为什么一脸不开心？难道你换了新工作不该很开心吗？

B. Hi Tom. Oh, I am very happy about the new job! It's just all this hassle with my visa that is giving me headaches.  
嗨 Tom。哦，我对新工作是很开心啊！就是签证的烦心事让我头疼。

A. What do you mean by visa hassle? Shouldn't your new company be taking care of that for you?  
签证烦心事是什么？你的新公司不该为你处理好吗？

B. I was hoping to get some help from them, but they don't have a dedicated legal department so I'm stuck doing it all myself.  
我原本希望他们会帮我，但他们没有专职的法律部门，所以我全得靠自己做。

A. Well, what problems are you having? 好吧，你遇到了什么问题？

B. Basically, it is all the red tape. You wouldn't believe the amount of paperwork I have to submit! On top of that, I'm not even sure which documents I need to fill out since the immigration website isn't very helpful.  
其实都是繁文缛节。我要上交的文书量大的你不敢相信！更要命的是，移民网站没什么用，我都不知道需要填什么文件。

A. That does sound like a lot of leg work. Why don't you just hire an agent to do it all for you?  
看上去要跑许多冤枉路。你干嘛不直接雇一个代理人来办呢？

B. I actually looked into that, but it's too expensive. I would rather not spend that much money on this if I don't have to.  
我查了一下，太贵了。可能的话，我就不花那么多钱了

A. I can understand how you feel about the money. I do have a buddy though, that had a positive experience with a visa agency. If you change your mind I can help get you in touch with his agent.  
我明白你不想白花钱。但是我有朋友，他和一家 visa 代理处的合作就很好。你要是改变主意了，我可以帮你联系他的那个代理人。

B. Thanks. If I don't see an end to it soon, I just may take you up on that offer. 多谢了。要是不能很快办好，我就要拜托你了。

## B2 Travel insurance

A  
Hey Chloe, I heard you're going to Europe soon.

嘿，Chloe,我听说你要去欧洲了。

B  
Yeah, I'm applying for the Schengen Visa, but I need to buy travel insurance first as required.

是啊，我正在申请申根签，但我需要买旅行保险。

A  
What does the insurance cover?

保险都包含哪些内容？

B  
Just the usual unexpected things, like lost or stolen luggage, flight delays, and medical treatment.

就是一些意外，比如行李丢失、航班延误和生病就医等等。

A  
So how much are the premiums?

保费多少哇？

B  
It varies depending on the length of your trip: usually the longer the trip the better deal you'll get. Anyway, it's quite reasonable. Probably less than 20€ for up to 15 days.

这取决于你旅程的长短：一般长一点的旅程会有折扣。不管怎么说价格还算合理。大概 15 天不到 20 欧元。

A  
That's not bad at all. But I don't think Canada and the US require travel insurance for tourist visas.

那还不错。到那时我觉得加拿大和美国办旅游签可能不需要旅行保险。

B  
Really? But still, it's better to be safe than sorry.

是吗？但是为了保险起见买一个吧，毕竟俗话说的好，“宁可事先谨慎有余，不要事后追悔莫及”

A  
I hear you. Hope everything goes smoothly and have a great trip!

有道理。希望一切顺利，旅途愉快！

B Thanks! I just can't wait to get over there. 谢谢你的祝福。我已经迫不及待想过去了

## Applying for a Visa

### 对话

A. So, you're applying for a B2 visa, where's your final destination and what's the purpose of your trip to the United States?  
所以，你是要申请 B2 签证，你的最终目的地和你此次去美国的目的是什么？

B. I'm going to visit my brother; he's just had a baby. He lives in Minneapolis. 我去看我哥哥，他刚生了孩子。他住在明尼阿波利斯。

A. And how long do you plan to remain in the United States? 你在美国准备呆多久？

**B.** I'll be here for approximately three weeks. See, here's my return ticket for the twenty-sixth of March.  
我会在那里呆大概三个星期。你看，这是我 3 月 26 号的回程机票。

**A.** And, who is sponsoring your trip?  
那，谁是你这次旅行的担保人？

**B.** My brother, here, this is an invitation letter from him. I will stay with him and his family in their home.  
我哥哥，给，这是他发来的邀请函。我会和他家人住在他们家。

**A.** Alright, tell me about the ties you have to your home country. 好吧，告诉我你和你祖国之间的密不可分的关系。

**B.** Well, I own a house; actually, I'm leaving my dog there with my neighbors. I have a car at home, and oh, my job! I'm employed by Tornel as an engineer. Actually, I only have three weeks' vacation, so I have to go back to work at the end of March.  
嗯，我有一栋房子。实际上，我把我的狗交给邻居照顾了。我在家有一辆车，哦，还有我的工作！我是 Tornel 公司的工程师。事实上，我只有三个星期的假期，所以 我三月底还得回来上班。

**A.** And what evidence do you have that you are financially independent?

你有个人的财产证明吗？

**B.** Well, I do have assets \n my country; like I said, I own a house, and see, here's a bank statement showing my investments, and my bank balance. 嗯，有的，就像我说的，我有房子，看，这是我银行的投资证明，以及我的存款证 明。

**A.** I'm sorry, sir, we cannot grant you a B2 visa at this time, instead, you are granted a resident visa! Congratulations, you are the millionth person to apply for a visa! You win! Congratulations!  
对不起先生，我们目前不能给你 B2 签证，但是我们给你一个居留签证！恭喜你，你是第一百万个申请签证的人！你赢了！恭喜

## B2-Intermediate-Tipping headache

对话

**A.** Wow, that was one of the best steaks I've had in a while. 哇，好久没吃过的这么好吃的牛排了。

**B.** Oh, yeah? It looked delectable. Shall we get the bill? 哦，是吗？的确看起来很美味。我们去结账吧？

**A.** Sure, but I don't know how much to tip. It's such a headache. 当然，但我不知道该给多少小费。真是头痛。

**B.** Well, acceptable gratuity at sit-down restaurants has increased a lot, so now it's basically fifteen to twenty percent  
好吧，餐馆里可接受小费标准上涨了很多，所以现在基本上是 15%到 20%。

**A.** So, if I really liked my meal, I should tip more? 所以，如果我对饭菜很满意，我应该多给点小费吗？

**B.** Not just the meal, but the experience in general. Judging by your meal and the good service, I'd say eighteen percent would be good.  
不只是饭菜，还有就餐体验。根据饭菜质量和服务，我认为 18%差不多够了。

A. That's such a big chunk of the menu price. Servers must make a killing on tips. 哇，这占菜单价格比例很大诶！服务员可以靠小费发财了。

B. Well, it is a big proportion of their income, but they don't get benefits and their wages alone aren't enough to make ends meet. Tipping supplements their wage so they can make a living.  
的确他们的收入很大比例来自小费，但是他们也没有占多少便宜，因为他们光靠工资根本无法维持生计。需要有小费作为工资的补充，这样他们才能谋生。

A. Got it. Where else do I need to tip? 明白了。还有哪里需要小费呢？

If someone performs a service, like taxi drivers or hair stylists do, it's best to tip. Or, if your barista goes out of their way to make a fancy drink, you can give a little tip, too.  
如果有人提供了某种服务，就像出租车司机或发型师，最好是给小费。还有，如果咖啡师为你精心制做了一杯高档饮料，你也可以给点小费。

A. Ah ok. It's such a complicated system.  
啊，好。这真是个复杂的体系。

B. It's not really a system, just an outdated tradition. 这不算是个真正的体系，只是一个过时的传统。

A. I see. Oh, our server's coming with the machine. 明白了。噢，服务员过来结账了！

## B2\_Travel visa interview

A  
Good morning. Thank you for coming in to the consulate today. Let's begin, what's the purpose of your visit to the USA?

早上好。谢谢你今天来领事馆面试。我们开始吧。你这次去美国的主要目的是什么？

B  
I'm going there to visit the West and East Coasts.

我准备去西海岸和东海岸旅游。

A  
Is this your first time traveling to the United States?

这是你第一次去美国吗？

B  
Yes, it is.

是的。

A  
Do you have any friends or family residing in the US?

你在美国有任何朋友或亲属吗？

B  
No, I don't.

没有。

A  
Will you be traveling alone or with someone?

你是自己去旅游还是有人同行？

B

My friends from China will meet up with me in LA.

我中国的朋友会在洛杉矶跟我碰头。

A Ok. Where are you planning to visit while in the States?

好的。你打算去美国的哪些地方旅游？

B I'm planning to travel for 10 days in mid August. Spending 5 days in LA and San Francisco, 5 in Boston and New York.

我计划八月中去美国十天。5 天在洛杉矶和旧金山，5 天在波士顿和纽约。

A Do you have your flight and hotel booking confirmations?

你有机票和酒店确认单吗？

Yes. I brought them with me. Here you are.

有的。我带过来了。给您看。

A

Thank you. What's your occupation?

谢谢。你的职业是什么？

B

I'm a sales manager in an export and import company. Here's my letter of employment.

我是一名进出口公司的销售经理。这里是我的在职证明。

A

Ok. Can you also give me the rest of your supporting documents like bank statements, tax returns, and property deed?

好的。请把其它相关的材料都给我，比如银行对账单、纳税申报单或者房产证？

B

Certainly. Here you are.

当然可以。给，都在这里。

A

Ok. I've approved your visa. You can proceed to the counter over there to select your pick up method.

好的。你的签证获批了。你可以到那边的柜台选择取证方式。

B

Thank you so much! Have a great day!

太感谢了！祝你今天愉快！

## B2-Intermediate-Travel hiccups

对话

A. Chloe, you look well rested! How was your trip to Zhangjiajie?

Chloe,你看起来气色真好！张家界之行怎么样？

B. Oh, the fresh mountain air and clean water will do wonders for your spirit. 对啊，好山好水好空气对改善精神状态有奇效。

A. So everything went according to plan?  
所以一切都按计划、挺顺利的？

B. Oh, not at all. There were a few hiccups along the way. The trip started off with lost luggage, and to add insult to injury, all my clothes were packed in my checked bags.  
一点也不顺利。路上出了几次问题。刚开始旅行行李就丢了，雪上加霜的是，我的所有衣服都装在托运行李里。

A. Seriously? How inconvenient!  
真的吗？太不顺啦！

B. Yeah! Luckily I wore several layers, packed the most essential toiletries in travel-sized bottles, and brought all my electronics with me.  
是啊！但幸运的是，我穿着几层衣服，最基本的洗漱用品都是旅行装，所有的电子产品都是随身带着。

A. I always pack a few changes of clothing in my carry-on. You never know when you might need to live out of your suitcase.  
我随身行李里一定会带上几身换洗的衣服。谁知道会不会发生状况，你得靠这个箱子活几天。

B. If you want to save space, you can roll your clothes and use smaller items like socks to stuff into the nooks and crannies.  
如果你想节省空间，你可以把衣服卷起来，用袜子之类的较小的东西塞进角落和缝隙里。

A. How do you deal with toiletries? I'm always so paranoid about leakages. 洗漱品你怎么处理？我总担心会漏。

B. Well, I use tape to seal the lids or caps, and I pour liquids into vacuum pump bottles for extra security.  
我通常会用胶带把盖子封上，此外，我还会把液体倒进真空泵起个双重保险的作用

A. Wow, you're such a packing guru!  
哇，你真是个行李收纳大师！

#### C1-Upper-Intermediate-The new Chinese tourist

对话

A. Oh Jack, just to let you know, I won't be around next month. I need to go on vacation.  
Jack，跟你说一下，我下个月不在。我要出去度假。

B. Again? Wow, someone caught the travel bug! Where are you going this time?  
A cruise on the Seine? A ski tour of the Alps, perhaps?  
又度假啊？看来你真成驴友了！这次去哪儿呀？塞纳河游船？还是阿尔卑斯山滑雪

A. Come on, I'm not looking for a cookie-cutter vacation! I just saw that my friend Lily posted photos of her trip to Morocco on WeChat. I've got to one-up her!  
得了，我可不过那些千篇一律的假期！我朋友 Lily 刚在微信上发了她去摩洛哥的照片，我得超过她才行！

B. Oh so in other words, you're looking for bragging rights! 所以换句话说，你是想累积炫耀的资本啊。

A. Exactly, and I'm not going to get them by posing in front of London Bridge. 没错。所以光靠在伦敦桥前面摆姿势拍照可赢不了别人。

*B.* Well you might be in luck. My wife's sister recently opened a small boutique travel company in Turkey. They cater to well-heeled travelers wanting to find hard-to-reach destinations.  
你找对了，我小姨子最近在土耳其开了一家精品旅游公司。专带高端游客去人迹罕至的目的地。

*A.* Really? That sounds right up my alley.  
真的吗？听起来正合我口味。

*B.* Yeah these kinds of experiences are pretty niche and exotic. And I'd say the bulk of her clientele all come from the mainland.  
没错。他们的行程都很小众、充满异域风情。而且客源基本都是国内的。

*A.* Hmm, I'm not sure I want to go on a tour with a bus full of my compatriots. Our reputation abroad can leave much to be desired, you know.  
可我不太想跟同胞们挤在一辆大巴上旅行。咱们游客在国外的名声可不太好。

*B.* You said it, not me! In any case, these packages are totally customized and personalized. There are no buses, no megaphones, and no goofy matching hats! 这是你说的，可不是我。不过，他们的旅行路线是完全私人订制的。没有旅行大巴，没有大喇叭，也不用戴旅行团的帽子。

*A.* What if I want a hat made by Gucci? 要是我想买顶 Gucci 的帽子戴行吗？

*B.* I'm sure that can be arranged!  
我估计他们能帮你安排。

## Debit and Credit Cards Abroad

对话

*1.* Hey, Jeff, I have a question for you.  
，我想问你个问题。

*2.* No problem. What's up?  
行啊，什么事？

*1.* I'm going to the States on a business trip next month some time and I'm concerned that I won't be able to use my bank card there.  
我下个月要去美国出差几天，我在想我的银行卡在那里能不能用。

*2.* Well, it depends. Are you talking about your debit card or credit card? 嗯，看情况吧。你是说借记卡还是信用卡？

*1.* I'd like to be able to both withdraw money and use my card to pay for things. 我想要既能取现金又能刷卡买东西的。

*2.* If you have Visa or Mastercard you shouldn't have any trouble using your card in the States.  
如果你有维莎信用卡或是万事达卡的话在美国用是没问题的。

*1.* Let me take a look...my debit card is China Unionpay and my credit card is Visa.  
让我看看...我的借记卡是中国银联的，信用卡是维莎的。

*2.* Ah. Unionpay doesn't work in the States, so you probably won't be able to withdraw money. Your credit card shouldn't have any problems, though.  
啊，银联在美国不能用的，所以可能你不能取现了。不过你的信用卡应该没问题。



1. OK. Thanks!  
好的，谢谢！

## A2-Elementary-Going on a Cruise

对话

*A.* Judy, you're back! How was the cruise!?  
Judy,你回来啦！邮轮怎么样？

*B.* It was amazing. So refreshing!  
太棒了！很放松！

*A.* Where did you go again?  
你去哪儿了？

*B.* It was a Mediterranean cruise, so we stopped at many places. It was breathtaking!  
我们乘的是地中海邮轮，一路停了不少地方。太美了！

*A.* What was it like living on a ship?  
住在船上是什么感觉？

*B.* The facilities were just like any hotel. The staff were all very friendly and helpful. And the food! Oh my goodness the food was delicious. Also, every night the on-board entertainment was just spectacular.  
它的设施就和酒店一样。工作人员都很友善、愿意帮你。啊，还有吃的！天呐，所有的东西都太好吃了。船上每晚的娱乐节目也超棒。

*A.* My wife and I are thinking of taking a cruise for our 25th wedding anniversary. Any suggestions?  
我老婆和我在想要不要坐邮轮庆祝我们结婚 25 周年。你有什么建议吗？

Just make sure you bring a barf bag in case she gets seasick! 别忘了带呕吐袋，万一她晕船用得上。

## A2-Elementary-Jetlag

对话

*A.* Welcome back Jesse! How was your trip to Korea? 欢迎回来 Jesse!你去韩国的旅行怎么样？

*B.* It was great, but I'm so jet-lagged today. 那还不错，不过我今天正在倒时差。

*A.* Yeah, you do look a little tired.  
对，你看起来挺累的。

*B.* I feel it too. My internal clock is all messed up. 我觉得也是。我的生物钟一团糟。

*A.* What's the time difference between here and East Asia?

这里和东亚的时差是什么？

*B.* They're 14 hours ahead. Flying back we crossed the international date line, so I actually arrived back here before I left.  
他们早 14 个小时。飞回来跨了国际日界线，所以我在走之前就回来了。

*A.* Huh? That makes my head hurt just thinking about it. 哈？我想想就头疼。

[Now think about how I feel experiencing it! Ugh, I need caffeine. 那你想想我经历过这么一遍会怎么样吧！啊，我需要咖啡因]

## A2-Elementary-Summer Vacation Plans

对话

*A.* Hey Brett! Do you have any plans this summer? 嗨 Brett!这个夏天你有什么计划吗？

*B.* Just going to a beach resort for a week.  
就去一个海滩度假村玩一周。

*A.* Sounds fun. Where are you going?  
听上去很有意思。你去哪里？

*B.* I'm going to Cabo. And I'm really thrilled! 我要去巴西卡博。我现在就很激动啦！

*A.* Are you going with Sarah?  
你和 Sarah 一起去吗？

*B.* Yes, and I'm planning to propose.  
是的，我还打算向她求婚。

*A.* Wow, that's wonderful! Good luck!  
哇，那太好了！祝你好运！

*B.* Do you have any plans?  
你有什么计划吗？

*A.* Yes, I'm taking two weeks off to visit family in France. 是的，我要休两周假，去探望法国的家人。

*B.* Are you French? 你是法国人？

*A.* No, we're visiting my wife's family. She grew up there. 不，我们去看望我妻子的家人。她在那长大的。

*B.* Sounds like a great trip! 这旅途听上去棒极了！

## A2-Elementary-The Golden Week

对话

A. Jack, are you going anywhere this week?  
Jack, 你这周打算去哪儿玩吗?

B. Yep, going to Japan with my wife and daughter. Yourself?  
嗯, 我要跟老婆、女儿一起去日本。你呢?

A. Nah, no plans yet. I'll just take it easy. 还没什么打算。我就想休息休息。

B. That's smart. It's insane to travel during the holiday week. Everywhere is packed and you pay more for everything. Our trip to Japan will cost 50% more than usual.

嗯, 明智的决定。黄金周出去旅游太疯狂了。哪儿都是人, 而且什么都更贵。我们 这次去日本比平时贵了 50%。

A. Then why are you going there this week?  
那你干嘛这周还去呀?

B. Well it's hard to take my daughter out of school during off-peak season. You'll understand when you have kids.  
哎, 淡季出去, 我女儿学校没法儿请假。等你有孩子就懂了。

A. Not any time soon. Anyways, have fun in Japan!  
哎哟, 还早着呢。总之, 祝你在日本玩得开心!

### 17.12.05 Holiday travel plans B1 Pre-Intermediate

对话

Hey Jan, any big plans for the holidays?  
嘿, Jan, 假期有什么计划吗?

I think I'm just gonna stay at home and save a few pennies.  
我应该就待在家里吧, 省点钱。

What? There are so many great deals now that won't break the bank, you know.  
什么? 有很多好玩又不贵的项目的。

Like what?  
比如呢?

Well my wife and I are heading to the Bahamas for a nice tropical vacation.  
我和我妻子要去巴哈马群岛热带地区度假。

I bet that cost a pretty penny!  
我敢打赌那一定很贵!

Nah, we got an all-inclusive package. The only thing we have to pay extra for is travel insurance, but that's pretty affordable.  
一点都不贵, 我们订了全包项目。唯一需要另外支付的就是旅行保险, 但是非常 便宜。

Hmm well beach holidays aren't really my style. I need something a little more fast-paced and exciting.  
海滩度假不是我的风格。我需要点更快节奏、更令人兴奋的元素。

Do you like skiing? I saw a really good ski package online.  
你喜欢滑雪吗? 我知道网上有一个很不错的滑雪旅行项目。

Well now that you mention it, I used to love skiing. But I don't know, it's probably too late to get a good deal.  
经你一提我倒想起, 我之前确实很喜欢滑雪。但现在, 要想获得大折扣的话可能 已经来不及了。

Well you might have missed some early bird deals, but there are always good

last-minute specials too!

你可能错过了便宜的早鸟价，但还是会有很多最后一刻才放出的特价项目！

Okay, send me that website and I'll look into it a bit after work. And thanks for the tip!

Okay, send me that website and I'll look into it a bit after work. And thanks for the tip!

好的，把那个网站发给我，下班后我再看一下。谢谢你给我的建议！

Any time, my man.

非常乐意帮忙!

## B1\_Labor Day Plans

A.Are you traveling anywhere for Labor Day, Sam?

Sam，你五一会出去旅游吗？

B.Oh, don't get me started. There's not enough time to go anywhere!

噢，别提了。去哪儿时间都不够！

K

A.Well, sure we used to have more freedom to travel when the holiday was a week long, but there's still enough time to visit some nearby places.

的确是。过去放七天假的时候，想去哪儿都行。不过现在小长假，至少也可以去就近的地方。

B.I guess. So what are you planning to do?

这倒是。你打算怎么过节？

X \

A.We're going to rent a car and go on a day trip. Interested?

我们会租车出去自驾。要不要一起去？

B.Thanks for the offer, but I think I'm just gonna stay at home and chill, maybe meet a few friends for dinner, do a bit of shopping, and catch up on some work.

谢谢你的邀请，不过我还是想待在家里，好好休息一下。可能约朋友吃吃饭、逛逛街、再做一点拉下的工作。

A.Actually, I'd like to catch up on some work too, but my husband won't let me. He says that I need a better work-life balance.

其实，我也得赶工作进度。但是我丈夫不让，他说我工作、生活需要平衡。

B.If we had a whole week off like in the good old days, it might be easier to find that balance!

如果能像以前一样，放一个星期的假，那肯定更容易找到平衡。

A.Can't argue with that!

说得太对了！

## B1\_Planning a cruise trip

A.Honey, what do you think about taking a cruise for our vacation this year?

亲爱的，你觉得今年我们乘游轮去度假怎么样？

B.Hmm, I don't know. I get a little seasick.

额，我不知道诶。我有点晕船。

A.Cruise ships are stable, and you can always take anti-nausea pills if you do. I think it'll be a great trip for the whole family.

邮轮很稳的，而且你可以吃晕船药。我觉得一家人去会很开心！

B.Shall we invite your parents and mine to come?

我们请你爸妈和我爸妈一起去吧？

A.I'm sure they'd love it. Ok, let's first choose the destination. Where do you want to go?

好啊，老人家一定会很开心的。我们先选目的地吧。你想去哪里？

B.Japan might be fun.

日本应该不错。

A.Ok. Let me see. Oh, I just found a cruise line that does the Okinawa route. Four Nights, RMB 3500 per person.

好，我看看。噢，搜到一条去冲绳的邮轮线路。四晚，每人 3500 人民币。

A.Accommodation and buffet. Wow, the amenities look awesome! Come and check it out!  
包住宿和自助餐。哇，设施看起来真棒！你快看一下！

B.Yeah, they do look nice! Can you disembark at the ports?

嗯，看起来是不错！可以在港口下船吗？

A.Yes. It includes a day trip in Okinawa.  
可以。含冲绳一日游。

B.Ok. But I'm just a bit worried about keeping everyone entertained on the cruise.  
但我还是有点担心，邮轮上怎么让一大家子不无聊呢。

A. I don't think it'll be an issue. There's a ton of activities for everyone, regardless of age. And this cruise seems to have a big duty free shop.

我觉得这不成问题。邮轮上有各种活动，给不同年龄的人。而且这条邮轮上还有一个超大的 免税店。

B.I'm sold! Let's book it now!

我被你说服了！我们赶紧订票吧！

## C2-Advanced-What kind of traveler are you?

### 对话

A. There are many different types of travelers out there. Which type best describes you?  
世界上有各种各样的旅行者，你是哪一种呢？

A. 01. The Collector  
收藏家

A. A hunter-gatherer, the collector loves to travel in order to gather uncommon and exotic experiences in out-of-the-way places.  
他们喜欢采集、收集，他们爱旅行，爱去远方积累不同寻常的异域经历。

A. 02. The Conformist  
服从派

A. The Conformist travels not for personal satisfaction but for social acceptance.  
服从派去旅行从来不是为了个人享受，而是为了获取社会接纳。

A. Destinations are chosen from a limited, unimaginative, class-determined list. The point isn't where you've been but rather what your peers think about where you've been.  
旅行目的地有限、缺乏想象力、由社交阶层决定。关键不在于去过哪里，而是跟你 同一阶层的人如何看待你的旅游目的地。

B The Thrill-Seeker  
探险派

A. The Thrill-Seeker likes off-the-cuff experiences and spontaneity. Often a backpacker, they enjoy being in the moment and making plans as they go. 探险派就喜欢说走就走的旅行，喜欢自由随性。他们经常是背包客，他们喜欢活在 当下、边走边计划。

## A. The Escapist

### 逃避派

A. The Escapist travels in order to escape from the familiar: daily boredom, worry and frustration. All can be forgotten with a little distance.  
逃避派旅游是为了逃避熟悉的一切：日常的无趣、担忧和沮丧。远途旅行能让这一切都被暂时抛在脑后。

## A. The Self-Improver

### 自我提升派

A. Up early, out late, cheerfully making the most of everything a new place has to offer. Likes to do a lot of research beforehand, to pack a lot of books and to return with even more.

早出晚归，对新目的地所提供的一切都乐在其中。喜欢提前做足攻略、带一大堆书去、带更多书回来。

## A. The Pioneer

### 开拓者

A. Fearless and eccentric, out to explore less-traveled paths in remote places. 无所畏惧、天马行空，喜欢去遥远的地方，探索人迹罕至的小路。

## A. The Occasional

### 事件派

A. They're just there for an occasion - an event, a honeymoon, a football match...  
他们去旅行是因为一个特定事件：一个活动、蜜月、或是看场足球比赛。

## A. The Oblivious

### 无所谓派

A. The saddest type of traveler. The one neither paying attention, nor remotely interested in where he or she is or what they are doing.  
这是最悲哀的一种类型旅行者。对于去哪里、做什么丝毫不关心、也不感兴趣。

## A. The Genuinely Curious

### 真正的好奇派

A. Their eyes, ears, and mind are all wide open. To them, everything in life is rare, precious and beautiful.  
他们打开所有感官去体验周围的所有。对于他们来说，生活中每件事都是稀缺的、珍贵的、美丽的。

## B1-Pre-Intermediate-Designing a Logo

### 对话

A. Good to see you again Tom - I'm dying to know what you thought of the two logo versions we sent over!  
很高兴再次见到你，Tom。我特想知道你对我们发过去的两个log。版本有什么看法

B. Well Dan, I have to be honest... I've gotten mixed feedback from the rest of the branding team. Although I can tell a lot of work went

into these, they're just not in line with the way we want to project our company's image.

