

Whoops, working from home is ^{有害的} **detrimental** to productivity after all.

A gradual ^{反向} **reverse** migration is under way, from Zoom to the conference room.

Wall Street **firms** have been among the most forceful in ^{号召} **summoning** workers to their offices, but in recent months even many tech ^{titans} **titans**—Apple, Google, Meta and more—have demanded staff **show to** the office at least three days a week.

For work-from-home believers, it looks like the **revenge** of corporate ^{脾气坏的人} **curmudgeons**.

Didn't a ^{一连串} **spate** of studies during the covid-19 **pandemic** demonstrate that remote work was often more productive than ^{辛勤工作 He was toiling in the fields all day} **toiling** in the office?

Unfortunately for the believers, new research mostly **runs counter to** this, showing that offices, for all their **flaws**, remain ^{至关重要的} **essential**.

唉，居家办公总归还是不利于提高工作效率从视频会议到公司会议室的反向迁移正在逐步进行中。在把员工召集到办公室方面，华尔街的公司一直是态度最强硬的，但最近几个月，就连许多科技巨头——苹果、谷歌、Meta等——也要求员工每周至少有一天在办公室坐班。新冠肺炎大流行期间的大量研究不都表明，远程办公往往比在办公室里辛苦工作更有效率吗？但对居家办公信徒来说，不幸的是，新的研究大多与此相反，表明办公室虽然存在许多缺陷，但仍然必不可少。

A good starting point is a working paper that received much attention when it was published in 2020 by Natalia Emanuel and Emma Harrington, then both ^{博士} **doctoral** students at Harvard University. They found an 8% increase in the number of calls handled per hour by employees of an online ^{零售商} **retailer** that had **shifted from** offices **to** homes

Far less noticed was a **revised** version of their paper, published in May by the Federal Reserve Bank of New York.

firm & company

都表示公司。"company" 更为通用，而 "firm" 则更为具体，通常用于指代某种类型的企业或专业服务。"firm" 通常指的是一家规模较小的企业，通常由数人或一家族经营，也可以是指一家专门从事某种业务的公司。

Covid-19 pandemic

新冠肺炎疫情。Covid-19 全称为 "Coronavirus Disease 2019"

pandemic 是大流行的意思

a good starting point 一个好的起点

shifted from...to

"从...转变到..."，通常用于描述某个事物、观点、状态或形式的变化过程。

例句：The weather **shifted from** sunny **to** cloudy.

天气从晴朗转为多云

counter to 与...相反

例句：His actions were **counter to** the company's values

他的行动与公司价值观相反

Federal Reserve Bank of New York

“美国纽约联邦储备银行”是美国联邦储备系统中的 12 家地区银行之一，总部位于纽约市，服务于第二联邦储备区，包括纽约州、新泽西州北部、康涅狄格州费尔菲尔德县、波多黎各和美属维尔京群岛

可以先从一篇论文初稿看起，这篇论文在 2020 年发表时受到了极大的关注，作者是当时在哈佛大学读博士的娜塔莉亚·伊曼纽尔和艾玛·哈林顿。她们发现，一家在线零售商的员工从办公室坐班变为居家办公后，他们每小时处理的电话数量增加了 8%。受关注较少的是她们这篇论文的修订版，由纽约联邦储备银行在 5 月份发表

The **boost** to efficiency had instead become a 4% decline. The researchers had not made a mistake. **Rather**, they received more precise data, including detailed work schedules. Not only did employees answer fewer calls when remote, the quality of their interactions **suffered**. They put customers **on hold** for longer. More also phoned back, an indication of unresolved problems.

The revision **comes hot** on the tails of other studies that have reached similar conclusions.

在修订版中，效率提高反而变成了效率下降 4%。研究人员没有弄错。相反，他们收到了更准确的数据，包括详细的工作时间表。员工在远程办公时不仅接听的电话更少，而且他们的沟通质量也更差。他们让客户等待的时间更长，再次回拨电话的次数也更多，表明还有问题尚未解决。修订版紧随已得出类似结论的其他研究而出现

David Atkin and Antoinette Schoar, both of the Massachusetts Institute of Technology, and Sumit Shinde of the University of California, Los Angeles, randomly assigned data-entry workers in India to labour either from home or the office.