Dan, ^实话 .....我从品牌团队那里得到的反馈有好有坏。虽然我知道你花了很大 功夫做出来，但它们不符合我们想展现的公司形象。

Oh no - I'm so sorry to hear that! Mell, walk me through your thoughts, and we'll do our best to change that!  
噢，我太抱歉了。好吧，给我讲讲你的想法，我会尽全力修改。

A. Thanks. In general, the look of the logo just feels too "corporate." HomeGrown is an app that allows people to buy organic food, and a big part of our company mission is to be an online version of a local farmer's market. Anything that looks too corporate doesn't work with that image.

谢谢。总体来说，logo 给人的感觉太“企业气”了。HomeGrown 是一款让人购买有机食品的 app，我们公司想成为在线的社区农场集市，任何看上去企业气的设计都 与之不符。

A. Hmm. Mell, can you describe what you think makes the logo look too "corporate" right now?  
嗯。那你觉得现在 log。的设计哪里看起来企业气？

B. I can try. Maybe part of it is the font: a serif font just looks too formal here. 我试一试。或许一部分是字体的原因，衬线字体看上去太正式了。

A. Ok - we can definitely base the next version on a sans-serif font. 好，我们下个版本完全可以用无衬线体的字。

B. so, we need more color - and the brown that you use here made us think of old food - not fresh, organic food! Stylistically; I think the logo should probably be bright green with yellow accents.

还有，我们需要更多的色彩。你们用的棕色会让人觉得食物不新鲜，不是有机的！在风格上，我觉得 log。应该是鲜绿色加上黄色勾勒加强一下。

A. I see your point.  
我明白了。

B. Finally, we think there needs to be a visual cue in the logo that ties in with food - I don't know what that might be though. But something has to connect the HomeGrown name with food, or people might think we sell gardening supplies!

最后，我们觉得 log。里得有些视觉元素能够和食物联系起来。虽然我不知道具体应该是什么，但是应该要把 HomeGrown 这个名字跟食物联系起来，要不然人们会以为我们是做园艺工具的。

A. I know exactly what you mean. I think I understand much better what you're looking for now! I will get started on redesigning the logo right away.

我完全知道你的意思。现在我明白你想要什么了。我马上开始重新设计 log。

B. Ehanks, Dan- I can't wait to see the new version! 谢谢你，Dan。我期待看新的版本。

## C1 Crowdfunding

A. Hey, Darren. How's the new business idea coming along?  
嘿，Darren。那个商业构想进行的怎么样了？

B. It's easier said than done. I'm just struggling to find funding.  
说起来容易做起来难那。我现在正愁找不到资金。

A. Oh, did you try starting a crowdfunding campaign?  
你有试过众筹吗？

B. No, I didn't. Is that like venture capital funding?  
没有。跟风投一样吗？

A. Not at all. With crowdfunding, you usually don't have to give away stock options.  
不一样。众筹不需要失去任何股票期权。

B. So how do you raise funds, then?  
那怎么筹资呢？

A. It's literally like an online fundraiser. Take Kickstarter or Indiegogo, for example.  
实际上，就好像网上筹资一样。我举个例子，比如 Kickstarter 或者 Indiegogo。

B. Are those crowdfunding platforms?  
这些都是筹资平台吗？

A. Yeah. You create a page to pitch your product, budget and goal, then supporters back your project with cash pledges.

是的，你可以创建一个页面，推销你的产品、预算和目标，支持者就会赞助你资金。

B. What do these backers get in return?  
那这些支持者们能有什么好处呢？

A. They usually get free products, but you can also assemble royalty financing and even sell ownership stakes.

他们会获得免费的产品，但是你也可以进行专利权融资，甚至还有卖一些股权。

B. Wow, that takes out the bank as the middleman. It actually sounds pretty doable  
哇，这样就不需要银行作为中间人了。实际上还是很可行的。

A. For sure! So many great startups have exploded on Kickstarter.  
当然了，很多创业公司都在 Kickstarter 上发展的很不错呢

## C1-Upper-Intermediate-Design thinking

对话

A. What is design thinking?  
设计思维是什么？

A. At its simplest, it's a way of using a designer's toolkit to find new ideas and discover innovative ways of solving problems.  
用最简单的话来说，它就是用设计师的工具箱去发现新想法，并找到创新解决方案的一种思维方式。

A. It's human centric. By putting yourself in your customers' shoes like a designer would, you observe problems from the inside out rather than the outside in, allowing you to not only answer questions, but find the right questions to answer.  
这种方式以人为中心。通过像一个设计师一样，设身处地为客户着想，你会从核心本质去观察一个问题，而不是从外面看。这不仅能帮你解决问题，而且还会帮你找到正确的问题去解答。

B. Design thinking has three major stages. 设计思维主要有三个阶段。

B. First, invent a future. Form a few theories about what customers might want but don't have by immersing yourself in their lives.  
第一，构造一个未来。通过沉浸在用户生活中，建立一套设想，关于他们想要什么，但现在还没有被满足，

B. Instead of polling them about specific products or services, observe and ask questions about their behavior.  
不要用文件调查的方式了解他们需要哪些特定的产品或服务。而是要观察他们的行为，并问与此相关的问题。

B. Next, test your ideas out. Use iterative prototyping with good enough products or services and conduct a few quick experiments to see how consumers respond. Adjust the product, the pricing, or the positioning accordingly.

第二，测试你的理论。运用逐渐改进的产品模型，也就是基本过关的产品和服务，开展几个快速实验，看看客户的反映。根据结果，对产品、价格或定位做相应的调整。



B. Finally, bring the new product or service to life. When you've got a winner, identify the activities, capabilities and resources your company will need to actually produce, distribute and sell it.

最后，将新产品或服务投入使用。当你找到最佳组合，接下来就要制定出所需要的活动、能力以及资源来真正生产、分销、售卖产品。

## C1-Upper-Intermediate-Elevator Pitch

对话

A. That's so exciting you're going to the big tech convention next week!  
真不错，你可以去下周的科技大会。

B. Yeah, it's going to be my first time in the Silicon Valley. Should be cool. 对啊。这是我第一次去硅谷。应该挺棒的。

A. That's huge. There are a ton of VCs there, you should make sure your elevator pitch is ready.  
这可是个好机会。有一大堆风投在那儿，你应该好好准备你的电梯演讲。

B. Well, I've spent the past few weeks working on my pitch. I've got a 20-page deck prepared.  
我已经花了好几个礼拜准备演讲了。我准备了 20 页的 PPT 呢。

A. What are you talking about? It's called an elevator pitch because you need to explain your business in 60 seconds, which is the average time of an elevator ride.

什么？它之所以叫电梯演讲就是因为你需要在 60 秒时间里解释你的生意，也就是坐一次电梯的平均时间。

B. 60 seconds? How could I possibly explain my business in just one minute! 60 秒？我怎么可能在一分钟里解释清楚我的生意！

A. That's why you have to do it in a more strategic way. 所以啊，你就要更有战略来做。

B. How would you structure it?  
你会怎么设计？

A. Well, when you start, don't just blabber on the product you're selling. Instead, focus on the problem and your solution.  
你不要一开始就喋喋不休地讲自己的产品。而是要专注于市场有什么问题，你有什么办法解决。

B. Makes sense. Do you think I should distill my problem solution fit down to one sentence?  
有道理。你觉得我应该把我的问题和解决方案浓缩成一句话吗？

A. It helps. Investors probably hear dozens of pitches every day at the convention, so you need to be clear and precise. You also need to find ways to differentiate your product or find something explosive about what you're doing. 这样会比较好。投资人在大会期间一天可能要听几十次这样的介绍，所以你必须说得清楚精准。还有，你要找到自己产品的差异化或者一些爆点。

B. Well I know we've got a groundbreaking model that the competition isn't even close to offering.  
嗯。我有信心我们的产品有一个突破性的模式，竞争对手完全不具备。

A. That's all well and good, but statements like that will get you nowhere. You need to back it up with data or information.  
这点虽然好，但是这样的说法对你没什么用。你要拿出数据和事实来支撑你的说法。

This seems like a long elevator ride. I've got a ton of numbers, charts and graphs that I could show. But that's not gonna happen in an elevator pitch, is it? 那这班电梯可要坐很久。我是有很多数据、表格和图表可以展示。

但是一次电梯演讲根本讲不完啊！

A. No, remember the primary goal of an elevator pitch is to get a second meeting. So you really need to choose the most vital information to talk about. It could be the product, the traction if you've gotten any or the team. The story needs to flow and you need to frame it properly.

是讲不完。不过电梯演讲的根本目标是争取第二次见面的机会。所以你要选择最关键的信息来谈。可以是关于产品的，或者产品已经取得的成绩要么是你的团队。总之整个故事要有逻辑。你需要好好设计它的框架。

B. What do you think I should close with? 那你觉得我应该怎么结尾？

A. Always close with a clear ask instead of open-ended and vague requests. Be concrete. Tell them what stage you're at with fundraising and try to set a time to meet. You shouldn't be too pushy or obnoxious, but it's certainly not a time to hold back either.

一定要用一个明确的问题结尾，不要用开放型又模糊的需求结尾。要明确实际。告诉对方你现在处于什么融资阶段，定个下次会面的时间。别太心急、死缠烂打。不过也绝对不要扭扭捏捏、不好意思。

B. Sounds good. I'll rework my pitch. Thanks for your feedback!

嗯，好的。我会重新调整我的演讲。谢谢你的反馈！

#### C1-Upper-Intermediate-Pitching to Investors

对话

A. Jonathan, thanks for coming today; after receiving your investor deck and business plan, we're eager to hear more about your company.

Jonathan，谢谢你今天能来；收到你的投资者总结和业务计划后，我们希望深入了解你的公司。

B. Mark, I'm thrilled to be here. Today I'd like to introduce you to the BetterBright: an industrial-strength lightbulb that uses no electricity! BetterBright's goal is to make the world a brighter place through environmental sustainability and radical innovation.

Mark,能来这儿我真是太激动了。今天我想向你们介绍 BetterBright:一种不用电的工业强度灯泡！BetterBright 的目标是，通过环境可持续和创新让世界变得更亮堂。

A. That sounds impossible. Do you have a working prototype? 这听上去不可能。你们有可以工作的原型产品吗？

B. We do - but let's not get ahead of ourselves. As you can see, the team behind BetterBright is a diverse group of engineers and biologists. The credentials of our team are unparalleled in the industry.

我们有——但先把这个讲完。正如你所见，BetterBright 有一支多样化的团队，由工程师和生物学家组成。我们这支队伍的履历在业内无人能比。

A. It's an impressive team. Tell me about your target market. 这支队伍令人印象深刻。跟我讲讲你们的目标市场。

B. Because this technology is so new and advanced, scalable production is only possible for high-end, industrial users. Our target market is industrial manufacturing sites, where energy costs and usage play a significant role in overheads.

因为这个新科技如此先进，只有高端工业才可能用到成规模的生产。我们的目标市场是工业生产场地，电力成本和电力用效在经常费用中很重要。

A. What about competitors and barriers to entry?

那竞争对手和进入壁垒呢？

B. Because we use a sophisticated, patented technology, barriers to entry are extremely high. Direct and indirect competition exist in other

lighting solutions, but no other technology claims the same level of energy savings.

我们使用的是精密的，有专利的科技，所以进入壁垒非常高。直接和间接竞争在其他照明方案中存在，但没有任何科技敢说在省电量上达到我们的水平。

A. So, you feel you have a sustainable competitive advantage? 那么，你觉得你们有可持续的竞争优势？

B. Yes. The team that developed this product is incredibly difficult to recreate, and the patents we have secured make BetterBright very difficult to replicate, and substitute technologies are rare.

是的。仓腊这个产品的团队很难复制，我们得到的专利让 BetterBright 难以仿造，替代科技则很少。

A. Have you secured a previous capital raise? And what is the plan for the use of proceeds?  
你们之前的筹资成功吗？资金用途是如何计划的？

Previous capital raise included a startup infusion from an angel investor, but we are seeking an additional \$50 million in VC investment for this round. The use of proceeds will go towards manufacturing infrastructure that will allow us to scale production to achieve full market penetration.

之前的筹资包括一个天使投资人的创业注资，但这轮筹资我们在寻找 5000 万美元 的风投。资金将用于生产设备，这样我们就能加大产量，全面进行市场渗透。

A. What is your exit strategy? 你们的退出策略是怎样的？

B. We expect that once sales show market viability, we will be acquired by a major energy conglomerate.  
我们预期的是，销售显示出市场可行性时，我们将会被大型能源联合企业收购。

A. This sounds like a very promising opportunity indeed! 这听上去确实是个有前景的好机会!

## Starting a New Business

对话

1. I've had it! I'm done working for a company that's taking me nowhere! 我受够了！我受够帮一家没有前途的公司干活了！

2. So what are you gonna do? Just quit?  
那你想怎么样？就这样辞职吗？

1. That's exactly what I'm going to do! I've decided to create my own company! I'm going to write up a business plan, get some investors and start working for myself!  
我正有此意！我打算自己开公司！我要撰写一个商业计划，然后找个投资商自主创业！

2. Have you ever written up a business plan before?  
你以前写过商业计划吗？

1. Well, no, but it can't be that hard! I mean, all you have to do is explain your business, how you are going to do things and that's it, right?  
嗯，没有，但是那也难不到哪去。我是说，你要做的就是解释你的业务是干什么的，以及你要怎么做，仅此而已，对吧？

2. You couldn't be more wrong! A well-written business plan will include an executive summary which highlights the idea of the business in two pages or less. Then you need to describe your company with information such as what type of legal structure it has, history, etc.

你大错特错了！一份好的商业计划要包括行政上的总结，用 2 页或更少的页数突出 商业的想法。然后你需要描述诸如公司结构类型，公司发展历史等相关信息。

1. Well that seems easy enough.  
嗯，那看起来也挺容易的。

Wait, there's more! Then you need to introduce and describe your goods or services; what they are and how they are different from competitors'. Then comes the hard part: a market analysis. You need to investigate and analyze hundreds of variables! You need to take into consideration socioeconomic factors from GDP per capita to how many children on average the population has! All this information is useful so that you can move on to your strategy and implementation stage, where you will describe in detail how you will actually execute your idea.

等等，不止这些。你得介绍公司的产品或服务；具体是做什么的，和其他公司有什么区别？接下来的部分就难了：市场分析。你需要调查并分析上百种变量！你需要考虑包括从平均 GDP 到平均每个家庭拥有孩子的数量等社会经济因素。所有的信息都是有用的，这样你才能进行战略定位和执行阶段，这一步你要详细描述你将如何执行你的主意。

1. Geez. Is that all?  
天哪，就这些吗？

2. Almost. The most important piece of information for your investors will be the financial analysis. Here you will calculate and estimate sales, cash flow and profits. After all, people will want to know when they will begin to see a return on their investment! 差不多了。对于投资者来说最重要的信息就是金融分析。你要计算并估计销售额，资金流动和利润。毕竟，投资商会想要知道什么时候他们的投资会有回报。

1. Umm, I think I'll just stick to my old job and save myself all the hassle of trying to start up a business!  
2. 嗯，我想我还是继续做原来的工作，不自寻开公司的麻烦了！

## C2-Advanced-How to pitch an idea? Part 2

对话

A. Number 4: questions.  
第四：问问题。

A. Questions are active. Statements are somewhat passive. So if I just make an assertion to you, you listen, "Ok, Ok. Cool..." 问句是主动的，而陈述句则有些被动。如果我只是对你说一个主张，你大概会一边听，一边说"好、好、不错....."

A. But if I ask you a question, you inevitably have to respond. A great example of this is Ronald Reagan in 1980 where the economy was in the tank. 但是如果我问你一个问题，你不可避免地就要做出回应。举一个很好的例子，就是里根在 1980 年经济衰退、竞选总统时说的一番话。

A. He could have said: "your economic condition has deteriorated over the last 48 months." Instead, he said: "are you better off now than you were 4 years ago?" 他原本可以说："大家的经济状况在过去 48 个月里一直在恶化。"但是，他却用了问句："你们的状况比四年前好吗？"

A. That's more persuasive. That's more likely to move people, because what happens is they think "am I better off?" They start thinking about it. And they begin to articulate their own reasons for agreeing with you. So don't you think we should all use more question in pitches?

这显然更有说服力、更能打动人。因为人们听到后，会想："我的状况是不是比以前好？"他们会思考这个问题。然后，去表述自己为什么同意你的观点。所以，你不觉得我们应该多用问句吗？

A. Number 5: Twitter.

第五：用推特。

A. Tweeting is a form of pitching. There's some evidence showing that most important thing you can do in pitching for your Twitter is to give people good information, even if it's self-promotional. People tend to dig it. And also questions. Questions via Twitter end up being really effective too.

发推特也是一种自我推广。有证据显示，当你用推特推销自己时，最重要的一点就是给别人有用的信息，即使是自我推广，大家也会喜欢这类内容。还有就是问问题。在推特上发问也是很有效的方式。

A. Number 6: one-word.

第六：一个词。

A. One of them is the one-word pitch. The idea in the world right now is do you want ownership of one word? So when people think of you, they think of that one word. When people say that one word, they think of you.

一个词推广是一种有效的手段。现在一个重要的趋势就是你是否想和一个词划等号？意思就是人们一想到你，他们就会想到那个词；当他们说那个词时，也会联想到你。

A. And it turns out President Obama did a pretty good job of this, because his word in 2012 was forward. All of the ads, all of the public events had that word "forward".

事实证明奥巴马总统在这一点上就做的很成功。他 2012 年竞选时，用的一个词是“向前”。所有的竞选广告、公开活动上，都会出现这个词：向前。

A. So he was able to distill his message into one word. 这帮助他把他的想法精炼到一个词。

对话

A. Doug, since you know a lot about finance, I was hoping you could shed some light on some recent IPOs. Can you tell me about Facebook's IPO?

Doug, 既然你对金融有所了解，我希望你能阐明一下首次公开募股的概念。你能告诉我关于 Facebook 的首次公开募股的情况吗？

B. Well, the company held its IPO in 2012. Mark Zuckerberg didn't want the company to go public, however, due to the "500 shareholder rule" it was inescapable. They had to go public when they crossed the threshold of 500 shareholders. It was expected to be valued at over \$104 billion. After the IPO the company was only valued at \$68 billion.

嗯，这家公司 2012 年持有它的首股股票。马克·扎克伯格不想让公司上市，但是由于“500 人的股东限制”这是不可避免的。他们不得不在跨过 500 个股东这道门槛的时候上市。其预估价值超过 1040 亿。在首次公开首股后，公司仅值 680 亿。

A. So what caused such a poor valuation? 是什么导致了这么低的估价呢？

B. A number of problems occurred. One was that during the first few hours that the company went public, NASDAQ suffered computer malfunctions. This led to difficulties in making trades and made it unclear to investors if their trades had occurred.

一些问题产生了。其中一个是在公司上市后的几个小时内，纳斯达克证券经受了电脑故障。这使得交易困难，同时对投资者来说交易也不清楚。

A. I heard about some controversies with the underwriters. Do you know more about that?

我也听说有些保险公司之间的论战。你知道具体情况吗？

B. Yes, Morgan Stanley was one of the underwriters and it was said to have placed shares at a high price and also issued too many. But the Facebook executives were also to blame. They were claimed to have alerted industry insiders to Facebook's earnings before they were public.

是的，摩根斯坦利公司是其中出价较高入股较多的公司之一。但是 Facebook 的高

层也应该受到指责。他们声称在他们上市前曾警告过业内人士。

A. I hear shares are back up again. 我听说股价又涨了。

B. Yes, recently the market cap went over \$104 billion. 是的，最近的市场总值超过了 1040 亿。

A. So what about the Dell case? Why does Michael Dell want the company to go private?  
那戴尔的事怎么说呢？为什么迈克尔·戴尔想要让公司私有化呢？

B. Well, Dell has fallen from first place to third, in the rankings of global PC makers. And to be honest, the market for PCs has dwindled throughout the years. Dell isn't the only company that has suffered in the PC market. But Dell's shares in NASDAQ have underperformed since their peak in 2000. These factors have given a rise to Michael Dell's desire to turn the company private. Dell and investment firm, Silver Lake, have proposed a bid of \$24.4 billion leveraged buyout.

嗯，戴尔在全球个人电脑市场排名中，从第一位跌落到第三位。说句老实话，个人电脑市场已经连续几年萎靡不正。戴尔不是唯一一家在个人电脑市场中备受煎熬的公司。但是戴尔在纳斯达克的股票自 2000 年的最高值以来一直表现不佳。这些因素让迈克尔·戴尔更想让公司私有化。戴尔与投资公司银湖资本，达成了 244 亿融资收购其股票的投标意向。

A. So, what does he hope to gain from this LBO? 那么，他想从这次杠杆收购中获取什么利益呢？

B. Well, he's hoping that by taking the company outside the public sphere, he'll have more time to turn it around. He'll be freed from the pressure to keep shareholders satisfied; he won't need to fret about making quarterly profits. He'll be able to take his time to create sustainable and innovative products without the company being in the public spotlight.

嗯，他希望将公司从公众领域中脱离出来，他就能有更多时间运转公司。他就能摆脱要让持股人满意的压力了；而且他不用担心每个季度的盈利问题。公司不在公众的聚光灯下的话，他就可以有更多时间创造性能稳定的革新产品。

A. Also, he can allot more time to work on other products like services, software and tablets, which have taken over the market for PCs.

而且，他可以抽出更多时间给其他产品，比如维修服务、软件和平板电脑，这些产品可以取代个人电脑市场。

B. What are Dell board members saying about the bid? 戴尔的董事会成员对投标有什么看法？

A. Most want it to remain public. They were offered \$13.75 per share, but the shareholders don't think it's enough because if Michael Dell can turn the company around shareholders won't see any benefits. Recently there has been a change in the voting rule. Shareholders have a chance to vote for or against the plan. Those shareholders who don't vote count as "no" for the plan. As of most recently, board members have rejected the group's proposal.

大部分人还是希望公司是公开上市的。公司愿意出 1375 美金每股买进他们手中的股票，但持股人觉得这不够，因为如果是迈克尔·戴尔运转公司的话，持股人拿不到一点好处。最近投票机制产生了变化。持股人可以投票支持或反对计划，弃权者相当于投了“反对”票。最近的情况是，董事会成员否决了小组提议。

## C2-Advanced-Pivoting a Company

对话

A. I'm glad we have a chance to carve out some time to focus on the future... this has been a long time coming.  
很高兴我们有机会挤出时间关注未来，早该如此了。

B. I absolutely agree, Mack. We've got some big decisions ahead of us, and I love the business we've built, but I'm glad we're on the same page that we need to change course.

我完全同意，Mack。我们面临一些重大决定，我很喜爱我们创建的公司，但我很高兴我们达成共识要转变方向。

A. We have a lot to be proud of - I mean, we practically created the market for stock photography, but that market has already changed, and if we make the right choices right now, we've got an opportunity to really build the future we want.  
我们有很多值得骄傲的。是我们创造了图片库市场，但是市场发生了变化了，如果我们现在做出正确的选择，我们才有可能创造我们自己的未来。

B. You know - I was thinking about that exact thing when I read an article on businesses that have successfully pivoted earlier, and I really feel that is exactly where we are now.  
你知道，我读到一篇讲企业成功转型案例的文章时，我马上想到了同样的事。我觉得我们也到了该转型的时间点了。

A. Pivoting... I think I've heard of that before. What was the article about exactly?  
转型.....我之前应该听过，那篇文章具体讲的什么？

B. Well, basically, a lot of household names in business have been exactly where we are now - and what made them who they are today was knowing when to stay the course, or change course completely. Pivoting is changing course completely. Take Twitter for example.  
基本上很多家喻户晓的企业都经历过我们现在面对的抉择。它们知道什么时候该坚持，什么时候该彻底转变，这才取得了今天的成就。转型意味着方向彻底的转变

。拿 Twitter 来说.....

A. Yeah, didn't Twitter start as some other company related to podcasts? 是°Twitter 一开始不是做播客相关的吗？

B. ^Exactly! They were originally called Odeo, and were a social network where people subscribed to podcasts - but they saw the writing on the wall when Apple and iTunes started to dominate that niche.  
正是。它们一开始叫 Odeo，是一个人们订阅播客的社交网站。但当苹果和 iTunes 开始主宰市场时，它们意识到前面死路一条。

A. But how did they become Twitter then? I mean, they're miles away from podcast subscriptions now!  
但是它们是怎么变成 Twitter 的？他们现在跟播客订阅完全不沾边啊！

B. They are - but they basically told their employees that they had two weeks to rewrite the entire script, and that's where the idea to be a status-based micro-blogging platform emerged.  
确实。他们当时告诉雇员他们有两周时间改写命运。于是一个基于个人状态的微型 博客平台的主意出现了。

A. I didn't know that... kind of amazing! Speaking of - look where we're meeting! Starbucks went from selling coffee machines and beans to actually making fresh brew in stores.  
哦，我之前还不知道，太不可思议了！其实我们现在所在的地方，星巴克。它开始是卖咖啡机和咖啡豆的，现在则是主营新鲜咖啡饮品了。

B. You took the words out of my mouth! I mean, if Howard Schultz hadn't had the vision to actually bring a European style coffeehouse to the US, we wouldn't even be meeting here now! Who the heck would even know what a Venti is? It's become the most common out-of-office meeting place, and has totally changed the global coffee industry!  
你把我想说的给说了！我是说，如果 Howard Schultz 没有把欧洲风格的咖啡屋带到美国的远见，我们就不会在这里见面了。谁会知道 Venti 是什么？现在这里成了公司外最常去的见面场所，并且彻底改变了全球咖啡产业。

A. So- what makes us the next Twitter or Starbucks? What's our pivot? 那什么能使我们成为下一个 Twitter 或星巴克？我们怎么转型？

B. Weah... the million dollar question. The key pivoting is to capitalize on what is working, and parlay that to a breakthrough success.

是啊，这可是个大难题。转型的关键是把握我们现有的优势，把它转化成更大的突破性成功。

*A.* So, what is working best for us? What do we leverage? 那么我们的优势是什么？我们能把握、利用什么？

*B.* Before we answer that, let's Tweet a picture of a double-shot espresso. it'll be good for inspiration at least!

回答这个问题前，咱们先给这杯双份意式浓缩咖啡拍张照发到 Twitter 上吧。说不定能给我们带来点灵感！

#### Automated Phone Message

对话

*A.* [Thank you for calling American Airlines. 欢迎致电美国航空。

*B.* [For ticketing, press 1  
购买机票，请按 1。

*A.* To check on a flight reservation, press 2  
航班查询，请按 2。

*B.* [For travel information, and baggage requirements, press 3 旅行信息，行李要求，请按 3。

*A.* [For all other questions, or to speak to an agent, press 9 其他问题，或转人工服务，请按 9

#### A1-Beginner-Talking on the Phone

对话

*A.* Hi, may I speak to Tim? 你好，请问是 Tim 吗？

*B.* Speaking. May I ask who's calling?  
我就是。请问是哪位？

*A.* This is Amy, Eric's friend. I'm calling because I'm looking for an English tutor. Eric said you might be interested.  
我是 Amy, Eric 的朋友。我打电话给你是因为我想找一个英语辅导老师。Eric 说你 可能感兴趣。



B. Oh, Eric, sure. But I'm a little tied up right now. Could I call you back in an hour?  
哦，Eric，对。不过我现在有点忙。我能一小时后给你打回去吗？

对话

A. Hi, good morning Mary. This is Shawn.  
嗨，早上好 Mary，我是 Shawn。

B. Hey. What's going on Shawn? You don't sound well at all. 嘿 Shawn,最近怎么样啊？你听起来不太舒服啊。

A. No. I'm not. I think I'm coming down with something. I have a sore throat and a fever, and I can't stop coughing.  
是不太舒服。我感觉我生病了。我喉咙很痛还发着烧，而且咳个不停。

B. Uh oh.  
哎呀。

A. Yeah, I was wondering if I could take the day off? I don't want to get anybody else sick.  
嗯，我在想我能不能请一天假？我不想传染给别人。

B. That's probably a good idea. Well, stop by HR to fill out a sick leave form when you return tomorrow, if you're feeling better then.  
这个主意是不错的。嗯，你明天如果好一点了，回公司的时候去人事部填一张病假单。

A. Ok. I will still check my email from home though. Can you tell Brian to send me the reports I'm working on?  
好的。我还是会在家查看邮件的。你能告诉 Brian 把我在做的报告发给我吗？

B. I wouldn't worry about it too much, Shawn. Just try to take it easy and get better, ok?  
不要担心那个啦，Shawn。好好休息，早日康复吧！

A. Ok, thanks Mary. I'll see you tomorrow, I hope! 好的，谢谢你 Mary。希望，明天见。

### Calling in Sick

对话

1. Hello, Daniel speaking. How may I help you?  
你好，我是 Daniel。请讲。

2. Hi, Daniel., Julie here.

你好 Daniel,我是 Julie。

1. Hi, Julie. How are you?  
你好^Julie，你好吗？

2. Actually, I'm feeling quite ill today. 实际上，我今天有点不舒服。

1. I'm sorry to hear that. What's wrong?  
真遗憾啊，怎么了？

2. I think I'm coming down with the flu. I have a headache, a sore throat, a runny nose, and I'm feeling slightly feverish.  
我觉得我得流感了。我头痛，嗓子不舒服，不停流鼻涕，有点发烧。

1.1 see...so you're calling in sick?  
我知道了...所以你是打来请病假的？

2. Yes, I was hoping to take the day off to recover.  
是的，我想请一天假休息。

1. OK, then. Try and get some rest.  
好吧，好好休息。

A2-Elementary-Could you repeat that?

对话

A. Hello, David, are you still there?  
^喂,David,你还在吗？

B. Yes I am. But reception is really bad. I didn't catch what you just said. Could you repeat that?  
在，我在。不过信号很差。我没听到你刚才说了什么。你能再说一遍吗？

A. Sure. Would you have time to meet Tuesday morning? 可以。你周二早上有时间见面吗？

B. Did you say Thursday morning?  
你说周四早上吗？

A. No, Tuesday morning.  
不，周二早上。

B. Hang on. You're breaking up. Let me hang up and call you back. 等一下。你的声音断断续续的。  
我先挂了，再给你打回去吧。

A. Sorry, I missed that. What did you say?  
不好意思，我没听见你说的。你刚才说什么？

### 18.06.25 Hanging up the phone A2 Elementary

对话

Hi. This is Erica from Mr. Slater's office. Could I please speak to Mr. Mackey?  
你好，我是 Slater 先生办公室的 Erica。可以帮我转接到 Mackey 先生那里吗？

Hi, Erica. Sure. Please hold and I will transfer your call.  
你好 Erica。当然可以了。请不要挂机，我帮你转接。

Thanks !  
谢谢你！

John Mackey speaking. How may I help you?  
我是 John Mackey 有什么需要帮助的吗？

Hi, Mr. Mackey, this is Erica, and I'm calling to confirm your appointment with Mr. Slater.  
你好，Mackey 先生。我是 Erica，我打电话来是想跟您确认一下您与 Slater 先生的会。

It's on Friday at 10:15, right?  
是约在周五 10：15 对吗？

It is.  
没错。

Ok, I'll be there.  
好的，我会到的。

Great. We'll see you then! Have a nice day.  
太好了。到时候见！祝您今天过得愉快。

You as well. Bye. 你也是。再见。

Leaving a Phone Message

对话

Good afternoon! J and W Law Firm; this is Mr. Jett's office. How may I help you?  
下午好！J 和 W 律师事务所，这里是 Jett 先生的办公室，请问有什么可以帮您的吗？

I need to speak to Mr. Jett.  
我想找 Jett 先生。

He's not available at the moment. May I take a message? 他现在没空，请问您需要留言吗？

Yes. It's very urgent that he gets back to me as soon as possible. 是的，非常紧急，请他尽快给我回电。

May I ask who is calling?  
请问您是哪位？

This is Mr. Walters.  
我是 Walters 先生。

Oh Mr. Walters! Hello, is there anything specific I should tell him?  
哦 Walters 先生！你好，请问具体有什么事我需要转告他的吗？

We have some good news about the Jenson case, so I need to talk to him ASAP.  
我有个关于 Jenson 案件的好消息，我需要尽快和他谈谈。

Okay, I'll make sure to give him the message.  
好的，我会确保给他转达消息的。

[Thanks!谢谢！

### Ordering Lunch Over the Phone

对话

Good afternoon. Thank you for calling Ken's Bistro, how may I help you? 下午好，感谢致电肯氏餐馆，请问有什么需要帮助的吗？

Hi. I'd like to order some food for delivery please. 你好，我想叫一些外卖。

Sure. What can I get for you? 没问题。你想点什么？

I was wondering if you guys have any specials or lunch sets right now. 我在想你们现在有没有什么推荐菜或是午市套餐。

We do. You can choose one side dish, a main course, and a dessert for \$15. 我们有的。你可以选择一个配菜，一个主菜，一个甜点，一共 15 美金。

Great. I need 3 of your lunch sets please. Could I have two vegetarian pastas with fries and cheesecake? And also one spicy chicken sandwich with tomato soup and a slice of chocolate cake.  
太好了，我要点三份这样的午市套餐。我能要两份素食意面配薯条和芝士蛋糕吗？另外一份要辣鸡三明治配西红柿汤和一片巧克力蛋糕。

Ok... We have a \$5 delivery fee, so it's \$50 total. 好的...我们要收取 5 美金外送费，所以总共 50 美金。

Sure. And what time do you think it'll be here? 没问题，什么时候能送到？

We need about 20 to 25 minutes for delivery please. 外送大概需要 20 到 25 分钟。

Ok, thanks!  
好的，谢谢！

### Receiving a Phone Call

对话

Hello, Utopia Media, Danni speaking. How may I help you?  
你好，Utopia 传媒。我是 Danni,有什么可以帮您？

Hello, could you put me through to Mr. Zhou in the advertising department, please?  
你好，能帮我转接广告部的周先生吗？

Certainly sir. One moment please^  
好的。先生请稍等.....

Hello, this is Jerry.  
喂，我是 Jerry。

Hi Jerry, Steve here. I'm just getting back to you about the ad we needed for next month.  
你^Jerry,我是 Steve。我给你回电话是要跟你说一下下个月我们要做的广告。

Great! Thanks for returning my call. Have you decided what you need? 噢，谢谢回电。你们定下来需要什么了吗？

Yes, we've got the go-ahead for a full page ad. I can kuaidi the proofs this afternoon. Will that be okay with you?  
I know the deadline's coming up soon. 定了。我们拿到了批准做整版封面广告。我下午可以把印样快递给你。这样行吗？ 我知道时间很紧。

Yes, as long as we get them by the end of the day today that should be okay, Steve.  
没问题。只要我们今天下班前拿到就可以了。

1.Okay, thanks a lot, Jerry. Talk to you soon, bye!  
好，Jerry 谢谢你。再联系，拜！

### Voicemail Messages

对话

Phone ringing).  
(电话铃声)。

Hi, you've reached Scott Manning at IMG. Unfortunately, I cannot take your call at this time. Please leave a message and include your name and number, and I will get back to you as soon as possible.  
你好，我是 IMG 娱乐公司的 Scott Manning。不巧的是，我现在无法接听您的电话。请在留言中留下您的姓名和电话，我会尽快给您回电。

Hi, Scott. It's Linda calling from HSBC. I am calling to schedule a meeting with you for next week. My phone number is 917-214-6798. Looking forward to hearing from you!  
嗨，Scott。我是汇丰银行的 Linda。我打电话来是想和您下周约个时间见面。我的电话是 917-214-6798。期待您的回电！

B1-Pre-Intermediate-Confirming information

对话

Hi, Scott, this is Rose. Is this a good time to talk?  
喂，Scott，我是Rose。你现在说话方便吗？

Hi. Rose. Yes, I can talk now.  
喂，Rose，没问题，我现在可以。

I'm calling to check if you've received the email I sent with the company introduction you had asked for?  
我打电话来是想确认一下你是否收到了我发的邮件，里面是你想要的公司简介。

Oh, I'm really glad you called, because I don't think I got it. I was wondering what happened.  
哦，幸好你打给我，因为我好像还没收到邮件。我正纳闷儿是怎么回事儿。

Really? That's strange. I sent it on Tuesday right after we spoke. 是吗？太奇怪了。我们周二通完话，我就立刻发给你了。

I don't think I received it. Hang on, let me double check as we speak ... Um, doesn't seem like I got it.  
我应该是没收到。你等一下，我再确认看看 ..... 嗯，是没收到。

Oh, I'm really sorry about that. Could it be in your spam folder? 这样啊，太不好意思了。会不会在你的垃圾邮件里？

Ah, let me check. Um, it's not there. Do you mind sending it one more time? 嗯，我看一下。垃圾邮件里也没有。你介意再发一次吗？

No, of course not. I'm terribly sorry. I don't know what might have gone wrong. But I'll send it to you right now.  
Can you check if it went through?  
当然不介意。我实在太抱歉了。不知道之前出了什么问题。不过我现在马上再给你发一封。你能看一下有没有收到吗？

Ok. Let's give it a second. Oh, there it is. I've got it now 好。我们等一下吧。哦，有了。我现在收到了。

Did the attachment go through? It's a zip file.  
附件收到了吗？是一个压缩文件。

Yes, it did. Well, I'll take a look at the documents and get back to you later in the week.  
有，也收到了。这样吧，我先看看这些资料，这周晚些时候给你回复。

Please do. And if you have any questions, please don't hesitate to contact me.  
好的。如果你有任何问题，请随时联系我。

Will do. Thanks for reaching out!  
好的。谢谢你联系我！

AMy pleasure. Talk to you soon!  
我的荣幸。我们下次聊

## I Can't Talk Right Now

对话

Good afternoon, Mr. Shaw's office, Monica speaking.  
下午好，这是 Shaw 先生的办公室，我是 Monica。

Hello, Monica, put me through to Patrick, please. 你好 Monica，请让 Patrick 听电话，谢谢。

Yes, madam, can I ask who's calling, please?  
好的女士，请问你是？

Yes, it's Mrs. Shaw, Patrick's ex-wife. Tell him it's urgent please.  
哦，我是 Shaw 太太,Patrick 的前妻。请告诉他我有急事。

Yes, Mrs. Shaw. One moment please, I'll just check if he's available. I'm putting you on hold.  
好的 Shaw 太太。请稍等，我先看下他是否有空。请稍等一下。

Mr. Shaw, I have Mrs. Shaw on the other line. She says it's urgent.  
Shaw 先生，Shaw 太太正接在另一条线上。她说她有急事。

What! No, I can't talk to her! Tell her I've stepped out. No, no, wait. Tell her I'm tied up with an important client.  
No, no, hold on. She's too clever. She'll see right through that excuse. Tell her I'm at a conference in^ Tokyo,  
erm, no, no that's too obvious. Tell her I've gone fishing... Oh God! I don't know Monica, use your initiative. Just  
make something up! Just get rid of her, okay?  
什么！我不想跟她说话！告诉她我不在办公室。不不，等一下。告诉她我和一个重 要客户  
在一起。不不，再等一下，她很精明的，她会看穿这个借口的。告诉她我在 ..•••东京开  
会，额，不不，这也太明显了。就告诉她我在钓鱼.....  
哦，天啊！Monic a 我也不知道怎么说，你自己想一个理由吧。就随便编一点！想办法把她弄  
走行吗？

Hello, Mrs. Shaw. I'm very sorry but Mr. Shaw is at an, erm, fishing conference with an erm, important client in  
Tokyo. I'm afraid he can't...  
你好 Shaw 太太。我很抱歉 Shaw 正在...嗯...东京和一个重要的客户....嗯....开钓鱼会议。我想  
他不能.....

Patrick, I'm not on hold. I can hear every word.  
Patrick，我没在另一条线上。我能听到你说的每个字。

Pamela! How lovely to hear from you! How have you been?  
Pamela!能接到你的电话真是太好了！你最近怎么样

## Making a Cold Call

### 对话

Good afternoon, everyone. We all know cold calling is one of the most difficult sales tasks. Well, today I will help you make cold calling a more pleasant experience.

大家下午好。我们知道打销售电话是最艰难的销售任务。那么，今天我就会来帮大家把打销售电话变得稍微轻松一些。

The first step is to do your research! Be sure you understand your markets and prospects. This will make it easier to talk about their business and their needs when you do call them.

第一步就是做好调查工作！要确保你了解市场及潜在客户。这会让你正式和他们打电话的时候谈起业务更简单一些。

Next, you should prepare an opening statement and a loose script. 接下来，你要准备一个开场白和一份简单的稿件。

Your opening statement should include your greeting and an introduction. Mention the benefits of your product or service and transition to a question or dialogue.

你的开场白必须包括问候语和自我介绍。简单提一下你的产品或是服务，并转向一个问题或开始正式谈话。

This will let you organize your thoughts before calling. It'll also help you avoid simple mistakes in the beginning that might give your prospect a chance to end the conversation.

这样做可以让你在打电话前整理好思绪，同时避免在开始就犯低级错误，让你的客户立刻中断谈话。

The script for the rest of your phone call should lay out the benefits of your product or service and the reasons your prospect should buy.

接下来你打电话内容的手稿应该包括你的产品或服务能提供的价值，以及顾客需要购买的理由。

Write out possible objections and your answers to them as well.

还要写一下客户可能会有的疑义，并给出解答。

One important thing... Don't read your opening statement or your script over the phone! Just use it to help you to get the call off to a good start. 有一点很重要...不要在电话上读你写的开场白或是稿子！仅仅把它当成开始打好电话的一个工具。

Remember, cold calling is the first step in the selling process. It's not about making the sale. It's about getting the chance to make the sale.

记住，销售电话是销售过程中的第一步。这不是要马上把东西卖出去...只是得到一个能做推销的机会。

Your goal should be to set an appointment to make the pitch. 你的目标应该是约个时间见面推销。



Finally... successful cold calling relies on your own attitude. So stay positive, enthusiastic and confident!  
最后...一个成功的销售电话取决于你的态度。所以保持积极向上、热情自信的态度

## B1-Pre-Intermediate-Starting a Conference Call

对话

Hi, Alfred, can you hear me?

Hi, Alfred, 能听见我说话吗?

Yes, Jane, I can. Great talking to you.  
可以, Jane, 我能听到。很高兴跟你通话。

Likewise. Thanks for doing the call today. I know it's late for you: I really appreciate you taking the time.  
我也是。谢谢你今天开这个电话会议。我知道你那儿已经很晚了, 很感谢你能腾出时间。

No problem. I know it's early for you in Shanghai. Are you already at the office?  
没问题。我知道上海你那里还很早。哎, 你已经在办公室了吗?

No, I'm actually doing the call from home. I'll go to the office after we wrap up. Do you know if Jonathan is joining us?  
没有, 我现在是在家里打电话的。我们结束以后我再去办公室。你知^Jonathan 会参加我们的会吗?

Yes, he should be. Let's wait for him for a few more minutes. So how are things?  
嗯, 他应该会的。我们再等他几分钟吧。最近好吗?

Good. I just came back from a trip to Italy. It was amazing! 不错。我刚从意大利旅游回来。太好玩儿了!

I bet! Was it your first time there?  
我想也是! 你是第一次去吗?

Yes, it was. Did you go anywhere for the summer? 对的。你夏天出去玩儿了吗?

Yeah. I went to Hawaii with my family. We loved it. 嗯, 我跟家人去了夏威夷。我们一家人都特别喜欢那儿。

That's wonderful. I've always wanted to go there. Oh, Jonathan is online now.  
太好了, 我一直都想去那里。哦, Jonathan 上线了。

Sorry guys. I had some connection issues. Looks like I finally got it working. 对不起各位。我的连接信号

出了点问题。看来终于修好了。

No problem. Let's get started, shall we? 没问题。那我们现在开始吧，好吗？

#### B1-Pre-Intermediate-Work emergency

对话

Zack, I'm really sorry to bother you so late at night. Do you have a second? 喂，Zack，不好意思这么晚打扰你。你现在有时间吗？

No problem, Serena. How can I help?

没问题，Serena。我能怎么帮你？

I just realized that we're missing a section in the PowerPoint on our company achievements. Would you be able to do it now?

我刚刚意识到我们公司的 PPT 介绍缺了公司成就这个版块。你能现在做一下吗？

Sure. Where do you want it? Right at the end? 当然。你想放在哪儿？在结尾吗？

Yes, after the team slide.

对，放在介绍团队幻灯片的下一页。

Got it. Would one slide be enough? 知道了。一张幻灯片够吗？

Yes, just make sure you include major milestones. Could you send it to me once you've completed it?

够了。只要确保你把公司主要的里程碑、大事记包括在内就行。你做完以后能发给我看一下吗？

Will do. I'm on it. I should be able to finish it in an hour.

好的，我现在就开始做。应该能在一个小时内完成。

Thank you! Really appreciate your help on such short notice. 谢谢！非常感谢你这么紧的时间能帮忙

#### B1-Pre-Intermediate-Wrapping Up a Conference Call

对话

Ok, I think we've covered all the bases. Have I left anything out? 好，我觉得要讨论的内容我们都涵盖了。有没有漏掉什么？

No. I think that's it. Jonathan, is there anything you'd like to add? 没有。我觉得要说的都说了。Jonathan, 你有什么要补充的吗？

Yes, there's one more thing. Jane, I emailed you last week about an outline for the Asia Pacific conference. Could you get it to me by the end of this week? 哎，我是还有件事。Jane，我上周给你发了封邮件，问你要亚太会议的大纲。你这周结束前能给我吗？

Oh, you haven't got it yet? I'm pretty sure I sent it. Let me double check and send it to you again right after our call.

嗯，你还没收到吗？我挺确定我已经发给你了。一会儿我再检查一下。我们会议结束后，马上再发给你一次。

Great. Thanks!  
太好了。谢谢！

Alright. It sounds like everyone is clear on what they need to do next. Let's do another call next week to update each other on the progress. Does the same time next week work for both of you?  
很好。看来大家都明白自己接下来的分工了。那我们下周再打个电话互相通报进度。下周这个时间你们俩都方便嘛？

Yes, it does.

嗯，方便。

Yep, works for me as well.  
对，我也可以。

Great! We'll talk next week then. Take care!  
好的！那我们就下周接着谈。保重！

### Taking Client Orders On the Phone

对话

Good afternoon, Office Tech supplies, Monica speaking.  
下午好，Office Tech 办公用品，我是 Monica。

Hi Monica, this is Ross from IPL. I need to restock our office supplies please. 你好 Monica，我是 IPL 公司的 Ross。我需要为我们办公用品补货。

No problem Ross, let me just bring up your account details. Okay Ross, here you are. Your regular order is due on Monday.  
没问题 Ross，让我调出你的帐户信息。好了，Ross，调出来了。你的普通订单礼拜一到期。

Yes, I know, but we've run out of copy paper already. Can you please arrange an express delivery as soon as possible?  
我知道，但我们复印纸已经用完了。你能尽快安排快递吗？

Sure, that's no problem, Ross. How much paper do you need?  
当然，没问题，Ross。你需要多少纸？

I think just 5 boxes will be enough until Monday. Just to be safe, let's make it 7 boxes.  
我想 5 箱用到礼拜一够了。保险起见，订 7 箱吧。

Sure. If you order over 10, we can offer a 10% discount and free delivery.  
How does that sound?  
没问题。如果你订 10 箱，我们可以提供一个 10% 的折扣，还免运费。你觉得怎么样？

Sounds great. The most important thing is delivery time, Monica. Can you rush this to us?  
听起来不错。送达时间是最重要的，Monica，你能为我们加急吗？

We can deliver this afternoon before 5pm, Ross. Will that be okay?  
我们在明在下午 5 点前送到。可以吗？

Definitely. Thanks a lot for your help, Monica. 可以。谢谢你啊，Monica.

## Teleconferencing

对话

Alright, is everyone here? Is the connection clear? 好了，大家都在吗？听得清楚吗？

Yeah, I think we're good to go, Ben.  
是的，我觉得可以开始了，Ben。

Excellent. Thank you for joining us Stephanie. I've got Jeremy on the line with us from Smart Learning School. Jeremy, tell me again, where are you based? 非常好。谢谢你加入我们 Stephanie。我这边有从斯马特学院来的 Jeremy 在线。Jeremy，再告诉我一下，你们办公室在哪儿？

Our office is in Dallas, Texas. And you guys are in New York, right? 我们办公室在德州的达拉斯。你们在纽约对吗？

Nice, I used to live in Dallas! But now I'm actually at our headquarters in Paris. Stephanie here is in one of our

satellite offices in New York though. She is our Sales Manager for most of our accounts in America.  
好啊，我以前住在达拉斯。但实际上我现在在我们巴黎的总部。不过 Stephanie 是 我们纽约分部的，她是负责大部分美国客户的销售经理。

Oh wow, Paris? What time is it for you over there then?  
哦，哇，巴黎吗？你们那儿现在几点了？

It's actually almost 10:00P.M. here now, but I'm used to late conference calls, so it's no big deal!  
实际上这里已经快晚上十点了。但是我对晚上的电话会议已经习惯了，所以不成问题！

(static) Um, hey guys... you're breaking up here. Can you still hear me? (停顿) 嗯，大家...你们说话有点断断续续的。你们听得到我说话吗？

Stephanie? Oh... I think her call just dropped. Jeremy, give me a minute to reconnect with Stephanie. Once I get her back on the line, I'll go over the agenda with you two.

Stephanie ？哦...我觉得她电话掉线了。Jeremy，给我一点时间再打给 Stephanie。我联系上她之后，我把日程和你们俩说一下。

Ok. That'll include a demo of your website too, right? 好的，那还会包括你们网站的样板，对吗？

Yes, of course. We'll get the screen sharing hooked up and Stephanie will give you a demo of our website. Then I'll review our different online training packages with you. And we'll wrap it up with a little Q and A session. Let me call Stephanie back first and then I'll go over our agenda in more detail with you two.

是的，没错。我们会连上共享屏幕，然后 Stephanie 会给你我们网站的样板。然后 我会给你看一下我们不同的在线培训手册。最后我们会以问答环节结束会议。先让我给 Stephanie 打回去然后我会告诉你们日程的安排。

Ok, sounds good. Just let me know when you're ready. 好的，听起来不错。你准备好了就告诉我。

After the unexpected passing of her beloved husband, Facebook COO and bestselling author of *Lean In*, Sheryl Sandberg, feared that she and her children would never find joy again.

畅销书《向前一步》的作者、Facebook 首席运营官 Sheryl Sandberg 在自己挚爱的丈夫意外 去世后，十分担心自己和孩子们将再也得不到快乐。

Fortunately this fear was unfounded. Her new book, *Option B: Facing Adversity, Building Resilience, and Finding Joy* — co-authored with psychologist and friend Adam Grant — shows you how Sandberg and many others triumphed over tragedy.

幸运的是，这些担忧并没有根据。她的新书，《B 选项：如何面对困境、建立坚韧、找到幸福》，是她与心理学家好友 Adam Grant 合著的。这本书描述了 Sandberg 和很多其他人是如何战胜悲伤的故事。

The book posits that it's helpful to think of resilience like a muscle that can weaken between periods of adversity.

这本书认为坚韧就像肌肉，它会在逆境中力量减弱。

We need to cut ourselves some slack when times get tough, as none of us are immune to heartbreak and misfortune.

没有人能免于心痛和不幸，所以当遇到困境时，我们需要放自己一马、对自己宽容一些。

We should also be better prepared when we go through hardships or have to process a painful event.

当我们经历艰难困苦或必须处理痛苦的情绪时，我们也应该做更好的准备。

Option B starts an uncomfortable but important conversation that can offer us a lot more joy.

《B 选项》开启了一个困难但是非常重要的对话，也许因此能给我们带来更多的快乐。

Women hold themselves back in ways both big and small, by lacking self-confidence, by not raising their hands, and by pulling back when they should be leaning in.

女性不论在小事和大事上经常会自我设限，我们缺乏自信、不敢直言、在该往前踏步的时候 退缩。

Men are continually applauded for being ambitious and powerful and successful, but women who display these same traits often pay a social penalty.

有野心、强势有力、事业有成的男性被不断赞赏。但有这样特点的女性则常会被社会惩罚。 A Female accomplishments come at a cost.

女性的成功是需要付出代价的。 人

Success and likeability are positively correlated for men and negatively for women.

男人的成功和受欢迎程度是成正比的。女性却完全相反。

I realized that searching for a mentor has become the professional equivalent of waiting for Prince Charming. Once again, we are teaching women to be dependent on others.

我意识到寻找职场导师就相当于寻找生活中的白马王子。我们又一次在教女性依赖他人。

When looking for a life partner, my advice to women is to date all of them: the bad boys, the cool boys, the commitment-phobic boys, the crazy boys.

谈到寻找人生伴侣的时候，我对女性的建议是跟不同类型的约会：坏男孩、酷男孩、对承诺 恐惧的、还有疯狂的男孩。

When it comes time to settle down, find someone who wants an equal partner. These men exist and, trust me, over time, nothing is sexier.

到你想定下来的时候，一定要找一个想要平等伴侣的男人。这样的人是存在的，而且随着时间的推移，相信我，他们会越来越有味道。

Done is better than perfect.