Those working at home were 18% **less** productive **than** their peers in the office. Michael Gibbs of the University of Chicago and Friederike Mengel and Christoph Siemroth, both of the University of Essex, found a productivity **shortfall**, **relative to prior** in-office performance, of as much as 19% for the remote employees of a large Asian IT firm.

Another study determined that even **chess** professionals play less well in online matches than face-to-face tilts. Yet another used a **laboratory** experiment to show that video conferences **inhibit** creative thinking.

boost to efficiency 提高效率

例句: The new software program that we implemented has provided a significant **boost to efficiency**

Not only...

不仅仅，常与 but also 连用

例句: **Not only** did the team win the championship, **but** they **also** set a new record in the process

这个团队不仅赢得了冠军，还在此过程中创下了新纪录。

on hold 暂停

例句 1: The project is currently **on hold** due to lack of funding.

由于缺乏资金，该项目目前处于暂停状态。

例句 2: I've put the meeting **on hold** until we can get more information.

我已经将会议暂停，直到我们能够获得更多的信息

relative to prior... 相较于之前

例句: Our sales figures are up this month, **relative to prior** months.

我们这个月的销售额相对于之前的月份有所增长

inhibit 抑制

例句: The drug can inhibit the growth of cancer cells

麻省理工学院的大卫·阿特金和安托瓦内特·肖尔以及加州大学洛杉矶分校的苏米特·辛德随机分配一些印度的数据录入人员在家或在办公室工作。那些在家工作的人的工作效率比在办公室里工作的人低

18%。芝加哥大学的迈克尔·吉布斯和埃塞克斯大学的弗雷德里克·孟格尔和克里斯托弗·西姆罗斯发现，一家大型亚洲 IT 公司的员工，与之前在办公室里的表现相比，他们远程办公的效率下降了 19%。另一项研究发现，即使是国际象棋专业棋手在网络比赛中的表现也不如面对面的比赛。还有人用实验室实验证明，视频会议抑制创造性思维。

The reasons for the findings will probably not surprise anyone who has spent much of the past few years working from a dining-room table. It is harder for people to ^{合作}collaborate from home. Workers in the Fed study spoke of missing their “neighbours to turn to for assistance”. Other researchers who looked at the communication records of nearly 62,000 employees at Microsoft ^{观察}observed that professional networks within the company become more static and ^{孤立}isolated. Teleconferencing is a pale imitation of in-the-flesh meetings: researchers at Harvard Business School, for example, ^{推出、展开}concluded that “virtual water coolers” – rolled out by many companies during the pandemic – often ^{侵占}encroached on ^{繁忙的日程}crowded schedules with ^{术语}limited benefits. To use the terminology of Ronald Coase, an economist who focused on the structure of companies, all these problems represent an increase in co-ordination costs, making ^{笨重的、不灵活的}collective enterprise more unwieldy.

那些过去几年里大部分时间都在餐厅饭桌上工作的人，可能对这些研究发现的原因并不感到惊讶。人们在家里更难进行协同工作。美联储研究论文中的工作者谈到，他们失去了“可以求助的工作上的邻居”，其他研究人员观察了微软近 6.2 万名员工的交流记录，发现公司内部的职业关系网变得更加静态和孤立。远程会议要远逊于面对面会议：例如，哈佛商学院的研究人员得出结论，许多公司在疫情期间推出的“虚拟饮水机谈话”经常会侵占忙碌的工作时间，带来的好处也并不多，用专注研究公司结构的经济学家罗纳德·科斯的来说，所有这些问题都表明协调成本在增加，从而使整个企业变得更加不灵活。

turn to for assistance 寻求帮助

例句: If you have any questions, please turn to our customer service for assistance

fresh meetings 面对面的实体会议

fresh: 新鲜的、崭新的。

例句: I love the smell of fresh flowers

pale 苍白、暗淡、无力

例句: She looked pale and weak after the illness

她病后看起来苍白无力

a pale imitation of ...

指一个相对较差的、不完美的、无法与原物相比的复制品或模仿品

例句: The new movie is a pale imitation of the classic original, lacking the same depth and emotion.

新电影是经典原作的一个相对较差的复制品，缺乏同样的深度和情感

roll out 推出、展开

encroached on crowded schedules 侵占了繁忙的日程

unwieldy 笨重的、不灵活的

例句: The furniture was too unwieldy to move by myself, so I had to ask for help.

collective enterprise 集体企业，指由一群人共同经营的企业或组

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