完成比完美更重要。

"Men are from Mars, Women are from Venus" is perhaps the most well-known, long-lived, and tried-and-tested guide to relationships ever.

《男人来自火星，女人来自金星》可能是有史以来最知名、也最经得起时间考验的婚恋宝典了。

K

Written by American author and relationship counselor John Gray, the book states that most

common relationship problems between men and women are a result of fundamental psychological differences between the sexes.

这本书的作者是美国著名作家、两性关系顾问约翰格雷。书的中心思想是男女之间最常见的恋爱问题是两性之间根本心理差异的结果。

A. The difference is exemplified by means of a metaphor: that men and women come from different planets—men from Mars and women from Venus—and that each sex is acclimated to its own planet's society and customs, but not to those of the other.

这种差异可以用一个比喻来体现：男人和女人来自不同的星球，男人来自火星，女人来自金星。他们只了解自己星球的社会和习俗，而对对方星球一无所知。

For example, men often complain that when they offer solutions to problems women bring up in conversation, the women are not necessarily interested in solving those problems; they mainly want to talk about them.

比如，男性常抱怨女性跟自己倾诉问题时，他们会试图提供解决方案，而女性对此则并不感兴趣。她们只想找人倾诉。

The book asserts that each sex can be understood in terms of the distinct ways in which they respond to stress and stressful situations.

这本书指出，男性和女性面对压力和高压环境的不同方式是理解两个性别的有效渠道。

Make sure you understand circadian rhythms.

一定要了解自己的生理节奏。

Take an online test to find out your personal chronotype and if you're a lark or an owl.

可以做个在线测试，看看自己是属于哪种类型：你是早起鸟、还是夜猫子？

Identify a common wake up time everyday, ideally between 6 and 7:30 am, to be in harmony with the circadian sunrise and sunset.

固定一个起床时间，最好在早上 6:00 到 7:30 之间。这个时间段内起床与昼夜规律最和谐。

Adopt three specific practical routines and habits to do 90 minutes before your targeted bedtime to promote entering your sleep cycle naturally.

建立三种固定模式或习惯，在睡前九十分钟开始进行。这可以促进你自然进入睡眠周期。

Plan a recovery break every 90 minutes throughout the day for fresh air, even just for a few minutes.

白天给自己留出修整时间，每九十分钟做一次。出去呼吸新鲜空气、即使只有几分钟也很有用。

Have a nap either between 1-3 pm or 5-7 pm to take the pressure off the nocturnal periods.

下午 1 至 3 点或 5 至 7 点小睡一会儿，有助于缓解晚间睡眠压力。

Make your bedroom a sleep and recovery zone. Get rid of electrical devices and set the temperature at 16-18 degrees Celsius.

把卧室打造成一个睡眠和恢复的空间。清空电子设备，把温度调整在 16 到 18 摄氏度之间。

Invest in quality sleep products like mattresses, duvets, linens, and pillows that suit you.

投资购买适合你的优质睡眠产品，例如床垫、被子、床单和枕头。

In the end, I've come to believe in something I call "The Physics of the Quest." A force in nature governed by laws as real as the laws of gravity.

最后，我开始相信我所谓的“追求物理学”的东西。它是自然界的一种力量，被像万有引力这样的定律支配。

The rule of Quest Physics goes something like this:

追求物理学是这样的：

If you're brave enough to leave behind everything familiar and comforting, which can be anything from your house to bitter, old resentments.

如果你足够勇敢，将所有熟悉的或舒适的事都抛下，不论是房子还是旧怨。

And set out on a truth-seeking journey, either externally or internally, and if you are truly willing to regard everything that happens to you on that journey as a clue and if you accept everyone you meet along the way as a teacher.

如果你真的愿意把在这个旅程中发生在你身上的一切事情作为线索，如果你能接受你一路上遇见的每一个人并把他们当成人生导师的话，就走上寻找真理的旅途吧，无论是外在的还是内在的。

And if you are well - prepared, most of all, to face and forgive some very difficult realities about yourself, then the truth will not be withheld from you. 最重要的是，如果你已经准备好，去面对对原谅关于自己的艰难事实，你终将发现真理。

#### 18.04.04 Book series;Principles by Ray Dalio

##### C1 upper intermediate

##### 对话

Ray Dalio is one of the world's leading investors and entrepreneurs. In his book, Principles, he shares the unconventional guidelines and values that he's cultivated and refined over the course of his illustrious career.

Ray Dalio 是全球顶尖的投资家和企业家。在他所著的《原则》一书中，他分享了自己闪耀职业生涯中培养和完善起来的一套异于常规的准则和价值观。

He lays out the most effective ways for individuals and organizations in decision-making, resolving challenges and building cohesive teams.

书中，他列出了个人及组织最有效的决策、解决挑战和建立具有凝聚力的团队的方法。

The book includes hundreds of practical lessons that are built around his cornerstones of radical truth and radical transparency.

这本书包含了数百个实际经验和教训，这些都建立在作者本人对根本真理和绝对透明的坚持。

Here are some of his quotes from the book:

以下摘录书中的几句金句：

If you're not failing, you're not pushing your limits, and if you're not pushing your limits, you're not maximizing your potential.

如果你没有失败，就意味着你未曾突破过自己的极限，如果你不突破自己，你就没有充分发挥自己的潜能。

If you are too proud of what you know or of how good you are at something, you will learn



less, make inferior decisions, and fall short of your potential. 如果你对自己掌握的知识、自己擅长的技能沾沾自喜，你就不会继续学到更多，你做出的决定会更差，并且你也无法发挥自己的全部潜能。

Maturity is the ability to reject good alternatives in order to pursue even better ones.

成熟是懂得学会拒绝好的方案，以追求更好的结果的能力。

The most valuable habit I've acquired is using pain to trigger quality reflections.

我养成的最有价值的习惯就是用痛苦来激发高质量的自我反思。

### 17.12.14 Book Series: Eat,pray,love-Part 1C1 Upper Intermediate 对话

Book Series: Eat, pray, love - Part 1 C1 Upper Intermediate

Eat, Pray, Love is a 2006 memoir by American author Elizabeth Gilbert, and chronicles her search for fulfillment and happiness.

《Eat, Pray, Love》是美国作家 Elizabeth Gilbert 2006 年出版的回忆录，记录了 她追寻自我满足和幸福的过程。

It begins with her living the dream life - a husband, a house and a successful career. Yet through a series of life-changing events, she found herself completely lost and at crossroads.

书刚开始时，她过着梦想般的生活：丈夫、大房子和成功的事业。但是，很快发生的一系列变化完全改变了她的生活。Gilbert 发现自己一片迷茫，站在人生的十字路口。

She decides to step out of her comfort zone to make drastic changes to her lifestyle. She embarks on a journey around the world that becomes a quest for self-discovery.

她决定走出自己的舒适区，彻底改变自己的生活方式。她开始环游世界。旅途自此成为了她自我发现的一种探索。

She divides her travels into three periods - eat, pray and love - where she discovers the true pleasure of eating in Italy, the power of prayer in India, and finally, the inner peace and balance of true love in Indonesia.

她把旅行分为三个阶段——吃、祈祷和爱——她在意大利找到吃东西的真正快乐，在印度获得祈祷的力量，最后是在印度尼西亚发现真正的爱的内心和平与平衡。

Despite mixed critical reception, Eat, Pray, Love struck a nerve with public readers and became a lasting bestseller. The memoir has also been adapted into a movie starring Julia Roberts.

尽管受到了不同的批评，但这本书却触动了读者的神经，成为了畅销书。这部回忆录也被改编成电影，由 Julia Roberts 主演。

C1-Upper-Intermediate-Book series: 7 Habits of Highly Effective People

对话

A.First published in 1989 by Stephen Covey, The 7 Habits of Highly Effective People has sold more than 25 million copies worldwide, and remains one of the best-selling nonfiction books in history.

《高效能人士的 7 个习惯》出版于 1989 年，由 Stephen Covey 编写。这本书在全球 累计出售超过 2 千 5 百万本，至今仍是史上最畅销的纪实文学类书籍之一。

Be proactive. Don't be reactive to things that happen within your Circle of Concern. Take action to expand your influence.  
积极主动。对于自己能力范围内的事情，不要被动反应，而要主动采取行动，扩大自己的影响力。

Begin with the end in mind. Envision your future so you can work towards it. Create a mission statement and constantly check back with it.  
以终为始。在脑海中刻画出自己想要的未来，并努力实现它。给自己设定一个使命，不断回头检查是否坚守初心。

Put first things first. At the top of the hierarchy of priorities should be things that are important and urgent.  
要事第一。优先级最高的应该是那些既重要、又紧急的事。

Think win-win. For all your relationships, foster genuine feelings for mutually beneficial solutions.  
双赢思维。在所有的关系中，都要发自内心、真诚地追求互利互惠的解决方案。

Seek first to understand, then to be understood. Empathizing with others will increase your personal credibility, which encourages reciprocal trust.

先理解别人，再寻求理解。设身处地理解他人可以让自己更有可信度，并由此激发对方的信任。

Synergize. Achieve impossible goals with constructive teamwork that cultivates interdependence by combining people's strengths.

协同发展。整合团队的优点与长处、培养团队的相互依赖，这才是有建设性的团队合作，才能完成看似不可能的目标。

Sharpen the saw. In order to create a sustainable lifestyle, constantly renew and refresh your resources, energy and health.  
不断更新、自我迭代。给自己打造可持续的生活方式，不断更新补充资源和精力、保持身体健康

## CI-Books Men are from Mars, Women are from Venus - Part 2

When misunderstandings arise, remember that we speak different languages. Take the time necessary to translate what your partner really means or wants to say.

当误解出现时，记住我们说的语言完全不同。花时间去破解你的伴侣真正想表达的意思和心声。 K

This definitely takes practice, but it is well worth it.

这当然需要不断练习，但绝对值得。

Men mistakenly expect women to think, communicate, and react the way men do. Women mistakenly expect men to feel, communicate, and respond the way women do.

男性误以为女性思考、交流和反应的方式和自己一样。而女性也错误地认为男性感受、交流和反应的方式跟自己相同。 茶"

Men need to remember that women talk about problems to get close and not necessarily to get solutions.

男性需要记住的是，女性讨论问题是为了增进感情，而不是为了解决问题。

Instead she needs to be heard, and gradually she will feel better on her own.

她们更需要被关心、被倾听、慢慢地她们自己就会好起来。

A woman should not be judged for needing this reassurance, just as a man should not be judged for needing to withdraw.

女人有这样的需求不应该受到评判。正如男人需要空间时，也不应该受到指责。 ^<5

If I seek to fulfill my own needs at the expense of my partner, we are sure to experience unhappiness, resentment, and conflict.

如果因为我试图满足自己的需求，而牺牲伴侣的需求，那我们的感情肯定会经历各种不愉快、憎恨以及矛盾。

The secret of forming a successful relationship is for both partners to win.

建立成功关系的秘诀是双赢。

Men are motivated when they feel needed, while women are motivated when they feel cherished.

男人的动力来自于被需要，女人的动力来自于被珍惜。

Love brings up our unresolved feelings. One day we are feeling loved, and the next day we are suddenly afraid to trust love.

爱会给人带来不安。今天我们感觉被爱环绕，而第二天我们也许会突然间不敢相信爱情。If we are to feel the positive feelings of love, happiness, trust, and gratitude, we periodically also have to feel anger, sadness, fear, and sorrow.

如果我们想要感受到爱、幸福、信任、感恩这些积极的情感，我们就必须学会感受愤怒、悲伤、恐惧和痛苦。

When negative feelings are suppressed, positive feelings become suppressed as well, and love dies.

当你压制消极情绪时，积极的情绪也会受到压抑，而爱情也会随之消失

## C2 Book Series: Option B, Part 2

Personalization, pervasiveness and permanence. "Children and adults recover more quickly when they realize that hardships aren't entirely their fault, don't affect every aspect of their lives, and won't follow them forever."

个性化、普遍性和永久性。不管是孩子还是成人，只要他们意识到困境也不完全是他们的过错，不会影响到他们生活的各方各面，更不会永远伴随，他们就会恢复得更快。

Kick the elephant out of the room. Don't let yourself become isolated. Speaking about traumatic events improves mental and physical health.

交流为王。永远不要让自己孤军奋战。把悲伤说出来有利于身心健康。

Self-Confidence and self-compassion. Don't let grief stunt your recovery, but use little victories to forge ahead.

自信自爱。不要沉浸在悲伤里无法自拔，用一点小小成功激励自己继续向前。

Contribute. "Gratitude is passive, but contributions are active: they build our confidence by

reminding us that we can make a difference." Every day, jot down three things that you do well. You'll wish you had started doing it sooner.

贡献。感恩是被动接受，但奉献却是主动出击。主动做出奉献可以提醒自己的价值，从而增加自信。每天写下三件你成功完成的事。你会希望自己早该开始这么做了。

Pay attention to joy. "Rather than waiting until we're happy, we should go and do the things that make us happy." As you use these tips to cope with your loss, ease back into doing things you love to do.

关注快乐。不要总等着自己快乐，主动创造事情让自己快乐。用这些建议应对失败也是一个好办法，去做点让自己开心的事，慢慢恢复状态。

## C2-Advanced-Bill Gates' favorite books of 2016

### 对话

Bill Gates is an avid reader. He recently shared his favorite books of 2016 on his personal website, Gates Notes. 比尔盖茨是个狂热的读书者。他最近在个人网站 Gates Notes 上分享了自己 2016 年最喜欢的几本书。

The books range in subject, but according to Gates: "They are all very well written, and they all dropped me down a rabbit hole of unexpected insights and pleasures." 这些书主题各异，但盖茨说："都写得非常棒，仿佛把我拉到了魔力兔洞中，带给我意想不到的洞见和乐趣。"

.String Theory, by David Foster Wallace.  
《弦理论》，David Foster Wallace 著。

String Theory is a collection of five of Wallace's best essays on tennis, a sport I gave up in my Microsoft days and am once again pursuing with a passion.  
《弦理论》收录了 Wallace 写的最好的五篇关于网球的短文。这项运动是我在做微软时放弃了，但现在我又积极参与起来。

You don't have to play or even watch tennis to love this book. The late author wielded a pen as skillfully as Roger Federer wields a tennis racket. 你不需要会打网球，甚至不需要会看网球比赛，就能爱上这本书。这位已故作家的文笔就如费德勒的挥拍技巧一样娴熟。

Here, as in his other brilliant works, Wallace found mind-blowing ways of bending language like a metal spoon. 在这本书里，和他其他的伟大作品中，Wallace 找到了像折弯金属勺子一样塑造语言的方式，令人折服。

Shoe Dog, by Phil Knight.  
《鞋狗》，Phil Knight 著。

This memoir, by the co-founder of Nike, is a refreshingly honest reminder of what the path to business success really looks like: messy, precarious, and riddled with mistakes.  
这是耐克创始人写的回忆录，非常真实地讲述自己在商界通往成功的道路。这条路是“混乱、不确定、并且充满了错误”。

I've met Knight a few times over the years. He's super nice, but he's also quiet and difficult to get to know. Here Knight opens up in a way few CEOs are willing to.  
我见过 Knight 几次。他人非常好，但也很安静，很难接近他。没有几个 CEO 愿意像他这样在书里坦诚地诉说。

I don't think Knight sets out to teach the reader anything. Instead, he accomplishes something better: He tells his story as honestly as he can. It's an amazing tale.  
我觉得 Knight 并没有怀着要教给读者什么的初衷。但他却做到了更好的：尽可能真诚地讲自己的故事。这是一个非常棒的故事。

The Gene, by Siddhartha Mukherjee.  
《基因》, Siddhartha Mukherjee 著。

In his latest book, Mukherjee guides us through the past, present, and future of genome science, with a special focus on huge ethical questions that the latest and greatest genome technologies provoke.  
在他的新书中, Mukherjee 向我们介绍了基因组科学的前世今生，尤其梳理了最前沿、最厉害的基因组技术带来的诸多伦理问题。

Mukherjee wrote this book for a lay audience, because he knows that the new genome technologies are on the cusp of affecting us all in profound ways. 这本书是不需要专业科学知识的大众读物，因为作者知道，最新的基因组技术将会深刻地影响到我们所有人。

The Myth of the Strong Leader, by Archie Brown.  
《强势领袖的神话》, Archie Brown 著。

This year's fierce election battle prompted me to pick up this 2014 book, by an Oxford University scholar who has studied political leadership - good, bad, and ugly - for more than 50 years.  
今年激烈的总统竞选让我重拾了这本 2014 年的书。作者 Brown 是一位在牛津大学 研究政治领导学超过 50 年的学者。他研究伟大的领袖，也研究糟糕的领袖。

Brown shows that the leaders who make the biggest contributions to history and humanity generally are not the ones we perceive to be "strong leaders." 布朗的研究表明，对历史和人类做出最大贡献的领袖通常不是人们所认为的铁腕人物。

Instead, they tend to be the ones who collaborate, delegate, and negotiate - and recognize that no one person can or should have all the answers.  
相反，这些领袖通常善于合作、知人善用、懂得妥协，并且他们深知，没有任何一个人能够或者应该知道所有问题的答案。

Brown could not have predicted how resonant his book would become in 2016.  
布朗在写这本书的时候可能并没预料到他的书在 2016 年会引起如此强烈的共鸣。

C2\_Book reading Lean In Part 2 - Critical reception

Sheryl Sandberg, the Facebook COO famous for her book "Lean In" and the spin-off female

empowerment campaign, recently announced a new initiative called "Lean in Together," which encourages men to be more supportive of women in the workplace.

Facebook 首席运营官 Sheryl Sandberg 以其著作《向前一步》以及相关的女权运动而为全球熟知。最近她又发起一项新的倡议，名叫“一起向前”鼓励男性给予女性在职场上更多的支持。

K

Criticism immediately followed. In fact, Sandberg has always had her fair share of opponents.

批评声随即接踵而至。事实上，Sandberg 一直以来都不缺反对者。

Many see her as a corporate feminist who's chiefly concerned with helping other women rise up the corporate ladder.

许多人认为她是一个企业女权主义者，只关心如何帮助女性在职场晋升。

They argue that her approach ignores women from more socioeconomically diverse backgrounds and those who might want to pursue a different path in life.

他们认为 Sandberg 的做法忽视了来自不同社会经济背景的女性，也忽视了女性不同的人生追求。

However, many of Sandberg's supporters argue that she has never made the claim to eradicate gender discrimination.

不过，许多支持 Sandberg 的人则认为，她从来没说过自己能消除性别歧视。

She is simply telling a personal story which happens to resonate with and inspire women facing similar challenges.

她只是在讲述她自己的故事。而这个故事恰好引起了很多女性的共鸣，并激励了她们。

Even if Sandberg is speaking to a privileged group of women, their privilege is still relative. Just because there are women who have it worse doesn't erase the challenges they face.

即使 Sandberg 的受众群是精英女性，她们的地位仍然只是相对而言的。不能因为世界上有更多女性的条件更艰苦，就抵消了精英女性面临的挑战。

As Sandberg says herself: "Rather than engaging in philosophical arguments over sexism, let's agree to wage battles on both fronts."

正如 Sandberg 自己所说：“与其做性别歧视的哲学层面争论，不如在两个战线上同时展开斗争。”

“I am encouraging women to address the chicken, but I fully support those who are focusing on the egg.”

“我想鼓励女性去解决鸡的问题，但我也完全支持那些关注蛋的人。”

C2-Advanced-Book reading: The Power of Habit part 2

对话

'The Golden Rule of Habit Change: You can't extinguish a bad habit; you can only change it.'  
"改变习惯的黄金法则：你永远不可能根除一个坏习惯，你只能改变它。"

The key to victory is creating the right routines."  
"成功的关键是建立正确的规律。"

This is how willpower becomes a habit: by choosing a certain behavior ahead of time, and then following that routine when an inflection point arrives." "如何把意志力变成习惯：先提前选定一个行为，然后当成规律来做，坚持这个新规律，直到拐点到来。"

Typically, people who exercise and start eating better become more productive at work. They use their credit cards less frequently and say they feel less stressed.  
"通常，开始运动、健康饮食的人在工作中也会变得更有效率。他们也更有节制地使用信用卡，压力也会随之减少。"

'Exercise is a keystone habit that triggers widespread change.'  
"其中，锻炼是基石，它触发了其它更多习惯的改变。"

'When a habit emerges, the brain stops fully participating in decision making. It stops working so hard, or diverts focus to other tasks.'  
"当一个习惯显现的时候，大脑会停止全力参与决策。它会停止损耗精力，或将关注焦点转移到其它任务上。"

'So unless you deliberately fight a habit - unless you find new routines - the pattern will unfold automatically.'  
"所以，除非你刻意与某个习惯作斗争，除非你形成新习惯，否则旧习惯会自动回归。"

There's nothing you can't do if you get the habits right." "只要养成好习惯，你将无所不能。"

## C2-Advanced-Book reading: Shoe Dog, the Nike Story part 2

对话

About the real problems of companies: 关于公司面临的实际问题：

Supply and demand is always the root problem in business. 供需是企业的根本问题。

It's hard enough to invent and manufacture and market a product, but then the logistics and mechanics of getting it to the people who want it, when they want it - this is how companies die and how ulcers are born.  
发明、生产、推广一个产品已经很艰难，但接下来你还需要解决物流、配送等等，这就是很多企业倒闭的原因，也是我们长溃疡的原因。

About wealth:  
关于财富：

The night before Nike went public, I sat in front of the TV with my wife Penny.  
耐克上市的前一夜，我跟太太 Penny 坐在电视机前。

Neither of us was really watching. She was reading a book and I was doing calculations in my head.  
但我们都没有真正在看电视。她在看书，而我则在脑海里计算。

By this time next week my business partners Bowerman would be worth \$9 million. Cale \$6.6 million. ... Fantasy numbers.  
下个星期的这个时候，我合伙人 Bowerman 的身家会是 9 百万美元；Cale66。万...梦 幻般的数字。

Numbers that meant nothing. I never knew that numbers could mean so much, and so little, at the same time.  
但这些数字都没有真正的意义。我以前从来不知道数字可以同时如此有意义，又如此无意义。

I woke up the next day, the world was the same as it had been the day before, as it had always been. Nothing had changed, least of all me. And yet I was worth \$178 million.  
第二天早上我醒来，世界还跟昨天一样，一如从前。什么都没有改变，而且我也什么都没变。尽管现在我的身家是 1.78 亿美元。

About what makes a great initial team:  
什么造就伟大的初期团队：

We were more alike than different, and that gave a coherence to our goals and our efforts.  
我们的共同点胜过不同点，这使我们有一致的目标和努力。

We were mostly Oregon guys, which was important. We had an inborn need to prove ourselves, to show the world that we weren't hicks and hayseeds.  
我们中的大多数都来自俄勒冈，这很重要。因为我们有一种与生俱来要证明自己的需要，要告诉世界我们不是乡巴佬、土包子。

And we were nearly all merciless self-loathers, which kept the egos in check. 我们也都对自己很狠、自我厌恶，这让我们经常自省、不要自大。

A. About success:  
关于成功：

A. [Hard work is critical, a good team is essential, brains and determination are invaluable, but luck may decide the outcome.  
努力工作很关键，好团队很要紧，头脑和决心缺一不可，但运气可能是最终决定结果的因素。

A. [About giving up:  
关于放弃：

A. [And those who urge entrepreneurs to never give up? Sometimes you have to give up.  
老有人鼓动创业者永不放弃，但有些时候你必须放弃。

A. [Sometimes knowing when to give up, when to try something else, is genius.

Giving up doesn't mean stopping. Don't ever stop.



有时，知道什么时候该放弃；该换条路走才是一种才能。但放弃并不意味着停止。你 永远不要停止。

A. [About faith:  
关于信念：

A. [Have faith in yourself, but also have faith in faith. Not faith as others define it. Faith as you define it. Faith as faith defines itself in your heart.  
相信自己，相信你的信念。不是别人定义的信念，而是你自己所定义的信念。是你 内心所定义的信念。

## C2-Advanced-Quiet: The power of introverts part I

对话

A. [Introverts have been taught to kinda fake \t and to pass as extroverts, so \t's not always easy to spot the introverts among us.  
内向的人一直被灌输要装成外向的人。所以在人群中，很难发现哪些人是真正性格 内向的。

A. [My name is Susan Cain, and I recently wrote a book called, "Quiet: The Power of Introverts in a World That Can't Stop Talking".  
我叫 Susan Cain。我最近写了一本书，叫做"安静：内向性格在喧嚣世界中的力量"。

A. I think at this point it's important for me to say that I actually love extroverts. I always like to say some of my best friends are extroverts, including my beloved husband.  
我现在要先声明我自己喜欢外向的人。我常说我很多的好朋友性格都很外向，包括 我最亲爱的丈夫。

A. [And we all fall at different points, of course, along the introvert, extrovert spectrum.  
当然，我们所有人在内向、外向的波谱上，都会处在不同的位置。

A. [Introversion is really about how you respond to stimulation, including social stimulation.  
内向的定义是你如何应对刺激，包括社交性的刺激。

A. So extroverts crave large amounts of stimulation; that's how they feel at their best.  
性格外向的人渴望获得大量的刺激，这是他们获得良好感觉的途径。

A. [But introverts feel most alive and most switched on when they are in quieter environments.  
而性格内向的人则在相对安静的环境下感觉最有生命力、最兴奋。

A. [You know, Bill Gates is a pretty well known introvert. Another interesting introvert I think is probably President Obama.  
比如比尔·盖茨，就是非常出名的内向性格。另一个有意思的例子，我觉得是奥巴马总统。

A. Even if you look at the first few pages of his memoir, "Dreams From My Father", he opens by talking about his love for solitude and how in his solitude he feels the safest.

比如你读他的自传回忆录，“我父亲的梦想”。只需要读前几页，就会发现，他开门见山地说自己喜欢独处，并且在这种孤独中才感到最有安全感。

## C2-Advanced-Quiet: The power of introverts part II

对话

The ideal self in this culture is bold, its alpha, it's gregarious, its comfortable in the spotlight.  
我们文化认同的理想化个人形象是勇敢的、主导的、爱交际、享受被关注。

And these values are reflected in our schools and our workplaces, so introverts are routinely passed over for leadership positions, even though the latest research by Adam Grant at the Wharton School shows that introverted leaders often deliver better outcomes than extroverts.  
这些价值体现在学校和职场上。所以内向的人常常不被提升到领导岗位。尽管，沃顿商学院 Adam Grant 的最新研究表明内向型的领导往往比外向型带来更出色的成绩。

A. [But this feels really surprising to us, because we imagine that leadership means being very dynamic and charismatic.  
这个研究结果让很多人惊讶。因为在大众的意识里，领导者要活力四射、充满个人魅力。

A. What I really want to see is introverts starting to feel comfortable with who they are, and not feeling like their personality trait is something to feel guilty about or ashamed of.  
我更愿意看到内向型的人开始接受真实的自己，不再因为自己的性格特点感到自责或羞愧。

A. I think we have a real fallacy now, that all creativity, all productivity comes from a very gregarious place. I think that that's a real mistake.  
我觉得现在存在一个很大的误区，就是所有的创造力、效率都来源于群体性的工作。我觉得这是一个错误的认识。

A. [It's certainly a problem for introverts who don't prefer to function that way, but I think it's bad for the companies in question as well, because they're not getting the best out of people's brains if they're constantly throwing them together and not giving them the space to go off and find out what's inside their own heads.

对于性格内向、不想那样工作的人来说，这是一大挑战。我觉得对企业来说，这也是一个大问题，因为它们如果一直坚持要大家一起工作、不给员工空间自我探索自己的想法，那企业也无法得到员工才能最大的发挥。

## C2\_The art of translating

A  
Ken Liu, an acclaimed science fiction writer and the translator of the Hugo Award winning

novel, "The Three Body Problem", shares his thoughts on translating.

刘宇昆，颇有成就的科幻小说作家、以及雨果奖获奖小说“三体”的英语译者，分享了自己对翻译的一些看法。

A

I view translation as a performance art. The key, for me, is understanding the effect the original author was trying to achieve, and then finding ways to recreate that effect in a new linguistic community and culture.

我把翻译视为行为艺术。对我来说，翻译的关键就是理解原作者想要达到什么效果，然后找方法在新的语言环境和文化里去重塑这一效果。

A

I think the biggest challenges in translating are not linguistic, but cultural. Technical language and jargon are extremely easy to translate since there are often direct translations of these terms.

我认为在翻译里最大的挑战不是语言，而是文化。技术语言和专业术语是很容易翻译的，因为它们通常有直接对应的翻译。

But a culturally embedded term like "laoshi" which literally means 'teacher' or 'master' but is used as a term of respect in contemporary Chinese, is almost impossible to render.

但一个有文化底蕴的词，比如“老师”，可能字面上是“教师”或者“大师”的意思，但是在现代汉语里却是一个通用的尊称。这其中的文化近乎无法体现。

A

Since the average Anglophone reader does not have the interpretive background, I judiciously use footnotes to help the reader understand plots points.

由于普通的英语母语读者缺乏相关的背景知识，没有情节代入感，所以我会选择性地采用脚注向读者解释，帮助他们理解情节。

A

In my translation, I generally try not to worry too much about 'losses' - some losses are inevitable when the source and target cultures are as different as China and the United States.

在我的翻译当中，我尽量不去担心“损失”，因为在源语文化与译入文化相差很大的情况下，比如中国和美国，一些损失是不可避免的。

A

I try to focus on gains: new readers for visionary works; some intercultural understanding, even if heavily filtered; making the world seem just a bit smaller and more comprehensible.

我尽量把重心放在收获上：有远见的作品收获了一些新读者；收获了一些跨文化的理解，尽管经过了过滤；让这个世界因此变得小一些、更容易理解一些。

1. All negativity is caused by an accumulation of psychological time and denial of the present. Unease, anxiety, tension, stress, worry - all forms of fear - are caused by thinking about the future.

1. 所有的消极都是由心理时间的累积和对当下的否认所造成的。不安、焦虑、紧张、压力、担忧等各种形式的恐惧，都来源于对未来的担忧。

A

2. Guilt, regret, resentment, grievances, sadness, bitterness, and all forms of non-forgiveness are caused by worrying about the past.

2. 罪恶、后悔、怨恨、苦闷、悲伤、怨气和所有形式的原谅则都来源于对过去的担忧。

A

3. You don't need the past. It will only make you experience more pain. Only refer to it when it is absolutely relevant to the present.

3. 你不需要过去。过去只会给你造成更多伤痛。只有在过去对现在有用的时候，才把过去当做参考、借鉴。

A

4. Accept every situation as if you had chosen it. Always work with it, not against it. By making every moment your ally, you will miraculously transform your whole life.

接受每一种情况，就好像它是你自己的选择。跟它合作，不是对抗。让所有的情况成为你的盟友，你就会奇迹般地改变你的整个人生

#### A2-Elementary-5 Most Inspiring Quotes for Work

对话

Do what you love; Love what you do. 做你爱的工作，爱你做的工作。

Your future is created by what you do today, not tomorrow.  
你的未来由今天创造，不是明天。

The harder you work, the luckier you get.  
你越努力，就越幸运。

Dreams don't work, unless you do.

梦想都是空想，除非你努力。

Work hard and be proud of what you achieve.  
努力工作，为你的成就骄傲、自豪。

#### A2-Elementary-A special announcement

对话

A. [We're here today to give you a pretty special announcement. 今天，我们有个好消息要宣布。

A. [We've received a lot of user feedback, telling us that sometimes it's hard to understand some of the language our hosts use to explain the vocabulary. 我们收到了许多用户反馈，反应听主播们全英语讲解时，比较吃力。

A. So from now on, the supplementary vocabulary, expansion sentences, culture and grammar sections will better reflect what we say in the lessons. 所以从现在开始，每课的词汇、补充词汇、例句、文化和语法版块，都会更好地体现主播们讲解时使用的语言。

A. [We're excited to give our listeners a more integrated experience, and truly hope that it helps you to better understand our lessons!

我们希望以此给大家提供一个更加整合的学习体验，也希望能帮大家更好地理解每课的内容！

## A2-Elementary-What's your New Year's Resolution?

对话

Quick! Before the countdown, what's your New Year's Resolution? 快点，赶在倒数前面，你有什么新年决心？

My resolution is to spend less time looking at screens and spend more time reading books.  
我希望能少盯点屏幕多读读书。

That's an awesome resolution. I feel like I spend all day looking at a screen these days!  
这还挺好的。我最近觉得我一直在盯屏幕。

What about you?  
你的决心呢？

My resolution is to eat out less and cook for myself more. It's so much cheaper and healthier.  
我想少下馆子，多自己做点，这样既便宜又健康。

That's a great way to save money. I've been eating out so much lately and I'm pretty much broke now. Good idea.  
这样省钱挺好的。我最近一直出去吃，都快破产了。好主意。

Thanks! Ah, it's time! 10, 9, 8,  
谢谢！到时候了！10,9,8,7 ...

## Selling Yourself

对话

1. Hi Wendy, Maggie said you wanted to see me.  
嗨 Wendy, Maggie 说你想见我。

2. Yes Sarah, thanks for dropping by. I just wanted to have a word with you. Please have a seat. So, Maggie mentioned that you would like to apply for the production manager's position now that Bill is moving on. Is that right?

是的 Sarah，谢谢你过来。我只是想和你谈一谈，请坐吧。是这样的，Maggie 提到 Bill 离职以后你想申请产品经理的职位，是这样吗？

1. Well, I've definitely been thinking about it.  
嗯，我是在这样考虑。

2. Okay, well, could you tell me why you think you'd be a good fit for this job? This is your chance to sell yourself!  
好吧，那你可以说说你为什么觉得你能胜任这份工作呢？这是你展示自己的好机会 哦！

1. Well, as assistant production manager I think that I've proved myself already, and I know that I have what it takes to do this job. I'm enthusiastic, creative and I think I'm a people person, too.  
嗯，作为产品副经理我觉得我已经证明了我自己的能力，而且我清楚这个职位的职能。我的工作充满干劲，有创新意识，而且为人友善。

2. Well, Maggie speaks highly of you. She thinks you are ready to move up, and I agree with her. I'm going to recommend you for the position Sarah, but for now please keep this quiet.  
嗯，Maggie 对你评价也很高。她觉得你已经做好了升职的准备，我也同意她的观点。我可以帮你做职位推荐 Sarah，但事这是别到处张扬。

1. Oh wow! Thank you so much, Wendy. You've made my day! 哇！太谢谢你了，Wendy。你让我这一天都圆满了！

## B2 Intermediate Nobel Prizes

A

Hey James, what book are you reading?

嘿，James，你在读什么书？

B

"Nudge" by Richard Thaler. He's the recipient of this year's Nobel prize in economics. 我在读 Richard Thaler 的《助推》他是今年诺贝尔经济学奖的获得者。

A

Ah, he specializes in behavioral economics, right?

啊，他主攻行为经济学是吗？

B

Yes.

没错

A

What other fields were there?

诺贝尔奖还有哪些领域的奖项？

B

There are six in total: physics, chemistry, medicine, literature, peace, and economics.

总共有六个奖项：物理学、化学、医学、文学、和平和经济学。

A

Where do they hold the ceremonies?

他们在哪里举行颁奖仪式？

B

They give out the awards in Sweden where the foundation started.

在瑞典颁奖，因为那里正是诺贝尔基金会成立的地方。

A

Oh, that makes sense. Did you know there are two recent Chinese laureates as well?

噢，怪不得。你知道这两年中国有两位诺奖获奖者吗？

B

Yeah, Mo Yan in literature and Tu Youyou in medicine.

我知道，莫言获得了文学奖，屠呦呦获得了医学奖。

There have actually been eight Chinese winners over the years, mostly in physics

实际上一共有八位中国获奖人，大部分都是在物理学领域。

B Do you know what kind of award they get?

诺奖有什么奖励吗？

A They get a gold medal with Alfred Nobel on it, plus a handsome sum of money, which they often put toward research.

会获得一枚金质奖牌，上面有诺贝尔头像;还会得到一笔丰厚的奖金，可以用于日后的研究。

B They sure deserve it!

真是实至名归！

## 对话

Start building a new habit  
开始建立新习惯

Some say it takes 21 days to build a habit. Others say it takes a lot longer. 有人说建立一个新习惯需要 21 天，也有人认为需要更长的时间。

In any case, the holiday is a great opportunity to start forming a new habit. 无论如何，假期都是开始养成新习惯的好机会。

Have a staycation  
在家度假

Traveling during Chinese New Year can be stressful and expensive. That's why a staycation might just be the perfect solution.  
春节出游压力大、又贵。在家度假不失为一个完美的选择。

Be a tourist in your hometown, even stay in a local hotel, experience the city from a new angle.  
在自己的家乡做个游客，甚至去住个酒店，从新的视角来体验你的城市。

Unclutter your home and life  
整理房间、整理生活

Get rid of things you don't need or didn't even realize you had. 处理掉那些你不需要的、甚至都忘记你拥有的东西。

Free your space and mind from the clutter. Start the New Year with a clean slate!  
解放空间、清理思路。新的一年，全新的开始！

Learn a new skill

学习一项新技能

One week probably isn't enough to master a new skill, but you can definitely make a head start.  
一周的假期也许不够掌握一门新技能，但足以开始这个过程。

Whether it's for work or for personal pleasure, picking up a new skill or improving your existing ones makes for a productive holiday activity.  
不论是为了工作学习、还是个人兴趣，学习新技能或提升已有的技能都能让你的假期更充实。

Find a quiet space to let your mind wander  
找个安静的地方放飞思想

Take some time to be alone and reflect.  
给自己一些独处和反思的时间。

Freeing up mental space might do wonders to give you a new outlook in the New Year.



给头脑留出空间，也许能给新的一年带来全新的视角。

## B2-Intermediate-Desert survival: Part 1

对话

A. You have just crash-landed in the middle of a desert on a mid-August day. You are at least 50 miles away from the nearest settlement, a small mining town.  
时间是八月中旬的一天，你的飞机在沙漠中紧急降落。你距离最近的落脚地，一个采矿小镇，还有至少五十英里的距离。

A. Do you stay at the crash site hoping to be rescued? Or do you set off to find help?  
你会等在降落原地、等待救援？还是走出去寻求帮助？

A. After you decide which course of action to follow, you need to rank 15 items salvaged from the airplane in the order of importance to your survival.  
在决定选择哪条方案后，你需要根据这个决定，对 15 件飞机上遗落的物品按照对你自己生存的重要程度排序。

A. The items are as follows:  
这些物品如下：

A pocketknife, a compass, a flashlight with four batteries,  
一把随身折刀，一个指南针，一个装着四节电池的手电筒；

A map of the area, a handgun with bullets, a bottle of salt tablets,  
一张地图，一把上弹的手枪，一瓶食盐片剂；

One big plastic raincoat, one red and white parachute, one light summer jacket,  
一件塑料雨衣，一顶红白色的降落伞，一件轻便的夏季夹克；

A book titled "Edible Desert Animals", a pair of sunglasses, a shaving mirror, 一本名为《沙漠中可食物》的书，一副太阳眼镜，一个剃须镜；

A bottle of vodka, one liter of water, and bandages.  
一瓶伏特加，一升水，和绷带。

These are all you have at your disposal to keep you alive. 上述这些就是你可选用的求生物品。

Now, you must decide which of these items would be the most essential to your survival.  
现在你需要选择对于你生存最重要的物品，进行排序。

In Part II, we'll compare your choices to those of the survival experts. 在课程的第二部分，我们会将你的选择和求生专家的选择作对比。

## B2-Intermediate-Desert survival: Part 2

### 对话

A. [A quick recap: your plane has crashed in the middle of the desert, miles away from the nearest town.  
我们先快速回顾一下上次的内容：你乘坐的飞机在沙漠中失事迫降，你距离最近的村庄还有几十英里路。

A. Should you stay put waiting for help or set out looking for it? 你是应该留在原地，等待救援？还是动身自己找出路？

A. [ou also have 15 items from the wreckage of the plane that could help you survive. Which ones are the most important?  
另外，你还在飞机残骸中找到了 15 件能帮你生存的物品，你必须决定哪些对你是最重要的？

A. Let's see what the survival experts say. 今天，我们来看看生存专家给出的答案。

A. First and foremost, you need to decide on the course of action: stay or go? 首先，你需要决定行动策略：是等待还是主动出击？

A. The answer is stay. Why? You simply don't have enough water to sustain you as you walk to the nearest town.  
正确答案是留在原地等待。为什么呢？因为你的水不足以支撑你走到最近的村庄寻求帮助。

A. The most important 5 items based on the stay strategy are: 基于这个留下的策略，对你最重要的五件物品依次是：

A. The shaving mirror. In the desert, the mirror can reflect sunlight for miles, helping rescuers to locate you.  
剃须镜。在沙漠中，镜子可以反射阳光到几十英里远，它可以帮助搜救人员找到你的位置。

A. Topcoat. Although you might not think that a coat would be necessary in the desert, it can actually help you stay hydrated.

外套。也许你认为外套在沙漠中没什么用，但是它却可以帮你防止脱水。

Speaking of staying hydrated, water is of course vital to survival.  
说到防止脱水，你当然需要水，水是生存之本。

Flashlight. Besides its obvious use as a light, the flashlight can also act as a container.  
手电筒。除了它显而易见的功能外，手电筒还能作为一个小容器。

The parachute. Even though the plane has already crashed, the parachute can still provide shade to protect you from the blistering sun.  
降落伞。虽然你坐的飞机已经失事，但是降落伞的功用是能帮你遮挡烈日。

Did you make the right choices? How did your answers compare to those of the professionals?  
你的决定正确吗？你的答案跟生存专家对比又如何？

## B2-Intermediate-Girl power: Women's Day

对话

Was there something that even you were amazed about yourself, that this experience, this eight years showed you another level of Michelle Robinson Obama that you didn't know? You were like, "Mmm"?

有没有什么东西让你自己也感到惊讶，让你觉得这八年的时间使你看到了一个不同的米歇尔·罗宾逊·奥巴马？是你自己也没有想到的？

Well maybe it's something that we as women, we as minorities, sort of take —we underestimate in ourselves. 嗯，也许是作为女性、作为少数族裔，我们有时会低估自己的一些东西。

And that is, I'm pretty smart. I work pretty hard. I'm good at what I do. I have really good instincts. I have great ideas. And I can execute.  
这些东西是：我其实很聪明，我也很努力。我在我的领域做得很好。我有敏锐的直觉，有很好的想法。而且我能够执行出来。

And I say that out loud because we as women don't, like, pat ourselves on the back.  
我之所以大声说出这些话，是因为我们女性，似乎很少鼓励自己。

We're always sort of deferring. We cede our power so easily, and I want young girls out there to know, look. 我们总是在迁就。我们很容易让出自己的权力。我想让年轻的女性都明白这一点：

Live out loud, and understand that what's in your brain is really useful. 要活得精彩，要懂得你头脑里装着真正有用的东西。

Do not hide it. Don't dumb it down. Don't apologize for it. Just put it on the table and let people deal with it. 不要把它们藏起来。不要把它们简化。不要因此道歉。你只需要把它们表现出来，旁人会去面对。

## 18.06.12 JOMO Joy of missing out B2 Intermediate

对话

Oh, the joy of missing out.

错过的喜悦

When the world begins to shout  
当世界开始喧嚣  
And rush towards that shining thing;  
涌向光鲜和亮丽  
The latest bit of mental bling -  
最新的精神鸦片  
Trying to have it, see it, do it;  
人人想拥有、围观、尝试  
You simply know you won't go through it;  
但你知道自己不屑那样  
The anxious clamouring and need;  
焦虑的喧嚣和需要  
This restless hungry thing to feed.  
永无休止的欲望  
Instead, you feel the loveliness;  
但是，你却感受到一种美好  
The pleasure of your emptiness.  
空虚中的乐趣  
You spurn the treasure on the shelf  
你放弃柜子里的财宝  
In favour of your peaceful self;  
换得自己内心的平静  
Without regret, without a doubt.  
没有遗憾，没有怀疑  
  
Oh, the joy of missing out.  
这就是错过的喜悦

B2-Intermediate-Sheryl Sandberg: The Most Powerful  
Woman in Tech

对话

Looking back on my childhood, I worried that I was a little bossy. I guess as a boy, I would have thought that I was

a leader. And as a girl, I thought I was a little bossy. And I think we need to change that, if we want more women in leadership.

回首童年，我当时担心自己有些专横、霸道。但是假如我是男孩的话，我也许会觉得自己是个领袖。不过作为女孩子，我觉得这就是霸道。如果我们想让更多女性进入领导层，就要改变这一点。

I spent most of my career, including my time at McKinsey, never acknowledging that I was a woman.

我职业生涯的大部分时间，包括我在麦肯锡工作的时候，都不愿意承认自己是个女性。

And fast-forward I'm 43 now, fitting in is not helping us. You know women have been 14% at the top jobs in this country for 10 years. No progress. So I really believe that we need a new and much more honest and open dialogue on gender.

快进到现在，我43岁了，融入（男性）对我们来说，并没有起到作用。美国过去十年里，女性只占高层职位中的14%，而且这个比例完全没有进步。所以我坚信，我们需要在性别这个问题上，展开新的、更加坦率的对话。

And what I found was even working for me over the years, the men did better than the women. And I watched this happen and in every stage, the men were in my office, in my face. "I want the next job". We're opening a new office in India, I wanna do it.

我也发现，这些年来为我工作的人里，男性也比女性更成功。我在每一个阶段都发现了同一种现象，就是男性会经常到我的办公室、非常直接地告诉我：“我想要下一个新工作。”、“如果我们在印度开新分公司，我想去做。”

And the women, when I tried to talk them into that, "you really need a new role". "I'm still learning." "You really should think about doing something else." "I'm not sure if I'm qualified for that job." Sentences I've never heard from the men.

但女性呢，当我试着说服她们“你需要一个新角色”时，她们常说：“我还在学习。”当我告诉她们：“你需要考虑尝试些新东西。”，她们会说：“但是我不确定自己是否够格。”这些话我从来没从男性那里听过。

If you drill into the data, study after study shows exactly the same thing, which is that starting in junior high, if you ask boys and girls, "do you want to lead?" Lead your high school class, lead your junior high school class, lead your club in college, lead the organization, team or company you've joined as an adult, more men than women want that.

如果你仔细分析数据，一个接一个的研究都显示了同样的结论，那就是从初中开始，如果你问男孩和女孩：“你想做领导者吗？”去领导你的高中班级、初中班级，大学社团、或者成年后加入的组织、团队或公司，男性总是更愿意去领导。

All the studies show this. And that's how we get to a world where 14% of the top corporate jobs are held by women.

那么多的研究都显示同样的结果。这就是为什么今天企业高管职位里只有14%是女性。

We need to encourage women to lead. And we don't do that. 我们需要鼓励女性去领导。可是，我们并没有这么做。

B2-Intermediate-Start your day with a positive mind

## 对话

When we wake up each morning, we often start our day without much conscious thought about how we are feeling and what our intentions are for the day.

我们每天早上醒来，通常就匆忙开始了一天，不会有意识地去思考自己的情绪和这一天的意图。

What if, instead, we took a few minutes to consciously think about the day ahead of us?

但是，如果我们花几分钟有意识地思考，即将开始的一天，会怎样呢？

Start the day by being appreciative and grateful for what the world has to offer and what we have in our own lives.

用珍惜、感恩的态度开启新的一天。感恩这个世界所给予我们的、和我们自己生活中拥有的一切。

Often, there are things in life, which are not the way we want them to be. And that could create challenges and frustrations.

生活中常会遇到不如意的事，这会给我们创造挑战和困难。

But a small change in perception and approach could lead to a positive change in how we see and deal with challenges in the future.

但是，看法和做法上的小小改变，就能带来看待、面对挑战的积极变化。

Morning is a wonderful time to create a new approach on how we see the world.

早晨是创造这种新做法的绝佳时机。

It's like New Year's Day each morning: the ability to think anew. 就好像每天早上都是新年的第一天一样：让我们用新的方式思考。

So start every day with positive and grateful thoughts. 所以，用积极、感恩的思维开启新的每一天吧。

## 17.12.27 Tough choices;would you rather... B2 Intermediate 对话

1. Would you rather be good-looking but stupid or be ugly but intelligent?

你宁愿拥有美丽的外表但头脑空空，还是外表不尽如人意但拥有聪明才智？

2. Would you rather never eat meat again in your life or give up vegetables for the rest of your life?

如果余生需要放弃一种食物，你会放弃吃肉还是放弃蔬菜？

3. Would you rather have a job you hate but make tons of money or have a job you love but barely get by?

你宁愿拥有一份薪水丰厚、但自己厌恶的工作，还是宁愿做自己热爱、但工资仅能勉强维持生活的工作？

4. Would you rather never use social media again or never watch another movie or TV show again?

你宁愿放弃使用社交媒体还是放弃看电视？

5. Would you rather be more in love with your partner than they are with you,

or the other way around?  
你宁愿自己爱另一半多一些还是对方爱你多一些？

B2-Intermediate-What books do you like?

对话

A. Hey Tanya, is that a paperback book you're reading? 嘿，Tanya，你在看纸质书啊？

B. Yeah, I like the feel of real books and can't stand staring at a Kindle or any e-reader.  
是的，我比较喜欢读纸质书，我受不了整天盯着 Kindle 或者其他电子阅读器看。

A.Oh, really? I can relate but I love having all my books with me wherever I go. 真的吗？我能理解。不过，我还是喜欢无论身在何处，所有的书都随身相伴的感觉

B.What books have you read recently? 你最近在看什么书？

A. Oh I've got a couple self-help books and a Finance for Dummies book. 我在看几本个人成长类的书、还有一本实用类《金融傻瓜》系列。

B. I'm more of a fiction person. I tore through every Harry Potter book in a single sitting.  
我更喜欢读小说之类的。《哈利波特》系列书我一口气就能读完一本。

A.I hear ya. I do enjoy a sci-fi novel once in a while, but I generally read non-fiction.  
我明白了。我有时候也喜欢读科幻类小说，但是我基本上还是读非虚构纪实类的书

B.Yeah, although I just read Anne Frank's biography because it was on the bestseller list.  
这样啊。我刚读了 Anne Frank 的传记，因为在畅销榜上。

A.Oh, I read that, too! It was so riveting I couldn't put it down. 噢，我也读过！写的太引人入胜了，我一读就放不下。

B.Totally. Some memoirs are a struggle to finish. 没错，但有一些回忆录真的很难读完。

A.Yeah, lots of them aren't exactly page turners. 对啊，很多书确实不怎么让人欲罢不能。

18.04.25 Balancing work and life C1 upper intermediate  
对话

Hey Brooke, can you lend me a hand? I've got to catch up on some work and overhaul this project tonight but I'd really like to go home on time.

Brooke, 你能帮我个忙吗? 我今晚得赶些工作, 这个项目需要大整改, 但我真的很想按时回家。

Sure, Owen. But, you've been looking a little worse for wear lately. Have you been holding up ok?

没问题, Owen。不过你最近看起来很憔悴。你还好吧?

Yeah, work hasn't been half-bad but I'm having a hard time balancing my work and private life. Honestly, I have a few side projects on the go so my girlfriend feels a little ignored.

哎, 工作其实还不错, 但是平衡工作和个人生活却难上加难。老实说, 我还有几个副业小项目在做, 所以我女朋友觉得特别被忽视。

Hmm... Yeah, sometimes you just have to realize that you can't have it all and something's got to give. That's how it was for me when my kids were born. I was run off my feet with competing demands.

嗯, 有时候你必须明白, 鱼与熊掌不可兼得, 要学会舍弃。拿我自己来说, 生了孩子后, 就得面对。当时我有太多不同的责任, 忙得晕头转向。

I can only imagine how hard it must be for a mother. I should probably take a step back once I have kids, but I'm not ready to throw in the towel just yet. It's a cutthroat world out there and those 20-somethings are eyeing our positions.

我完全能想象这对一个妈妈来说有多困难。我有孩子以后可能也会放慢脚步, 但现在我还没准备好休息。这个世界很残酷, 那些 20 多岁的年轻人都在虎视眈眈地盯着我们的位置。

Hey, if you think you can juggle it all without dropping the ball, then by all means go for it. 如果你觉得自己可以协调好一切, 不出乱子, 那就去拼吧。

Yea, no promises there! But, you know what they say! "No pain! No gain!"

哎, 我也不敢保证自己可以。不过俗话说得好, “没有付出, 就没有收获!”

Hahaha! I can't say that I share your enthusiasm. But let's get down to work so we can get you out of here at a decent hour.

哈哈! 我可没你那么慷慨激昂。我们还是快工作吧, 这样你才有希望早点下班。

Thanks, Brooke! I owe you one.

太感谢了 Brooke! 这次你帮了我大忙

#### C1-Upper-Intermediate-Female power and feminism

对话

A. Hey. Do you guys get a half-day off for women on International Women's Day? 你们在国际妇女节这天女性会放半天假吗?

B. Nope! It's a regular work day for us. Why? Do women get time off in China? 不会! 对我们来说, 这一天是正常工作日。为什么这么问呢? 在中国, 女性会放假吗?

A. Yup! Of course, not all women take the time off but they are entitled to it under law. 当然了! 虽然不是所有女性都会选择休假, 但是这是她们的法定权利。



B. Interesting. I think we mostly just have rallies and conferences. Speaking of which, I'm attending a talk on sexism and feminism in the workplace today if you want to come along.  
挺有意思。我想我们表达权利的方法主要是举行集会。说到这里，我今天要参加一个关于性别歧视和女权主义的演讲，如果你愿意的话，我们可以一起。

A. Why not? I've actually been reading up on gender equality and the pay gap issue. Apparently, some sources say women earn about 20% less than their male counterparts in the U.S.  
好呀。事实上，我一直在研究性别平等和工资差距问题。很显然，据一些消息来源，美国女性的收入比男性低 20% 左右。

B. Yeah, I heard about that. A lot of companies are trying to rectify that but there is still a glass ceiling, especially for female executives.  
是的，我听说了。许多公司都在试图纠正这一现象，但玻璃天花板依旧存在，尤其是对女性高管而言。

A. Agreed. But I do think that some of the male dominated industries are trying to be more inclusive. The metoo movement has forced a lot of companies to step up.  
同意。但我确实认为，一些男性主导的行业正朝着更具包容性的方向转变，metoo 运动已经迫使很多公司不得不加快步伐。

B. Yea, that's definitely something I wish our company would work a little harder on.  
是的，这绝对是我希望我们公司能再加把劲的地方。

A. Man! Don't even get me started!  
天啊！谁说不是呢！

#### C1-Upper-Intermediate-Grit: the key to success

对话

A. [Why do some people succeed in life more than others? What do these high achievers have in common?  
为什么生活中有些人比其他人更成功？这些高成就的人都有什么共同点？

A. [Angela Duckworth, a professor of psychology at the University of Pennsylvania and author of the New York Times best-selling book, "Grit: The Power of Passion and Perseverance" says that the most reliable predictor of success is a quality called grit.  
Angela Duckworth 是宾夕法尼亚大学的心理学教授，也是纽约时报畅销书《Grit: The Power of Passion and Perseverance》的作者。她认为能最可靠预判成功的一种品质，就是坚韧。

A. D.Grit means channeling passion and perseverance to achieve long-term goals. 坚韧指的是能将爱好、热情和毅力运用在一起，来实现长远的目标。

A. [In studying famous leaders throughout history, Duckworth and her team of researchers found that those deemed more successful possess a higher level of grit than their peers.  
通过研究历史上著名的领袖人物，Duckworth 和她的研究团队发现成功的人往往比他们的同辈拥有更大的坚韧性。

A. [Individuals high in grit are able to maintain their determination and motivation over long periods of time despite failure and adversity. 拥有高坚韧度的人能够在长时间维持他们的决心和动力，即使是遇到失败和困境时

A. [Duckworth also believes that grit is something that can be cultivated. It starts with asking yourself the following questions:

Duckworth 也相信坚韧性是可以培养的。这可以从问你自己以下几个问题开始：

A. [Am I passionate about what I'm doing? Do I find it valuable? Do I put in the daily effort to get better? Do I persevere in the face of setbacks?

我热爱自己所做的事吗？我觉得这件事有价值吗？我每天都在努力变得更好吗？我在挫折面前是否足够坚毅？

A. [Answering these questions will help you develop the kind of self-awareness that will lead to developing more grit.

回答这些问题会帮你培养对自我的了解，从而收获更大的坚韧性。

## C1\_How to be more confident

We'd all like to be more confident in life, but it's not always easy.

我们都希望在生活中更加自信，但事实并没有那么容易。

Here are a few simple but actionable tips backed by science to boost your self-confidence.

以下就是一些简单实用的小建议，都经过科学验证，可以帮助大家提升自信。

1. Stand tall

1. 站直

As researcher Amy Cuddy explains in her popular TED talk on power posing, a tall and expansive posture can increase confidence-boosting hormones in your body and make you feel more powerful.

研究者 Amy Cuddy 在她著名的关于力量构成的 TED 演讲里说道，站直的姿势可以增加你的身体里自信的荷尔蒙，让你感觉更强大。

2. Listen to upbeat music

2. 听欢快的音乐

Research shows that listening to bass-heavy tunes may have the power to make you feel more confident.

研究表明听重低音音乐能让你感觉和自信。

3. Recall a time when you were powerful

3. 回忆自己感觉强大的时光

Channel a moment from real life when you achieved success and felt accomplished to help you feel and act more confidently.

从现实生活中节选一个自己取得成功的时刻，那种成就感可以让你的行为更加自信。

4. Groom yourself and dress for success  
4. 将自己打扮成成功的样子

Make an effort to put yourself together: take a shower, get a clean shave, put some makeup on. 费点心思收拾一下自己：洗个澡，刮刮胡子，化点小妆。

Choosing outfits associated with confidence can improve your image and give you a surge of self-confidence.  
选择合适而自信的服装，可以提升自己的形象，大大提升自信水平。

5. Learn a new language

5. 学一门新语言

Learning a new language sharpens cognitive skills, which can boost life satisfaction and make you feel more confident.  
学习一门新语言可以加强认知技能，可以提升生活满足感，让自己感觉更自信。

#### C1-Upper-Intermediate-How to make and keep New Year's resolutions

对话

*Many of us make New Year's resolutions but very few of us keep them.* 我们很多人都立下新年决心，但是很少有人能坚持下来。

Achieving our goals isn't just about willpower. It's about developing the right skills and strategies that, with patience, will lead to success.  
达到目标并不完全都靠意志力。你需要培养正确的技巧和策略，再加上耐心，才能成功。

Here are some practical tips that will help you increase your chances of that success, be it with learning English or with other things in life: 这里有一些实用小贴士能帮你提高成功的几率。这些可以用在学英语上，也适用于生活的方方面面。

Clearly define your goals  
制定清晰的目标。

Many people like to make grand statements such as, "This is the year I'm going to finally..." but these goals are often too general and vague.  
很多人喜欢立下雄心壮志，比如“今年我一定要如何如何”，但这些目标通常太宽泛、太模糊。

Instead, set SMART goals for yourself: goals that are specific, measurable, achievable, relevant and time-bound.  
相反，要给自己定一个 SMART 的目标：也就是明确、可衡量、可实现、和自己相关、并且有时间限制。

Track your progress  
追踪你的进步。

If you can measure it, you can change it. These measurements will help motivate you.

能衡量的东西，就能改变。衡量自己的进步可以起到激励作用。

They will also help you to identify plateaus or "sticking points" in your progress so you can adjust your efforts.  
还可以帮你找到瓶颈期或停滞点，从而调整日后努力的方向。

Have patience  
有耐心。

Progress is never linear. Some people will see changes right away but hit resistance later in their efforts.  
进步从来都不是直线型的。有些人会很快看到进步，但后来进步却会受阻。

For others, initial progress may be painfully slow but then they suddenly achieve rapid breakthroughs.  
也有些人，取得最初的进步可能很难，但后来突然实现快速突破。

Publicize your goals to friends and family  
告诉朋友和家人你的目标。

Yes, it takes some personal courage to share something that you might actually fail at, but friends and family will also help hold you accountable and give you support.  
没错，分享一个自己可能达不到的目标需要勇气。但是告知朋友、家人也能帮你增添责任感、给你支持。

Put it on your schedule  
排入你的作息时间表。

"I just can't find the time" is simply an excuse. We all choose to spend our time the way we do - whether it's eating junk food or going to the gym.  
"我真的没时间"是一个借口。我们都能选择如何利用自己的时间，不管是把时间花在吃垃圾食品上，还是去健身房。这都是我们自己的选择。

Make your new goals a priority by actually scheduling them into your calendar.  
把你的新计划切实排入时间安排中，以便优先执行。

Think of these time blocks as important appointments. Don't easily skip them or schedule something else over them.  
把这些事项想象成重要的会面。不要轻易错过，或者安排其它的活动。

Get up when you slip up  
跌倒了、爬起来。

Resilience is the key. Don't turn relapses or temporary failures into excuses for giving up.  
韧劲是关键。不要把短暂的停滞或暂时的挫折变成放弃的借口。

Instead, acknowledge the mistake and recommit to the path. 相反，承认自己的失误，然后重振旗鼓再次上路

Getting Chinese to pay for online content used to be a fantasy, but things are fast changing.

让中国人为在线内容付费曾经是一个不切实际的幻想，但是情况正在快速发生转变。

A revolution called zhi shi fu fei is well under way. This term, knowledge payment, just means that people are willing to pay to access content to acquire knowledge instead of getting it for free.

知识付费这场革新已经如火如荼。知识付费，顾名思义就是用户愿意付费获取知识内容，而不是免费获取。

Unlike in the US where content-makers primarily rely on advertising, many Chinese companies and individuals have managed to monetize content by making users directly pay for it.

美国的内容生产者很多要依赖广告为生。而在中国，很多公司和个人已经成功做到内容变现，让用户直接为内容付费。

Paying for online content goes way beyond education. Video livestreaming is also huge. People can watch for free but show their love and support to the hosts by sending them virtual gifts or tokens. The live-streamers can then exchange them for cash.

在线内容付费远不局限于教育领域。视频直播也是一个巨大的市场。用户可以免费看直播，但是他们可以通过送虚拟礼物或代币表达对主播的支持和喜爱。主播则可以把这些礼物换成现金。

China pioneered the free-to-play model with video gaming. Widespread adoption of mobile payments also makes paying for knowledge fast and seamless.

免费到付费的模式最先出现在中国的在线游戏领域。移动支付的普及也让知识付费快速、便捷。

For years, China was known mostly for copy catting U.S. innovations. Now, the tables have turned. There is a lot that American companies can learn from their Chinese counterparts in order to develop content that Americans would be willing to pay for.

很长一段时间，中国都在复制美国的创新。而现在，形势已经发生了逆转。美国公司应该向中国公司学习如何开发让美国用户愿意付费的内容。

Could you tell me Mark, what does the May Fourth Movement mean to you?

Mark,五四运动对你来说意味着什么？

Well, speaking as a very patriotic person, what May Fourth represents to me is a great awakening. It was a time when feudalism and imperialism were replaced by nationalism, which changed the cultural and political trajectory of China.

对于一个非常爱国的人来说，五四运动代表着巨大的觉醒。当时封建主义和帝国主义被民族主义取代，这改变了整个国家文化和政治的发展道路。

( 1/

What, in your view, was the root cause of the movement?

你认为，五四运动的根源是什么？

/

When the Treaty of Versailles was signed ending World War I, it was pretty clear to everyone that China got the short end of the stick.

第一次世界大战后签署的凡尔赛条约，让中国人感受到我们受到了不公平的对待。

Who were the principal actors involved? Was it primarily a youth movement?

谁是这场运动主要的发起者？它主要是一场青年人运动吗？

We generally think of May Fourth as exclusively a student movement, but that ignores the roles that workers and merchants played. Of course they all faced tremendous resistance from the status quo: those who steadfastly argued that China's traditions and values should be the fundamental foundation of the nation.

我们通常会认为五四运动基本上是学生运动，但这忽略了工人和商人在其中扮演的角色。他们都受到了当时当权者巨大的打压。这些人坚守传统价值观，认为那些应该是国家的根本基础。

What do you think is the biggest legacy of the movement?

你认为五四运动最大的遗产是什么？

It would have to be the New Culture Movement, which itself went onto have a profound impact on culture and politics. Vernacular Chinese edged out Classical Chinese as the language of literature, and China was set on a new political path.

我认为是新文化运动。它给中国文化和政治带来了深远的影响。白话文取代了文言文，成为文学语言。中国也走上了一条新的政治道路。

C1-Upper-Intermediate-Positive psychology: 5 habits of  
happy people

对话

. Acts of kindness  
善举

People who consistently volunteer or simply care for others are found to be happier.  
经常做志愿者或者常关心别人的人更幸福。

You don't need to volunteer in an organization. It can be as simple as reaching out to a coworker or friend who needs a helping hand.  
你不一定要在某个组织、机构做志愿者。你可以简单地向一个需要帮助的同事或朋友伸出援手。

Exercise and physical well-being  
锻炼、身体健康

Many studies are proving the ancient adage, "sound body, sound mind" to be true.  
很多研究都验证了一句老话：“身体好，心态就好”。

Regular exercise can improve mental well-being and help combat depression.  
经常锻炼可以增进心理健康，帮助抵抗抑郁。

Find your flow  
找到你的“流”

If we are deeply involved in an activity that's challenging but well-suited to our skills, we experience a joyful state called "flow."  
当我们沉浸在一个富有挑战性、但却符合个人能力的活动当中，我们会经历一种非常愉悦的状态。这个状态就叫“流”。

Many kinds of activities, such as sports and learning can produce the experience of flow where you are so deeply immersed in the experience that you forget about everything else.  
很多活动，比如运动和学习，都能带给我们这种愉悦的体验。当你深深沉浸其中时，就会忘了周围的一切。

Strengths and virtues  
优点和美德

Studies in the field of positive psychology show that the happiest people are those that have discovered their unique strengths and virtues and use them for a purpose that's greater than their own personal goals.  
积极心理学的领域有研究表明，最幸福的人往往是那些能发现自己独特优点和美德的人。并且把这些用在实现比个人目标更大、更广的事情上。

Positive mindset  
积极的思维

Optimism, mindfulness and gratitude. Of all these areas, gratitude has perhaps received the most attention in positive psychology.  
乐观、留心、感恩。在所有这些当中，感恩在积极心理学中获得的关注最多。

Grateful people have been shown to have greater positive emotion, a greater sense of belonging, and lower incidence of depression and stress. 感恩的人有更多积极情绪，更强烈的归属感，经历抑郁和压力的可能性也更小。

#### C1-Upper-Intermediate-Setting Priorities

对话

Hey Lucas, do you have a moment?  
嗨 Lucas，你现在有时间吗？

Sure, what's up boss?

当然，怎么了老板？

Over the last few weeks, I've noticed the quality of your work deteriorating some - you've been behind on delivering a few projects. When I pass by your desk, I notice that it's a mess and to be honest you look a little scatterbrained. 这几个礼拜以来，我注意到你的工作质量有点下滑——你有几个项目交晚了。我过你桌子的时候也发现上面很乱，而且说实话你看起来注意力也不太集中。

Yeah, I'm having difficulty adjusting to the workload of my new position. I've just been swamped since we picked up those new accounts.  
对，我在适应新岗位的工作总量的时候有点问题。我们接了几个新客户以后我就任务繁重多了。

I understand that well. Have you tried implementing some time management techniques to better set your work priorities?  
我很理解。你试过使用一些时间管理的技巧来设置工作重点吗？

Like what?

比如？

Well, first off, having a neat workplace has always helped me focus more when at work. Have you heard of an ABC analysis?  
首先，整洁的工作环境总是能帮我在工作中集中精力。你听过 ABC 分析吗？

No, what's that?  
没有，那是什么？

It's a way to prioritize different tasks so you know what to work on when. A tasks are both urgent and important, like an upcoming deadline or picking up a ringing phone. B tasks are important but not urgent, like a longer-term project. C tasks are neither urgent nor important, like those online videos I see you like to watch a lot...  
是一种将不同的任务排优先级的方式，这样你就知道什么时候应该做什么了。A 级任务是又重要又紧急的，比如一个迫近的期限或者接电话。B 级任务是重要但不紧急的，比如一个长线计划。C 级任务不重要也不紧急，比如你看的那么多网上视频

Sorry. 对不起。

No, it's fine. The point is to do your tasks in that order - A, B, C. 没关系。重点是按照那个顺序完成任务——A,B,C

How do I implement this though?  
但是我要怎么做呢？

An important first step would be to start making to do lists, which I see you don't do right now. I'd recommend writing out everything that you need to do, big and small. Then go through and write an A, a B, or a C next to each one. A items you do today, B items you do this week, and C items you do this month. 很重要的第一步是开始列清单，而你现在并没有在做。我建议你把所有要做的事情都列出来，大大小小的都写。然后过一遍再每一个旁边都写 AB 或者 CoA 是你今天要做的，B 是这周要做的，C 是这个月做的。

Great! I'll start right away. The only thing is, with some big projects I don't even know where to start.  
好！我马上开始。但是有一件事，就是遇到大项目时我会全无头绪。



Well, you can always come to me for help. Otherwise, I'd suggest breaking big tasks into smaller, more easily done parts. That way you can work up to finishing the larger project.  
你可以随时来找我。同时，我也建议你在大项目分成小的任务，拆分成更容易完成的小部分。这样能帮你更好完成整个项目。

I will definitely do that. Thanks so much for the advice! 我一定会这么做的。非常感谢你的建议！

Should I Get an MBA?

对话

Hey, Gary. Do you have a sec? I could really use some advice.  
Gary, 你现在忙不忙？我可以征求你的意见吗？

Hi, Jenny. Sure, what's up?  
你好^Jenny, 当然可以了，你想问我什么呢？

Well, am I right in thinking that you're doing an MBA course now? 你现在是不是在念工商管理硕士？

Yes, that's right. I'm in my second year. Why, are you thinking of doing one? 对啊，我现在研二。你为什么问呢？你在考虑念一个工商管理硕士吗？

Well, I'm kind of on the fence right now. Would you recommend your course? 我还在考虑，你有什么推荐课程吗？

It's a personal decision. I think before you decide you should weigh the pros and cons and see if it's really something that's going to benefit you in the long term.  
这个因人而异的。我觉得在你决定之前除了考虑 MBA 的优势和劣势还应该看看对你长远发展有没有利。

That sounds like good advice to me. Okay, so erm. Let me think. 这个建议不错。好吧，嗯，让我想想。

Okay, so let's start with the pros. Well, you know, there are lots of things. First of all, you could say that getting an MBA gives you more credibility in the business world. People tend to respect your opinions more, as you've shown that commitment towards continuing education. Also, it really helps you to approach business problems from a different angle, you know, think outside the box more.  
好，我们先考虑优势。你知道的，有一个 MBA 有许多好处。首先，MBA 会提高你在商业场合的可信度，人们会倾向于尊重你的想法，因为你已经表现出对高等教育的重视。有一个 MBA 也会帮助你从不同的角度处理商业问题，想出一些有创造性的解决方法。

That definitely makes sense, yes.  
嗯，你说的很有道理。

Also, I think an MBA is important in practical terms. For example, it helps you keep up to date with all the business jargon you come across. That's been invaluable to me, anyway. The other thing is, it really helps polish your writing skills. Because it's a master's level program you'll need to produce very long written reports quite regularly. The writing alone takes up about ten hours a week.  
我认为 MBA 也是一个非常实用的文凭。比如说，读个 MBA 会帮助在商业行话上与时俱进。

进，这一点反正对我来说受益无穷。还有，学习 MBA 有助于你的写作，因为 你在念硕士时经常得写很长的书面报告。每个星期光写作就要写十个小时。

Ten hours! Wow, that's a lot!  
十个小时！这么多！

Which brings us to the cons, Jenny. An MBA course is basically a two-year slog. You really need to first decide if you can afford the time it takes. Juggling a full time job and a degree is really tough! I'm doing a distance course myself, so the actual study time is a little less but it's still really taxing, to be honest. But, at the end of the day, you should regard an MBA as a means to an end. If you want that step up, career-wise then an MBA is a good choice. And the last thing you need to consider is the price. It's an expensive course, you know?

我们现在就要谈到劣势了。你要是打算上一个 MBA 的话，你这两年会非常辛苦。你首先必须决定你是否能付出这么多时间。同时兼顾一份全职的工作再学硕士真的 非常难！我现在上的是远程教育，真正学习的时间相比要少一点，但还是非常辛苦。但是，到了最后，你应该把一个 MBA 文凭看为达到目的的手段。如果你是为了 前进事业而念一个 MBA，这是一个好选择。最后，你还得考虑学费。上 MBA 的费 用很高，你知道吗？

How much are we talking?  
多少钱啊？

You are looking at maybe forty thousand dollars per year, even more for more prestigious universities. You can find cheaper online courses but you can't guarantee the quality of course.  
一年差不多四万美元。如果你去一个比较著名的大学会更贵。你在网上可以找到比较便宜的课程，但是这种教育水平不敢肯定。

Well thanks so much for your advice, Gary. I'm going to have to really think this through.  
谢谢你给我的建议，Gary。看来，我得好好考虑一下。

#### C1-Upper-Intermediate-Studying a MOOC Course

对话

Hey Jack, I heard from Bill you are doing an online course. What do they call those things now, MOOPs?  
嗨 Jack，我听 Bill 说你最近在上网课。他们管那个叫什么来着，MOOP？

Not MOOP, MOOC! Massive Open Online Course. 不是 MOOP 是 MOOC!大型网络公开课。

Oh right. So are there lots of these MOOCs?  
哦对。这种 MOOC 多吗？

Seems like there are more and more every day. The more established ones include companies like Coursera, which offers courses from Ivy League schools. There are also ones like Udacity and Udemy: They both offer more practical skills with a focus on the technology industry.  
越来越多了。做得比较久的有 Coursera,它的课都来自常春藤学校。其它的比如 U dacity 和 Udemy，主要提供实用类的课程，而且关注于科技产业。

So is everything online? 那么所有东西都是网上的？

Yeah. That's the appeal of MOOC's: flexibility and convenience. You can really do it on your own terms. I work

full time, so a MOOC course is a lot more feasible for me than going to class in person.

对。这就是 MOOC 的魅力所在：灵活和方便。你可以根据自己的情况来上课。我全职工作，所以上 MOOC 课对我来说比去线下课堂更可行。

I'm not sure if I have the discipline to finish an online course. In a face to face class, at least you know you have to show up. Plus, there's also the human element. I mean do you even get a real teacher with these MOOC courses?

我觉得我没自觉性读在线课程。线下教室，至少你得去上课。而且也比较有人情味。MOOC 课程有真人老师吗？

The course I'm doing doesn't have an instructor. But some do. The study material is basically videos which I can go through on my own time. I can discuss my studies with other people doing the same course. We help each other out with problems and questions.

我在上的课没有，但是有些有。学习内容基本上是视频，我自己安排时间收看。我也可以和同样上这个课的人讨论学习中遇到的问题，大家互相帮助。

I see. How are you finding it so far?

噢，是这样。上了这段时间你觉得怎么样？

I'm pretty satisfied. I mean the course I'm doing is Specialized App Development, which is not available in most schools. MOOCs are pretty much the only decent option when it comes to learning new skills such as these. 我挺满意的。我学的课是比较专业的移动应用开发，大部分学校都还没开这类课程。想学这种新技术的话，MOOC 基本是唯一合适的选择。

How long is the course? Do you get a degree at the end? 课程要上多久？最后有学位吗？

My course is self-paced, study as you go. I won't get a degree from it, but some of the more structured courses do give you a certification or what they call a 'nanodegree'.

我的课程是自定进度的，随个人方便学习。没有学位，但是有些比较系统的课程会给你个证书，也叫“微学位”。

Geez, you and your buzzwords! I'm already MOOC'd out! 天哪，你流行词一堆一堆的。我太过时了！

#### C1-Upper-Intermediate-TED: How to gain control of your free time

对话

A: "We don't build the lives we want by saving time. We build the lives we want, and then time saves itself."

"我们不是靠节省时间来创造自己想要的生活。我们先要创造自己想要的生活，这样时间自然而然就会节省下来。"

A. "Time is highly elastic. We cannot make more time, but time will stretch to accommodate what we choose to put into it."

"时间具有高度的弹性。我们不能变出更多时间，但是时间会自己伸缩调整，去适应我们做出的选择。"

A. "She says, 'Listen, Laura. Everything I do, every minute I spend, is my choice.' And rather than say, 'I don't have time to do x, y or z,' she'd say, 'I don't do x, y or z because it's not a priority.'"

( 我有位朋友 ) 她说 : "Laura,我做的所有事情、我花的每分每秒, 都是我的选择。"与其说"我没时间做这些事、那些事", 我的这 位朋友会说"我不做这些事那些事, 因为它们没有那么重要"。

A."And then, this is key - we treat our priorities as the equivalent of that broken water heater, by putting them into our schedules first. We do this by thinking through our weeks before we are in them."  
关键是我们要把优先级比作那个坏掉的热水器 ( 必须修好 ), 要把重要的事情优先 放入日程安排里。  
怎么做到呢? 就是要事先有准备, 提前几周就计划好之后的安排。

A."Friday afternoon is what an economist might call a "low opportunity cost" time."  
周五下午的时间被经济学家称为"低机会成本"时间。"

A."Most of us are not sitting there on Friday afternoons saying, 'I am excited to make progress toward my personal and professional priorities right now.' But we are willing to think about what those should be。"

"大部分人不会在周五下午踌躇满志地谋划个人和事业优先级。但是很多人不介意 在周五做这样的思考。"

A."I truly believe this. There is time. Even if we are busy, we have time for what matters. And when we focus on what matters, we can build the lives we want in the time we've got."  
"我深深相信, 时间是够用的。即使大家都很忙, 我们仍然有时间去做自己觉得重要的事。当我们专注于重要的事情时, 我们就可以用有限的时间去创造自己想要的生活。"

## C1\_The world's happiest country 2017

A  
Which country is the happiest?

世界上哪个国家最幸福?

A  
According to the annual World Happiness Report, Norway tops the global happiness rankings for 2017, followed closely by Denmark, Iceland and Switzerland.

根据每年世界幸福指数报告, 2017 年, 挪威是全世界最幸福的国家, 紧随其后的是丹麦、 冰岛和瑞士。

A  
These countries all rank highly on the main factors found to support happiness: freedom, mutual trust, generosity, shared purpose, health, income and good governance.

这些排名高的国家都具备幸福的主要构成元素: 自由、互信、慷慨、共同使命、健康、收入 和良好的政府管理。

A  
People in China are no happier than 25 years ago.

中国人的幸福指数和 25 年前相比并没有很大提升。

A

China statistics show a great contrast between the sharply growing per capita income over the past 25 years with life evaluations that fell steadily from 1990 till about 2005.

关于中国的数据显示过去 25 年，人均收入激增，但是生活指数评估从 90 年代起则逐步下降。

A

The drop in happiness is attributed to rising unemployment and fraying social safety nets, although both have since recovered.

幸福指数的下降主因是失业率上涨、社保体系不健全，但是这两方面的情况都在改善。

A

Happiness has fallen in America.

幸福指数在美国也有所下跌。

A

The American data tells a story of a 10-year decline in happiness.

美国的数据展现了过去十年，幸福感一直在下降。

A

The main reasons given are deteriorating social support and increased corruption, essentially the opposite of the Nordic countries at the top of the list.

主要原因是社会支持资源情况恶化，腐败加剧。与幸福指数高的北欧国家完全相反。

## The 80/20 Rule

对话

A. Today we will be talking about how to apply the 80/20 Rule to your job. 今天我们要怎么将二八定律运用到你的工作中。

B. This rule, although, originally used to describe inequality in wealth has been adapted to many other fields. Its also known as the Pareto Principle named after the Italian economist who discovered it. 这个定律，虽说原先用于描述财富不平等，但现在在其他领域也被广泛使用。它也 被称为帕累托定律，以发现这一定律的意大利经济学家命名。

A. In the 1940s, business-management consultant Dr. Joseph M. Juran gave it that name. Juran made various observations on using the Pareto Principle to manage efficiently. He created a principle called "vital few and trivial many." 在 20 世纪四十年代，商务管理顾问约瑟夫·朱兰博士命名了这个定律。朱兰用帕累托定律做了大量的观察，用于更高效的管理。他发明了一个规则叫做“重要的少数和不重要的多数”。

B. The "vital few and trivial many" principle means the few, 20 percent, are vital and the many, 80 percent, are trivial. “重要的少数和不重要的多数规则是指少数的 20%是重要的；而大多数的 80%是不重要的。

A. So, let's take a look at how business managers can apply this principle to managing and sales: 80 percent

of your complaints come from 20 percent of your customers, and 80 percent of your profits come from 20 percent of your time.

那么，让我们来看一下商务管理中怎么将这个定律运用到管理和销售中：你 80%的 投诉都来自 20%的客户；你 80%的利润都来自你 20%的时间投入。

*B.* 80 percent of your sales come from 20 percent of your staff members, and 20 percent of your staff members can cause 80 percent of your problems. It works both ways.  
80%的销售业绩来自 20%的员工；20%的员工可以给你制造 80%的问题。这个是双向的。

*A.* Due to these observations, many businesses can easily make substantial improvements in profitability. Therefore, they concentrate on the most productive areas and eliminate, automate, delegate or retrain the unproductive areas.  
由于这些观察到的现象，许多业务就能轻而易举的提升自己的利润。所以，他们把 注意力集中在最高产的地方，并摒弃忽略那些没有收益的地方。

*B.* For a manager the real value of this principle is that it reminds you to concentrate on the 20 percent that is important. That 20 percent is going to give you 80 percent of the outcome. If you ever need to eliminate something from your schedule, make sure you don't take out anything from the 20 percent that matters. Although, this principle can vastly improve how well you work, if not used wisely it can fail in helping you work efficiently. An example of when this principle can backfire is called Superstar Management.  
对于管理者来说，这个定律的真正价值在于它提醒你重点放在那最重要的 20%上 面。这 20%将给你带来 80%的成果。如果你要从你的时间表上去掉一些东西，请确 保你没有去掉那 20%的重要内容。虽然，这条定律可以极大的提高你的工作效率， 但不明智的使用却可能导致你无法高效的完成工作。和这条定律相反的定律是超级 明星管理定律。

*A.* Here's what Superstar Management is: 20 percent of your people produce 80 percent of your results; you should focus your limited time on managing only that 20 percent. These 20 percent are the superstars.  
超级明星管理定律是：20%的员工生产出 80%的成果；你应该省下管理这 20%的人 的时间。这 20%的人是超级明星。

*B.* However this principle is flawed because it doesn't take into account the fact that 80 percent of your time should be spent doing what is really important. Helping the good become great is a better use of time than helping the great become exceptional. When implementing the Pareto Principle to all you do, remember to use it accordingly.  
然而这个定律是有漏洞的，因为你没考虑到 80%的时间是要被用作很重要的事情的 。花时间帮助好的人变成优秀的人比帮助优秀的人变成杰出的人更有效。当你不管 做什么时使用帕累托定律的时候，记住有依据的使用。

*A.* In conclusion, the Pareto Principle or the 80/20 Rule can be used as a reminder that you should focus 80 percent of your time and effort on 20 percent of your most significant work. Remember work smart on the right things!

总的来说，帕累托定律或二八定律可以用于提醒你把你的时间和精力用在那成效最显著的 20%上。记住要聪明的工作，做正确的事！

C1-Upper-Intermediate-What motivates you at work?

对话

*A.* Are you stuck in a dead-end job? Do you dread the thought of another day at the office? Maybe your job is clashing with your sense of purpose.  
你感觉自己被困在一个死胡同工作里吗？你惧怕、厌倦多上一天班吗？也许你的工 作和你

的目标定位存在冲突。

A. Whether we are motivated at work often comes down to how our job fits with our sense of purpose. If the two don't match, it's a recipe for disaster. 我们对于工作是否有激情，通常取决于我们的工作是否和我们的目标统一。如果这两者不统一，这会是一个灾难的结合。

A. Here's a useful little exercise that might help you to find purpose at work: at the end of the workday, think about approximately how much time you spent in each of the three following mindsets: 这里有一个小练习，也许能帮助你找到工作的目的：结束一天的工作时，想一想自己在以下三种心态上花了大概多少时间：

A. Job mindset: This is also called "paycheck mentality", where you just perform your duties in return for compensation.

工作思维：这也叫做“工资心态”，也就是说你完成工作任务就是为了领工资。

A. Career mindset: This is when you focus on increasing or advancing your salary, title, power, team size, or sphere of control.

职业心态：这是当你专注于要提高自己的薪资、职位、权利、团队规模或者影响力

A. Purpose mindset: The best mindset, where you feel passionate, innovative, and committed to serving the broader organization or key stakeholders, and where your professional purpose feels aligned with your personal purpose. 目的心态：这是最好的心态。当你感觉到有激情、有创造力、专心服务你所在的组织或者利益相关人。这时你的职业目的和你的个人目的就会达到一致。

A. Where we work, the role we hold, our broader sense of purpose — all three can change at the drop of a hat. Thus if we want to stay in the "sweet spot" among these three, we must not fear career transitions or even change itself; indeed, we must seek them out.

我们所在的公司、我们的职位、和我们更广泛的目的都有可能在一瞬间发生变化。所以，如果我们想要找到这三者的舒适区，就必须不惧怕职业转换或者改变本身；而且，我们必须去寻求这种改变。

A. Remember: Life is short. You deserve to work in a role, and for an organization, where your personal purpose can really shine. But you cannot leave it up to the organization, your boss, or your team to motivate you. It really does come down to you defining and enacting your purpose.

记住：人生短暂。你值得拥有一份能让你个人目的闪光的职务、为这样的公司工作。但是，不要寄希望于你的公司、老板、或团队会来激励你。归根结底，你的人生目的需要你定义、执行。

## C1-Upper-Intermediate-Your first 7 jobs

对话

A. A recent Twitter hashtag, "#firstsevenjobs" went viral in America. The nostalgic look at first jobs started with one Twitter user tweeting her own first seven jobs and it took off from there.

最近 Twitter 上有一个热搜标题，“头七份工作”，引爆美国互联网。大家纷纷回顾自己以前的工作，一切都始于一位 Twitter 用户分享了自己的头七份工作。结果一发不可收拾。

A. Like with any good hashtag, soon celebrities and accomplished business figures all joined in on the trend. 就像任何一个热搜标题一样，很快，各路明星、商界领袖都加入了讨论。

A. It turns out that famous talk show host Stephen Colbert did a string of boring jobs long before becoming a household name.

你知道吗，美国著名脱口秀主持人 Stephen Colbert 成为家喻户晓的明星前，曾做过很多无聊的工作。

A. His first seven jobs included busboy, waiter and salesman. 他的头七份工作包括餐馆勤杂工、服务生和销售。

A. Astronaut Buzz Aldrin revealed that he used to wash dishes before walking on the moon with a fighter pilot stint in between.

而宇航员 Buzz Aldrin 则透露，自己登上月球前，曾在餐馆刷盘子、还做过一段时间的战斗机飞行员。

A. What makes the seven jobs hashtag special is that it provides great career inspiration for people pursuing their professional dreams.

头七份工作这个主题的一大特别之处，就在于它给正在追逐自己职业梦想的人们提供了很多职业灵感。

A. It also demonstrates how employment has changed in the last several decades.

也展示了过去几十年里，人们的工作发生了哪些改变。

A. For instance, fewer young Americans are working summer jobs as waiters or cashiers now.

举个例子，暑假去当服务员或收银员的美国孩子越来越少了。

A. More of them are volunteering or participating in extracurricular programs that can help boost their college resumes instead.

更多年轻人现在会去做志愿者或者参加课外项目，因为这能帮他们在大学简历上增光添彩。

A. One driving force is the rise of technology, which has made many low-skill summer jobs obsolete.

这背后还有一个驱动力，就是技术的发展，让很多没有技术含量的暑期工作都遭到淘汰。

A. What about you? What were your first few jobs? What's your job now? 你呢？你的头几份工作是什么？你现在又在从事什么工作呢？

#### C1-Upper-Intermediate-Zuckerberg's \$45 Billion Donation

对话

A. From Mark Zuckerberg and his wife announcing the birth of their daughter. 扎克伯格和太太宣布女儿出生。

A. The Facebook founder did of course in an open letter to baby Max posted on the social media site.

这位脸书创始人同时也在脸书上发表了一封给女儿 Max 的公开信。

A. He and his wife also announced a multi-billion dollar initiative aimed at promoting equality for children. Let's bring back Paul LaMonica.

他和太太也宣布成立一个几十亿美元的慈善计划，用于推动儿童平等事业。现在，我们有



请 Paul LaMonica。

A. Paul, of course, this hit the social media and our inboxes. He's obviously thought a lot about this.  
Paul,这个消息刷爆了社交媒体和大家的邮箱。扎克伯格应该是经过深思熟虑过才 做的决定。

A. We're talking about a multi-billion dollar investment. We're not kidding, are we?  
这可是几百亿美元的投资。非同儿戏啊！

B. Yeah. He says in a letter to baby Max. Congratulations to Mark and Priscilla by the way.  
对。他在信中对小 Max 说 .....当然，我们先要恭喜 Mark 和 Priscilla。

B. This is currently valued at about \$45 billion dollars. 99% of his stock over the course of his lifetime is gonna be gifted to philanthropic causes.  
信里说，这笔资金目前市值 450 亿美元，也就是扎克伯格持有的 99%的脸书股票。他会在自己的有生之年陆续捐赠给慈善事业。

B. Obviously that is very admirable. I think many people will be very impressed that he's doing this, especially at such a young age.  
这当然是非常值得敬佩的举动。我想很多人都会佩服扎克伯格能这么做，尤其是在 他那么年轻的时候。

A. Yeah. He's gifting it, but he's gonna have control presumably or some kind of control over where it's spent.  
对。他虽然是捐款，不过我猜测他应该会拥有这些钱花在哪儿的决定权。

A. It's gonna be drawn out over the years. And we don't know yet because this is so new, exactly what his involvement is going to be.  
而且这些钱会在几十年的过程里逐步捐出去。当然这则新闻刚刚宣布，所以我们还 不知道他具体会如何参与。

A. But one has to think that they're going to pursue causes that are near and dear to their heart.  
不过我想他们一定会把钱用在对他们而言最重要的慈善事业上。

B. Definitely. You're seeing education based on Priscilla Chan's background. But as you already pointed out, this is not something that's gonna happen overnight.  
当然。所以你看这其中有教育事业，这和 Priscilla Chan 本身的背景分不开。不过 就像你之前说的，这也不是一夜之间就会完成的事情。

B. Facebook doesn't have to worry. Facebook investors don't have to worry that all of a sudden, Zuckerberg is stepping away from the company.  
所以脸书无须担心；脸书的投资人也不用担心，忽然之间，扎克伯格会从公司退居 一线  
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B. As he said in the letter to Max, he's going to be CEO for many, many years, as you would expect.

就像他自己在信里对 Max 说的那样，他还会做好多年的 CEO，就像大家对他的预期 一样。

B. But there's also an SEC filing a lot more concise than this letter to Max that they say they're going to give no more than a billion of Facebook a year over the next 3 years to start up the Chan Zuckerberg Initiative.  
不过他们也给美国证券交易委员会递交了一份文件，比给 Max 的信简洁很多。里面 提到，他们在接下来的三年里，每一年不会拿出多余 10 亿美金的脸书股票来启动 C han Zuckerberg

慈善计划。

B. So that is something that's clearly not a huge amount of stock. And Zuckerberg is going to control the voting power and what gets done with that stock. So I don't think any investors really have to worry about him taking a step back.

很明显，这不会是一大笔股票。扎克伯格也还会保留董事会决策权，也会控制捐出股票的用途。所以我觉得投资者不必担心他会隐退。

C2 Are men better at some jobs than women?

A

Google has found itself at the centre of controversy after its software engineer, James Damore, published a memo explaining why there are so few women in the upper echelons of the technology industry.

谷歌软件工程师 James Damore，公开发布了一条备忘录，其中解释了为什么科技行业里高层领导里面很少有女性这个问题，自此之后，谷歌公司就一直处于舆论的风口浪尖。

A

He insinuated that biological factors, such as women's predisposition to anxiety and stress at work made them unsuited to technology related work.

他暗示道，生理因素可能是女性不适合在科技领域工作的原因之一，例如女性工作时容易焦虑和有压力。

A

Google ultimately sacked Damore because his memo violated Google's code of conduct and made its work environment hostile for women.

谷歌后来解雇了 Damore，因为他的行为有违谷歌公司的员工行为守则，并且让工作环境变得对女性十分敌意。

A

Silicon Valley and the tech industry are infamous for the “brogrammer” culture. Women struggle to find a level playing field as their male counterparts.

硅谷和科技行业一直以来都以『男性主导』而臭名远扬。女性在科技行业很难与男性进行公平竞争。

A

The sacking of Mr. Damore may fade from the news, but the debate about gender and sexism in technology is likely only to intensify.

解雇 Damore 风波终将归于平静，但是科技领域关于性别和性别歧视的争议或将不断升级。

C2-Advanced-Elon Musk

对话

A.What drives you?

激励你前行的动力是什么？

A.I think the thing that drives me is that I want to be able to think about the future, and, you know, feel good about that.

我认为激励我的动力是，我想要能够思考未来的可能，这让我感觉到信心。

A.And so, that, you know, we're doing what we can to have a future be good as possible, to be inspired by what is likely to happen, and to look forward to the next day.

所以，我们正在尽我们所能，创造一个尽可能美好的未来，从潜在可能中得到启发，永远期待明天的到来。

A.And that's the underlying principle behind Tesla and SpaceX. 这正是特斯拉和 SpaceX 背后的基本准则。

A.I think it's pretty important that we accelerate the transition to sustainable generation and consumption of energy. It's inevitable but it matters if it happens sooner or later.

我认为加速向可持续能源生产和消费过渡是非常重要的。这是不可避免的趋势，但是发生是早还是晚还是有差别。

A.And then SpaceX is about helping make life multiplanetary and doing what we can to continue the dream of Apollo and ultimately make a contribution to life becoming multiplanetary.

SpaceX 将帮助生命多行星化，并尽我们所能继续阿波罗的梦想，最终为生命在多个行星上生存做出贡献。

A.So what's your vision there?

你的愿景是什么？

A.I think, particularly for Americans. They, you now, chose to give up the known in favor of the unknown.

我的愿景应该是尤其是让我们美国人选择放弃已知而选择探索未知。

A.I think the United States is a distillation of the human spirit of exploration. And so that's why it appeals to Americans so much.

我认为美国是人类探索精神的升华，这就是美国对国人如此有吸引力的原因。

## C2\_Emotion and negotiation

A

Try your utmost to avoid feeling anxious while negotiating by training, practicing, rehearsing, and sharpening your negotiating skills.

尽量避免谈判时候的焦虑情绪，通过训练，练习，排练，强化你的谈判技巧。

A

To manage your counterpart's emotions, be observant. Learn to pick up on body language and silent cues, and try to defuse the other person's anger. Avoid letting emotions escalate which frequently result in poor outcomes or an impasse.

学会管理对方的情绪，要善于观察。学会读懂身体语言和无声的暗示，尽量化解对方的愤怒。避免让情绪升级，因为这样经常导致不佳谈判结果或让谈判陷入僵局。

A

When verbal and nonverbal cues don't match up, ask questions. Also, don't be afraid to exert direct influence on your counterpart's emotions by injecting humor or empathetic reassurance.

当语言和非语言暗示不相匹配时，要提出问题。另外，不要害怕使用幽默或同理心来直接影响对方的情绪。

A

Building rapport before, during, and after a negotiation can reduce the odds of the other party becoming angry.

与对方建立良好的关系，不论是谈判前、谈判中、还是谈判后，这样可以降低对方愤怒的可能性。

A

Seek to frame the negotiation cooperatively; make it clear you're seeking a win-win solution instead of trying to get the lion's share. If the other party does become angry, seek to soothe.

努力建立合作性的谈判框架。让对方明白你是在寻求一个双赢的解决方案，而不是只顾自己获得最大利益。如果对方有情绪，尽量安抚。

## C2\_How your name can affect your life

A

From dating to job prospects, a name has remarkable power over the path of its owner's life. A name is, after all, perhaps the most pivotal identifier of a person.

从约会到事业前景，名字对于一个人的人生道路有着无与伦比的影响。毕竟，名字是一个人最关键的标志。

A

Names are chock full of clues that lead to all sorts of presuppositions and implications.

名字充满了线索，会让我们作出各种预想、引申出各种含义。

A

People and companies with simpler and easier to pronounce names are also judged more positively and tend to be more successful than more obscurely named people and companies.

相较模糊拗口的名字，简单、容易念的名字会让个人和公司给人带去更正面的印象，他们也更容易成功。

A

Not only is the name itself important, but race and gender of the name as well.

不仅名字本身重要，名字体现出来的种族和性别也很重要。

A

In competitive fields dominated by men, women with more masculine or sexually ambiguous names tend to be promoted more often than colleagues with feminine names.

在男性主导、竞争强的领域，拥有男性化名字或者中性名字的女性受提拔的几率比拥有女性化名字的人更高。

A

Also, a 2004 study showed that all else being equal, employers selected candidates with white-sounding names almost 50 percent more than other candidates.

而且，一项 2004 年的研究表明，在其它条件等同的情况下，雇主选择白人化名字雇员的可能性比其它人高出 50% 以上。

A

The researchers concluded that a "white name" is worth about eight years of work

experience.

研究者总结，“白人特质的名字”相当于八年的工作经验。

A

These biases creep up in other industries as well, such as academia, where teachers hold lower expectations for students who don't have “white names”.

这种偏见也在其它行业显现。比如学术界，老师对于那些没有“白人名字”的学生的期望也

会降低。

A

Names can affect who gets into elite schools, who gets hired, and even who we befriend. Our names work hard, both for us and against us.

名字能决定谁能进精英学府、谁能获得工作机会、甚至我们和谁做朋友。可见，名字的意义 重大。有时助我们一臂之力、有时却给我们带来不利。

## C2-Advanced-Power Posing: the Power of Body Language

对话

A. [I'm Amy Cuddy and I'm a social psychologist [and a professor at Harvard Business School.  
我是 Amy Cuddy，我是社会心理学家，也是哈佛商学院的教授。

A. [My main [collaborator [in this research Dana Carney and I were having a conversation after teaching MBA students at two different schools. 口 这个研究中，我的主要伙伴是 Dana Carney。有一次，我们聊到了在各自学校教的 MBA 学生。

A. One of the things we noticed was that the students who were participating a lot had different body language from the students who were not participating a lot, who tended to be women and non-white men.  
我们都注意到一件事，就是表现积极的学生和表现不积极的同学有着不同的肢体语言。那些表现不积极的同学通常是女性、或者非白人男性。

A. What we were really interested in knowing was whether or not you could change their body language and actually changed the way they felt and behaved.  
所以我们非常感兴趣、想了解的就是，能否通过改变一个人的肢体语言，来改变他的感受和行为。

A. Testosterone is known as the [dominance [hormone. [It's [associated with confidence and [assertiveness.  
睾酮素是一种主导性的荷尔蒙，它关系到信心和魄力。

A. Cortisol on the other hand is known as the stress hormone. And that's associated with an [inability to adapt [in highly stressful situations. 而皮质醇则是压力荷尔蒙，它会让人难以适应高压力的情况。

A. So we started wondering if you [pose [as if you have power, will your body and your mind change in a way that looks as if you have power? So in short, we were really asking, can you [fake it till you make it?  
这让我们开始联想，假设你的姿势显示出自己很有能力，那你的身体和头脑会不会也相应变得更能力？简单的说，我们想知道的就是，装出一种样子能帮你真的变成那样吗？

A. So what we found is that just after two minutes of high-power posing or low-power posing, you get these changes in testosterone, cortisol and risk taking behavior with ways that are [consistent with actually having power in the real world.  
我们发现，仅仅做两分钟的高能力姿势或低能力姿势，你的睾酮素和皮质醇水平、以及对风险的承担能力会和在真实世界中的变化一致。

A. If you think about what people are doing before a job interview, what you picture probably is somebody sitting in a chair, and they are sort of hunching over their iPhone or their Blackberry, and they're making themselves small.

想一想工作面试前，人们通常会做什么。你的脑海里应该会浮现一个人坐在椅子上，弯腰低头玩 iPhone 或者黑莓手机，这样的姿势会把他们变得渺小。

A. What we are finding so far, and this is ongoing research, is that the people who sit or stand in these high-power poses for just a couple of minutes, they're evaluated more positively overall and they're more likely to get the job.

这是一个还在进行的研究，但是我们目前的研究发现是那些用高昂的姿势坐着或站着的人只需要几分钟，就能全面获得更正面的评价，也更有可能得到他们想要的工作。

A. This wasn't about what you do during the interaction. This is what you do before the interaction.

当然，这些姿势不是你在沟通中该做的动作。而是你在面试之前要做的。

A. They should be finding a space, even if it's a bathroom stall, to expand and make themselves as big as possible; Walk up and down the hallway, swing your arms, stand on your toes.

应该找个空间，就算只是卫生间隔间，来伸展自己，让自己尽可能感觉开阔；也可以在走廊来回走走、摆动手臂、踮脚站立。

## C2-Advanced-Richest Families in America

对话

A. Hey honey, what are you reading?  
亲爱的，你在读什么呢？

B. I'm just reading this Forbes article about the 185 richest families in America. You haven't read it, have you?  
我在读一篇福布斯杂志的文章，讲的是美国最富有的 185 个家族。你没读过这篇文章吗？

A. No, I haven't. It sounds interesting though.  
没，我没读过。但那听起来挺有趣的。

B. Well, did you know that collectively, they're worth \$1.2 trillion? The three richest families are worth one fourth of the cumulative net worth of all of the wealthiest families.  
那么你知道他们总共有价值 12 万亿美元的资产吗？最有钱的三个家族的资产总和相当于所有最富有家族累计资产总和的四分之一。

A. Wow, that's insane! Who are the three richest families?  
哇！那太不可思议了！排前三的家族是哪些？

B. Let me see. The Walton family, which is the family that started Wal-Mart; the Koch family, they are in the oil business; and the Mars family, they are the people making Mars bars.  
我来看看。沃尔顿家族，他们是沃尔玛超市的创始人。科氏家族，他们是做石油业的。马氏家族，就是他们做的马氏巧克力棒。

A. Do the families still control these businesses?  
这些家族还控制着这些企业吗？

B. It says Koch Industries and Mars Inc. are still privately owned. In fact, they are the second and third largest privately owned companies in America. The article says most of the families on the list are second and third generation members of the family who inherited their wealth.

这上面说科氏工业和马氏公司仍然是私人拥有。实际上他们是美国第二大和第三大 的私有企业。文章说多数排行榜上的家族都是家族财产的第二代或第三代继承人。

A. Lucky for them! What about the Vanderbilts and the Rockerfellers? Are they not on the list?  
他们真幸运！那范德比尔特家族和洛克菲勒家族呢？他们不在排行榜上吗？

B. No, the old money are not on the top 10. But I'm sure they are still filthy rich. It's upsetting to see people at the top getting richer and richer while the rest of Americans gets squeezed into the bottom.  
不在，传统的大家族不在前十名单里。但我确定他们仍然腰缠万贯。看到社会上层 变得越来越有钱，而穷人越来越穷，我觉得这是个大问题。

A. Yeah. The income gap keeps widening. I was listening to a podcast the other day and it said a study found social mobility has been declining over the past two decades. The American dream has been lost.  
就是，收入差距越来越大。几天前我听播客，说一项研究发现过去的二十年间社会 流动性一直在下降。

美国梦已经不复存在了。

B. I am not sure if that's entirely true. People are still able to move up in society if they , re willing to put in the effort. Think about Mark Zuckerberg and all the tech billionaires. Most of them are self-made.  
我不完全同意。如果你愿意付出努力，还是能够有上升空间的。想想马克扎克伯格 还有其他搞科技的亿万富翁，他们多数还是靠自己成功的。

A. I guess so. It's getting late. I'm gonna tuck in and let rich people worry about their own problems.  
也许吧。天晚了，我要去睡了，让有钱人担心自己的问题吧。

## C2-Advanced-Style in the 21st century - Part I

对话

A. On the one side, there are the prescriptivists who prescribe how people ought to write.  
一方面，有规定人们应该如何写作的规定主义者。

A. To obey them is to uphold standards of excellence. To flout them is to dumb down literate culture, degrade the language, and hasten the decline of civilization.  
遵从他们就是维护卓越的标准。对他们不屑一顾就是贬低文化、降低语言水平和加 速文明的衰落。

A. Now according to this scenario, on the other side we have the descriptivists, who describe how people do speak and write, according to whom rules of usage are just the secret handshake of the ruling class.  
现在根据这种情况，另一方面，也有描述主义者，他们描述人们是的说话和写作方 式，根据他们的说法，使用规则只是统治阶级的秘密握手礼。

A. The people should be liberated to write however they please. 人们应该获得自由，以他们喜欢的方式进行书写。

A. I think we need a more sophisticated way of thinking about usage. So what are rules of usage and where do they come from?  
我认为我们需要以一种更为复杂的方式考虑对使用。规则是什么以及从何处来？



A.They're not certainly not logical truths that you could prove in the propositional calculus, nor are they officially regulated by dictionaries. 它们肯定算不上可以在命题演算中证明的逻辑上的真理，它们也不是字典的正式规定。

A.Unlike the rules of traffic or laws authorizing currency though, the rules of language are tacit.  
然而，与交通规则或货币授权法不同的是，语言规则是默示的。

A.They emerge as a rough consensus within a community of careful writers without explicit deliberation, agreement or legislation.  
在没有明确的审议、协议或立法的情况下，这些规则在谨慎的作家群体中形成了一个粗略的共识。

A.And the conventions evolve. As I mentioned in the case of to finalize and to contact, they organically change over time.  
习惯也会不断演化。正如我在最后确定和接触的例子中提到的那样，随着时间的推移，这些习惯会逐渐发生变化。

## C2-Advanced-The optimal salary to make you happy

对话

A. The more money you make, happier you will be? Not necessarily. 钱赚得越多，就越幸福吗？不一定。

A. A recent study from Princeton University found that the optimal number is \$75,000 a year.  
普林斯顿大学最近一项研究发现，最理想的薪资是每年 7 万 5 千美元。

A. Two types of happiness:  
两种幸福的定义：

A. The researchers used two main categories of happiness for their study: 研究者在研究中使用了两种不同类型的幸福：

A. Type 1: Your changeable, day-to-day mood  
第一种：每天都在改变的心情

A. Type 2: A deeper sense of satisfaction about how your life is going in general 第二种：对于人生更深层次的满足感

A. Why is \$75,000 the magic number?  
那为什么 7 万 5 千美元是魔力数字呢？

A. Researchers found that while lower income did not cause sadness itself, it certainly made people feel more overwhelmed by the problems they already had.  
研究者发现，尽管较低的工资本身并不会引起悲伤，但它会让生活中已有的问题显得更加难承受。

A. Having money helped to take the sting out of adversities. 而有钱则能帮助人们更从容面对困境。

A. At \$75,000 though, that effect disappears. 然而在 7 万 5 千美元水平，这种效应就消失了。

A. For people who earn that much or more, individual temperament and life circumstances have much more sway over their level of happiness. 薪资超过这个水平之后，个人性格和生活环境对幸福的影响更大。

A. It seems that at \$75,000, most people feel they have enough disposable income to not worry about daily expenses and even do a few things that make them feel good.  
似乎在 7 万 5 千这个水平，大部分人感觉他们可支配收入足够担负生活花销，还可以做一些让自己开心的事情。

A. It also makes them feel that their life is working out on the whole. 也让他们感觉生活总体很顺利。

A. However, the \$75,000 benchmark doesn't make people feel any more jovial in the morning. In other words, it has no impact on their day-to-day happiness. 但是，7 万 5 千美金的年薪却不会让他们每天早上感觉更快乐。换句话说，这对日常的快乐并没有影响。

A. Keeping up with the Jones'  
互相攀比

A. But it's not only absolute wealth that's linked with happiness. 但幸福也不完全取决于绝对财富。

A. Past research has also found that relative wealth or status - that is, how much more money you have than your neighbors - has a profound impact on your level of happiness as well.  
以往研究还表明相对财富或阶层，也就是你比你的朋友邻居富有多少，也会深层次影响你的幸福水平。

## C2-Advanced-The 10,000 Hour Rule

对话

A. The 10,000 Hour Rule — popularized by pop psych writer Malcolm Gladwell in his book "Outliers"— may not be much of a rule at all.  
一万小时定律，这个被流行心理作家 Malcolm Gladwell 在其《Outliers》一书中普及的概念，也许根本不是一条定律。

A. The principle holds that 10,000 hours of "deliberate practice" are needed to become world-class in any field. 这条理论指出在任何一个领域想达到世界一流水平，需要一万个小时的"刻意练习"

A. Then psychologists talk about deliberate practice, they mean practicing in a way that pushes your skill set as much as possible.  
心理学家所说的刻意练习，指的就是尽全力让你的技术提升的练习方法。

A. In "Outliers," Gladwell argues that early access to getting 10,000 hours of practice allowed the Beatles to become the greatest band in history, thanks to playing all-night shows.  
在《Outliers》一书中，Gladwell 称，一万小时的练习，帮助披头士乐队成为世界上最伟大的乐队。这都归功于他们日以继夜的演出。

A. It also helped Bill Gates to become one of the richest men in the world, thanks to using a computer since his teen years.

一万小时定律也帮助比尔盖茨成为世界首富，这都归功于他在青少年时期大量使用 电脑。

A. But a new Princeton study tears that theory down. 但是普林斯顿大学的一项新研究却推翻了这个理论。

A. In a meta-analysis of 88 studies on deliberate practice, the researchers found that practice accounted for just a 12% difference in performance in various domains.

在一项涵盖 88 个刻意练习的元数据分析中，研究者发现在不同领域，练习只占到 最终表现的 12%。

A. :What's really surprising is how much it depends on the domain: 真正令人惊讶的是，练习的有用程度取决于具体是哪个领域：

A. In sports, an 18% difference. 体育领域，练习的影响占 18%。

A. In education, a 4% difference.  
教育，4%。

A. In professions, just a 1% difference.  
职业发展，只有 1%。

A. The best explanation is probably found in another book "The Click Moment" by Frans Johansson.  
另一本书:Frans Johansson 所著的《The Click Moment》也许提供了背后的最佳答案。

A. In the book, Johansson argues that deliberate practice is only a predictor of success in fields that have super stable structures.

书中,Johansson 称，刻意练习只在那些有着超稳定结构的领域里占主导作用。

A. For example, in tennis, chess, and classical music, the rules never change, so you can study up to become the best.

比如，在网球或古典音乐领域，规则不会改变，所以你能通过不断练习成为最优秀 的选手或乐手。

A. But in less stable fields, like entrepreneurship and rock and roll, rules can go out the window.  
然而，在那些不怎么稳定的领域，比如创业、或者摇滚乐，规则转瞬即变。

A. Mastery is more than just a matter of practice. There's no doubt that practice is important, but it's just less important than what has been argued. 精通不光靠练习。当然，练习固然重要，但却没有我们所宣称的那么重要。

A. So the million-dollar question now is, what else matters? 所以最重要的问题来了：那还有什么重要的？

## C2-Advanced-The rise of the single woman

对话

A. For the first time in history in recent years, single women outnumbered married women in America.  
近代历史上，美国单身女性的数量第一次超过了已婚女性。

A. Among young adults, their numbers have exploded. Forty-six percent of women under 34 are not married.  
年轻人群中，单身女性的数量激增。三十四岁以下女性中，有百分之四十六未婚。

A. The stigma of the "spinster" simply sounds antique. For many, being single means a sense of liberation.  
“老姑娘”的歧视性称呼已经过时。对于很多女性来说，单身意味着一种自由。

A. The rise of the single woman is echoed in China.  
单身女性的崛起也同时发生在中国。

A. Historically, women in China who were unmarried by the age of 30 faced the stigma of being labeled a spinster. But in recent years, many women are pushing back.  
曾经，三十岁还没结婚的女性就被冠以老姑娘的名号。但近年来，越来越多女性都对此作出反抗。

A. On a beauty ad that went viral earlier this year, Chinese women described the enormous pressure they face to get married — and all the reasons they're refusing.  
比如今年年初有个非常火爆的护肤品广告，纪录了中国女性所面临的巨大婚姻压力，以及她们抗拒这种压力的原因。

A. Today's women are, for the most part, not abstaining from or delaying marriage to prove a point about feminism and equality.  
今天的大部分女性，并不是要以不婚或者晚婚来表明女权主义、男女平等。

A. They are doing it because they are able to live full professional, economic, social, sexual, and parental lives on their own if they don't happen to meet a person to whom they want to legally bind themselves.

她们的这种选择更多是出于她们发现自己一个人也可以拥有丰富的职业生活、经济生活、社交生活、两性生活甚至生儿育女，即使遇不到一个让她们想结婚的对象。

A. They are increasingly reluctant to settle because of external pressure and expectations.  
她们愈发抗拒因为外部压力或者社会期待将就自己的生活。

A. But of course, not all women feel liberated and many, particularly those in rural areas, still conform to the traditional ways of thinking.  
但当然，不是所有女性都能享受这种自由。很多女性尤其是农村女性，还是要服从传统观念。

A. But, the rising power of the single woman represents a significant power shift in gender relations.  
但是，单身女性的崛起代表着性别关系的巨大转变。

A. It will also have a lasting impact on our social and economic lives for generations to come.  
这也会对未来的社会、经济生活产生持续的影响。

## C2-Advanced-The World's Most Expensive Painting

对话

A. Leonardo da Vinci's masterwork, Salvator Mundi, or Savior of the World, has gone under the hammer for a record-breaking \$450.3 million.

达芬奇的杰出画作《救世主》已经拍卖成交，价格打破纪录，于 4.503 亿美元成交

A. It's a far cry from 1958, when it fetched a mere \$60. At the time, it was thought to be painted by a student of da Vinci, rather than the master himself. 这与 1958 年的情况截然不同，当时的价格仅为 60 美元。因为当时，人们认为该画 作并不是达芬奇本人作品，而是达芬奇的一个学生画的。

A. The sale is quite a coup for Christie's auction house, coming at a time when collectors are leaning towards more contemporary artists.

这次的拍卖克里斯蒂拍卖行出其不意，因为最近收藏家都倾向于当代画家作品。

A. Many critics point to a highly successful marketing campaign. This advertising video doesn't even show the picture itself, only the reactions of visitors.

很多批评家指出此次拍卖是一次成功的市场活动。广告视频甚至都没有展示画作本 身，只展示了参观者的反应。

A. The auction house hired an outside agency for the first time to build hype. Billed as The Last da Vinci, thousands flocked to pre-auction viewings in Hong Kong, London, San Francisco and New York, all to catch a glimpse of a bona fide masterpiece.

拍卖行甚至还雇用了外部中介机构大肆进行广告宣传，这是有史以来第一次。打着 达芬奇最后一副作品的噱头，成千上万的人奔赴香港、伦敦、旧金山和纽约参加拍 卖前展，只为一睹大师级作品的风采。

A. The salesmanship seems to have worked. Even before the auction began, they secured a guaranteed bid of \$100 million.

这种推销手段似乎非常有效。甚至在拍卖开始前，拍卖行已经拿到了 1 亿美元的成 交意向 保证。

A. Salvator Mundi is the only known painting of the Renaissance master still in a private collection.

《救世主》是文艺复兴大师达芬奇现存唯一被私人收藏家持有的作品。

A. Da Vinci died in 1519, and fewer than twenty of his paintings are left in existence.

达芬奇于 1519 年逝世，留世画作不足 20 幅。

## C2-Advanced-Writing style in the 21st century: Part 2

### 对话

A. Orwell too says "a mixture of vagueness and sheer incompetence is the most marked characteristic of modern English prose," he wrote in 1949, showing that some things don't change.

奥威尔也在 1949 年写道『现代英语散文的最显著特点就是模糊与水平低下的混合 体』，所以有些东西是不会改变的。

A. I list below various of the tricks by means of which the work of prose construction is habitually dodged.

我也在下面列出了各种各样的技巧，通过这些技巧，散文的结构被习惯性地扭曲了

A.The passive voice is wherever possible used in preference to the active, a passage that has not one but two uses of the passive voice to tell people not to use the passive voice.  
不分情况使用被动语态优先于主动语态。比如这一段用了两处被动结构的句子，却要告诉大家不要用被动语态。

A.Well, the passive construction could not have survived in the English language for 1500 years if it did not serve some purpose.  
当然了，如果被动结构没有任何作用，那它也不会英语语言中存活 1500 年之久

A.Why can't we do without it, even when telling people not to overuse it? 那我们一边告诫大家不要过度使用被动语态，同时又不愿意摒弃它呢？

A.It comes down to the design of language. You can think of language as an app for converting a web of thoughts into a string of words.  
这还要归结于语言的设计。你可以把语言想象成一个把思维网转化成一系列词汇的手机应用。

A.Now the writer's knowledge can be thought of as a kind of mind-wide web, what cognitive psychologists call a semantic network.  
作者的知识架构可以被当成是一种思维网，认知心理学家称之为语义网络

A.That means there is an inherent problem baked into the design of language. 这就意味着语言设计中存在着一个固有的本质问题。

A.The order of words in a sentence has to do two things at once: It's the code that English syntax uses to express who did what to whom.  
句子中的单词顺序必须同时完成两件事：首先，它是英语句法用来表达谁对谁做了什么的代码。

A.At the same time, it necessarily presents some bits of information to the reader before others, and thereby affects how the information is going to be absorbed.  
同时，它必然会使一部分信息优先于其它信息先呈现给读者，从而影响信息的吸收方式。

## B1 Working overtime

A

Hey Sandra, do you want to grab a drink tomorrow night?

嘿，Sandra,明天晚上想去喝一杯吗？

B

Oh sorry, Tony. I have to put in some overtime tomorrow.

哦，真对不起，Tony。我明天得加班啊。

A

Really? Didn't you work overtime a couple of days ago?

真的啊？你前几天不也在加班吗？

B

I did, but we're really swamped.

确实，但我们最近确实超级忙。

A

Wow, is this a normal requirement for your job?

哇，这样工作量正常吗？

B

Just at crunch time. Everyone has to put in extra hours.

就只有忙的时候这样。这段时间每个人都要加班。

A

What are you working on?

你主要负责做什么呢？

B

I have to put together the quarterly budget.

我得做季度预算总结。

A

Yikes! That's a huge responsibility!

哇！这责任重大啊！

B

I'm pretty used to it now.

我已经习惯了。

A

Do you at least get compensation for overtime?

那加班会有工资吧？

B

Yeah, overtime is time and a half and a day off in lieu.

有的，加班 1.5 倍工资，并且可以调休一天。

A

Sweet! Then it's totally worth it!

太棒了，那就完全值了！

B

It really is. Once I'm finished, we'll catch up.

确实如此呢。等我这阵子忙完，我们再聚。

对话

A. Hi, this is Melinda speaking.  
你好，我是 Melinda,请讲。

B. Good morning, Melinda. This is Jim Williams, the HR Director at Professional Computers, Inc. I am calling to follow up about the employment offer I sent you last week. I hope you've had time to consider our offer. I was wondering if you had any questions or if you've come to a decision?  
早上好，Melinda。我是 Jim Williams，专业电脑有限公司的人事总监。我打电话来是跟进一下我们上周发给你的录用信的事。我希望你有时间考虑过这件事了。我在想你是不是有问题或是做好决定了。

A. Well, the position and areas of responsibility are an excellent fit with both my skills and my career goals. But I do have a few questions, yes. I'm happy with the base salary you're offering, but I wanted to ask about performance bonuses. Also, do you have overtime pay?  
嗯，职位及工作职责和我的技能及职业目标都完全相符。但是我还有一些问题，没错，我对底薪很满意，但是我想问问绩效奖励的问题。另外，你们有加班费吗？

B. We do offer performance bonuses based on our employee review process. Our bonuses are given for performances that are above expectations. And we do offer overtime as well. When you work more than 40 hours a week, you will receive time-and-a-half pay.  
我们是根据员工的考核情况给予绩效奖励的。我们的奖金一般都是比预期多的，而且我们也是有加班费的。如果你一周工作超过 40 小时，我们会支付你 1.5 倍的工资

A. Ok, good, I'm glad to hear that. Also, what kinds of insurance benefits are offered?  
好的，听到这个很高兴。另外，你们提供什么样的保险福利？

B. Well, health and life insurance benefits will be provided after 60 days of employment. Those prices are outlined in our health insurance manual that you will be given on your first day.

嗯，健康保险及人寿保险在入职后 60 天生效。价格在我们的健康保险手册中，你第一天上班的时候会给你的。

A. Got it. Thank you, Mr. Williams. I think you've answered all my questions. I wanted to be sure that I was making the best possible decision for both myself and the company. I would love to accept the position and am honored to join the company!  
知道了，谢谢你，Williams 先生。我觉得我的问题你都回答了。我想保证我是为自己及公司都做出正确的决定。我很乐意接受这个职位，也很荣幸能成为公司的一员

B. Great, we're so glad to have you with us! Remember, the offer is contingent on a background check and the signing of our confidentiality agreements. Can you stop in next week to take care of these things?  
非常好，我们也很欢迎你的加入！记住，这份职位要先经过背景调查并签订保密协定。你下周能否抽个时间来公司一趟解决这些事呢？

A. Definitely. I understand. Does Tuesday morning work? 没问题。我明白。周二上午行吗？

A. It does. I look forward to working with you! Please feel free to call me anytime if you think of anything else.



可以的。期待和你共事！如果有任何问题都请随时给我打电话。

## B2-Intermediate-Stepping Up at Work

对话

*A.* Good morning, Linda. I want to talk to you about my current role in this department. I have noticed a fairly large gap with the billing paperwork.

Linda,早。我想和你谈谈我在这个部门的工作。我注意到我们处理账面的工作有些缺口。

*B.* Yes, I agree, Allen. There has been a delay in some of the paperwork getting done on time.  
你说的对，Allen。有些工作是耽误了。

*A.* I am happy to offer my help in any area that is needed. I was wondering if you would allow me to take on some of those extra responsibilities with the billing paperwork.  
其实我很乐意在我力所能及的范围帮忙。所以我在想你是否愿意让我多承担一些额外的责任，帮忙处理一些文件。

*B.* Great! Thank you for your assistance and for being proactive. You have done a wonderful job so far with your job responsibilities. You always meet deadlines and your work is always excellent. But are you sure you would have the time to handle extra work?  
那太好了！谢谢你积极主动，提出帮助。到目前为止，你的工作表现都很出色，每次都能按时完成任务，工作质量也很高。但是你确定自己有时间处理额外的工作吗

*A.* Yes, it wouldn't affect what I have been doing. But taking on this additional work may require me to come in to work earlier than usual or to stay late. Is it possible for me to work weekends or take work home with me? I am also fine with continuing to get paid my regular salary.  
是，而且也不会影响我目前的工作。但是要接手这些额外的工作，我需要更早上班或更晚下班。我可以周末加班或是把工作带回家做吗？我的工资目前也不需要调整

*B.* Yes, that is fine if you feel that is necessary to get the job done. If I am satisfied once the job is completed, there may be the possibility of a promotion and a raise.  
当然，如果你觉得这样能帮你更好地完成工作。而且如果完成情况令人满意，是会有升职和加薪的空间的。

*A.* Okay, I will get started with this right away. I will be sure to keep you updated with my progress.  
好，我马上就会开始做。我会随时告诉你完成的情况。

*B.* I really appreciate you stepping up Allen. Please let me know if you need any additional training or resources. I will be available to answer any questions or concerns you may have.  
Allen,谢谢你主动站出来承担更多。如果你需要额外的培训或是其它资源，都尽管告诉我。你有任何问题或疑虑也随时告诉我。

## C1-Upper-Intermediate-Raising the Minimum Wage

对话

A. How's business, Frank?  
最近生意如何, Frank?

B. It's pretty steady. My wife and I are still crunching a few salary numbers though.  
挺稳定的。但我跟我妻子还在忙着算工资。

A. Oh right, the minimum wage increase goes into effect soon, right? 噢对, 最低工资上调马上就要生效了对吧?

B. Yes, so we're weighing our options. We're doing everything we can to avoid letting anyone go.  
是的, 我们正在权衡利弊。尽我们所能不想让任何人离开。

A. That must be tough. If you don't mind me asking, do you pay all of your staff minimum wage?  
那一定很难吧。介意我问一下, 你给员工支付的薪水都是最低工资水平吗?

B. No that's alright. We pay a competitive wage, but part of what makes it attractive to our staff is the benefits package. Unfortunately, that's where we might have to cut.  
不是这么回事。我们支付的薪水很有竞争力, 但我们的薪酬结构吸引员工的部分是 我们的福利待遇。不幸的是, 现在这一部分不得不削减了。

A. I'm guessing bookstores like yours don't have the biggest margins. 我猜你们这类的书店利润应该不算太高吧。

B. They're razor-thin. But we're trying not to pass any cost increases onto the customers.  
利比纸薄。但我们不想将这些成本上涨转嫁到消费者身上。

A. Honestly, I've always considered myself a progressive, but I'm not sure how I feel about all of this Fight for 15 stuff. Maybe it's not a hill to die on.

实话说, 我一直自诩为进步分子。但像"为 15 美元而战"这种的运动我真的说不清。可能没办法当做全心全意追求的事业。

B. These top-down approaches rarely solve anything, and this is going to eliminate job opportunities for those who need them the most.  
这些自上而下的政策很少能解决问题。反而还会让那真正需要工作的人们彻底失去 工作机会。

A. I guess I've always thought that if you can't afford to pay people a living wage, you shouldn't be in business.  
我一直认为, 如果你开的工资连员工生活都不够, 那你压根就不该营业。

B. That's certainly the way the debate gets framed these days.  
显然最近讨论就是这个论调。

But I suppose it isn't fair to paint all business owners with the same brush. 但我觉得对所有企业主都一概而论也是不公平的。

A. So you finally believe I'm not some evil money-grubbing fat cat? 所以你终于相信我不是个邪恶的, 只会剥削的老板了?

A. I've never said you're evil.  
我从来没说过你邪恶。

## C1-Upper-Intermediate-Sales Commission Plans

对话

A. I just got off the phone with my old mentor Cheryl. She's agreed to meet us next week to talk about revamping the commission model for our sales team. I think before she comes, you and I should make sure that we're on the same page.  
我刚给原来的导师 Cheryl 打完电话。她答应下周跟我们聊聊，给我们改进销售团队 奖金模式一些建议。不过我觉得她来之前，咱俩应该先谈谈确保意见一致。

B. Ok, good thinking. Well, I've been doing a bit of research into different compensation structures, and I think that there are a few solid ideas we could incorporate here.  
没错。其实，我研究了几种不同的奖金架构，我觉得有几个不错的，我们可以采纳

A. Such as?  
比如说？

B. Well, have you ever noticed that when certain members of the team reach their monthly target, they stop selling and just rest on their laurels? I'd like to see something in place that would reward someone like Robin, who just keeps on selling, long after the target is met.  
比如说，你有没有注意到，我们团队有几个人一但完成了月指标，就不再卖力了，吃吃老本就好。我觉得我们应该加些举措，来奖赏 Robin 那样每个月达到指标还继续努力的销售。

A. Okay so you're thinking about having a tiered system? As in the commission rate goes up after they've reached a certain goal? I think most of our team could get behind that. What else?  
你的意思是我们应该建立一个阶梯式的系统？就是达到了某个目标以后提成也会提高？我觉得团队应该能接受。还有呢？

B. Well, another thing I read about was the benefits of holding more contests and games. Some companies set aside a number, say 3% of total commissions, and dedicate that wholly to fostering a sense of friendly competition between

the team members. Maybe concert tickets, gift certificates to the spa, or something along those lines.  
其它的还有，竞争和比赛的好处。有些公司会拿出一部分钱，比如总奖金的 3%。把这部分奖金用来作为促进员工良性竞争的工具。比如可以用来买一些奖品，像演出门票啦、spa 券这类东西。

A. Sure. I get it. Something beyond just an "Employee of the Month" plaque on the wall. I think we could even do well to up that to 5%.  
嗯，我理解。奖励大家一些实质的东西，不仅是在墙上挂一幅“本月最佳员工”的牌子。其实我觉得我们可以把这笔钱的金额提高到 5%。

B. Well, whatever the number may be, It sounds to me like we're in sync in terms of thinking about the

carrot. So then how do you envision the stick? 不管金额多少，总之我们对于用胡萝卜激励员工的看法差不多。那大棒呢？你觉得 怎么做比较合适？

A. The stick? You want to beat our employees into producing? 大棒？你确定要用高压政策鞭策员工？

Well we can't just have positive incentives; we need to have negative ones in place as well. For example, I think it's time we took a look at reducing or outright eliminating base pay and going forward with a purely commission-based model.

我觉得我们不能只考虑积极的奖励；同时需要有一些惩罚措施。比如说，也许我们 可以降低、甚至干脆去掉基本工资，直接用全奖金模式。

A. I don't know. That might really turn some people off. The last thing we want to do is lose our sales team. 这样做我还是有顾虑的。这样很可能会惹火一些员工。我们千万不能失去我们的销售团队。

B. Well ideally we wouldn't lose anyone. Hopefully the team would respond to the new incentive performance measures and payout formulas. We want to make sure that our sales teams' individual goals are in line with the company's. As our company grows and moves forward, we need to make sure that everyone is pulling their weight.

当然最理想的情况下，我们不会因此流失员工。我希望团队能对新的业绩激励政策和奖金发放有积极的回应。我们需要确保销售团队的个人目标和公司的目标是一致的。公司要成长，每个人都必须尽自己的力量

A. Well, I'm sold on first set of ideas. I'm just not sure we see eye to eye on the second part. Let's let Cheryl give us her two cents next week and we'll go from there.  
我赞同第一套方案。但是对于第二套方案，我俩的看法还是有分歧。这样吧，听听 Cheryl 下周会给我们什么建议，然后我们再做决定。

B. Okay, sounds like a plan.  
好，就这样办。

## C2-Advanced-Why do women earn less than men?

对话

A. It's a pandemic. Let's face it. The inequality. Women earn 82% of what their male counterparts make on average.

这是一个泛滥的问题。我们必须面对它。这种不平等。平均而言，女性的薪酬只有同等男性的 82%。

A. You do have to shame and guilt them into it. And I did it on my show recently.

有时候你只能让他们对此感到耻辱和罪恶。就像我最近在我主演的电视剧（纸牌屋）做的那样。

A. I was like "I want to be paid the same as Kevin." I was looking at statistics and Claire Underwood's character

was more popular than his in a period of time in a season.

我告诉他们"我要和 Kevin 挣的一样多。"我看过数据，有一季我的角色 Claire Underwood 的人气在一段时间内比他的还要高。

A. So I capitalized on that moment. And I was like, "You better pay me or I'm gonna go public." And they did. 所以我利用了那个时机。我说："你们最好给我我要的待遇，不然我就把这件事公之于众。"然后，片方照做了。

B. Women are increasingly hitting the glass ceiling, and then breaking it. They're snapping up fancy titles, but often not the generous pay packages that should come with those titles.  
女性确实一直在职场上面临玻璃天花板，业一直在打破它。女性占领了更多高职位，但是并没有得到这些职位应有的高薪酬。

B. The more elite the job, it turns out, the bigger the pay gap between men and women.  
实际上，工作越高端，男性和女性的薪水差距就越大。

B. A Wall Street Journal examination of pay in 446 major occupations found that women in many elite jobs earn well below men, with professions such as doctors and financial advisers among those showing widest earnings gaps. 一份华尔街日报在 446 个主要工种中所做的调查显示，在很多高端行业中，女性的薪酬远低于男性。在被调查职业中，医生和金融顾问的薪水差距是最大的。

B. What would cause women in elite professions to experience this kind of gap? 是什么造成女性在高端行业中经历这样的差距呢？

B. Many believe that it is simply because of discrimination. However, this kind of discrimination doesn't need to be overt and conscious: it can be subtle and unconscious.  
很多人觉得这明显是歧视造成的。但是，这种歧视不一定是显性的、刻意的。它很可能是细微的、下意识的。

B. The second reason is what's often called the "motherhood penalty". You see this in elite professions such as law, finance, consulting where high-touch relationships with clients are essential. When a woman takes time off to have a baby, she risks losing touch with her clients.  
第二个原因叫做"人母惩罚"。在比如法律、金融、咨询这些精英行业中，和客户保持密切的关系至关重要。而当女性结婚生子、照顾孩子时，她们会承担失去客户关系的风险。

B. Another reason is that women generally are much more reluctant than men to negotiate their pay packages and starting salaries as they are more likely to be penalized for asking for higher pay, because that behavior doesn't fit into the traditional female role.  
另一个原因是，总体而言，女性和男性相比，更犹豫去争取自己的工资和起薪。因为如果她们这样做了，会更容易受到惩罚，因为这种行为和传统的女性角色不符。