

Unit 1

Planning Your Future Career



STARTING OUT

Task 1

☞ *It is not unusual for university graduates with Doctoral or Master's Degrees to set up their own businesses right after graduation. They choose to be self-employed rather than to work for others. Work together with your partner and fill in the following table with the attributes that you think will make a good employer and a good employee.*

A good employee	Common to both	A good employer

☞ *Choose the most important three attributes for people in each role, and give your reasons.*

☞ *Based on your work done in the previous two steps, tell each other what you would like to be after graduation, an employer or an employee? Give reasons for your choice.*

Task 2

Despite the fact that job-hopping is commonplace in today's society, it remains controversial: Some people hold that job-hopping benefits employees because it is a way to maintain passion for work, to increase the size of one's professional network and to retain a steep learning curve. Others look negatively on frequent job-hopping, because it can conjure up images that one may be unstable, disloyal, unreliable, incompetent or a potential troublemaker. Read the following four cases of job-hopping and judge whether they are beneficial or disadvantageous to the persons concerned.

1. Mark has been doing quite well in his advertising career. He wrote a great SuperBowl ad, then six months later went to Nike and launched a new shoe that was a success. A year later he moved to Google and rebranded some of their software which increased its user base by 50%. Now, he is in charge of a division but is thinking of making another change due to personality conflicts with his supervisor. But, he's worried that too many changes of job may put him at a disadvantage in the job market.



2. Tim is 25. He graduated from a business school of a little-known state university located in the US Midwest. For the last two years, he has been working as an assistant accountant in a New York bank. The job involves only simple routine tasks, but the pay is quite good. Two of his four colleagues with work experience similar to his were promoted to higher posts last month. Tim doesn't care. He's grateful for the position he has and never thinks of job-hopping. He claims that a stable job with stable pay is all that he wants.
3. Carol is a promising lawyer aged 30. She's been working in a big law firm for the last 22 months. Recently, along with many of her workmates, she finds herself affected by the "two-year itch". She's eager to work in a smaller firm with less pressure than in her present working environment. The head of her firm has hinted at a 15% increase in salary and the prospect of promotion if she chooses to stay, but she's intent on leaving. The new employer has promised her an even higher salary and a position as a department supervisor.
4. David is a 26-year-old university graduate. In the last four years he has tried five different jobs. Being a political science major, he started his career in a government office as a junior clerk. He found the culture in a government office incompatible with his personality and quit. In the following years, he worked as a newspaper correspondent, a TV program host, and a stock dealer. But he hasn't enjoyed these jobs. Now he is at a loss for what to do with his present job as a salesman in an investment bank. The work is totally inflexible and he is driven at all hours of the day and night by the clients. Another job change may be difficult. People may question his integrity and loyalty.



Task 3

Read the following two pieces of parental advice and discuss with your partner which one you would follow.

1. Whatever you decide to do with your life, make sure it's something practical. You will want to be able to make a good living for yourself and your family.
2. We don't care what you set out to study; just make sure it's something you enjoy.

READING FOCUS

TRAITS OF THE KEY PLAYERS

David G. Jensen¹

- 1 What exactly is a key player? A “Key Player” is a phrase that I’ve heard about from employers during just about every search I’ve conducted. I asked a client—a hiring manager involved in a recent search—to define it for me. “Every company has a handful of staff in a given area of **expertise** that you can count on to get the job done. On my team of seven process engineers² and biologists, I’ve got two or three whom I just couldn’t live without,” he said. “Key players are essential to my organization. And when we hire your company to recruit for us, we expect that you’ll be going into other companies and finding just that: the staff that another manager will not want to see leave. We recruit *only* key players.”
- 2 This is part of a **pep talk** intended to send **headhunters** into competitor’s companies to talk to the most experienced staff about making a change. They want to hire a “key player” from another company. Every company also hires from the ranks of **newbies**, and what they’re looking for is exactly the same. “We hold them up to the standards we see in our top people.³ If it looks like they have these same traits, we’ll **place a bet** on them.” It’s just a bit riskier.
- 3 “It’s an educated guess,” says my hiring manager client. Your job as a future employee is to help the hiring manager **mitigate** that risk. You need to help them identify you as a **prospective** “key player”.

4 Trait 1: The selfless collaborator

John Fetzer, career consultant⁴ and chemist, first suggested this trait, which has already been written about a great deal. It deserves repeating because it is the single most public⁵ difference between **academia** and industry. “It’s **teamwork**,” says Fetzer. “The business environment is less lone-wolf and competitive, so signs of being **collaborative** and selfless **stand out**. You just can’t succeed in an industry environment without this **mindset**.”



5 Many postdocs and grad⁶ students have a tough time showing that they can make this **transition** because so much of their life has involved playing the independent-researcher role and **outshining** other young stars. You can make yourself more attractive to companies by working together with scientists from other laboratories and disciplines **in pursuit of** a common goal—and documenting the results⁷ on your résumé. This approach, combined with a liberal use of the pronoun “we” and not just “I” when describing your accomplishments, can change the company’s **perception** of you from a **lone wolf** to a selfless collaborator.⁸ Better still, develop a reputation inside your lab and with people your lab collaborates with as a person who **fosters** and initiates collaborations—and make sure this quality gets mentioned by those who will take those reference phone calls⁹.

6 Trait 2: A sense of urgency

Don Haut is a frequent **contributor** to the aaas.sciencecareers.org discussion forum. He is a former scientist who transitioned to industry many years ago and then on to a senior management position. Haut heads strategy and business development for a division of 3M with more than \$2.4 billion in annual revenues. He is among those who value a sense of urgency.



7 “Business happens 24/7/365¹⁰, which means that competition happens 24/7/365, as well,” says Haut. “One way that companies win is by getting ‘there’¹¹ faster, which means that you not only have to **mobilize** all of the functions that support a business to move quickly, but you have to know how to decide where ‘there’ is! This creates a requirement not only for people who can act quickly, but for those who can think fast and have the courage to **act on** their **convictions**. This requirement needs to run throughout an organization and is not exclusive to management.”

8 Trait 3: Risk tolerance

Being OK with risk is something that industry demands. “A candidate needs to have demonstrated the ability to make decisions with imperfect or incomplete information. He or she must be able to embrace **ambiguity** and **stick his or her neck out** to drive to a conclusion,” wrote one of my clients in a job description.

9 Haut agrees. “Business success is often defined by comfort with ambiguity and risk—personal, organizational, and financial. This creates a disconnect for many scientists because success in academia is really more about careful, **studied** research. Further, great science is often defined by how one gets to the answer as much as by the answer itself, so scientists often fall in love with the process. In a business, you need to understand the process, but you end up falling in love with the answer and then take a risk based on what you think that answer means to your business. **Putting your neck on the line** like this is a skill set that all employers look for in their best people.”

10 Another important piece of risk tolerance is a candidate’s degree of comfort with failure. Failure is important because it shows that you were not afraid to take chances. So companies consistently look for candidates who can be wrong and admit it. Everyone knows how to talk about successes—or they should if they’re in a job search—but far fewer people are comfortable talking about failures, and fewer still know how to bring lessons and advantages back from the **brink**. “For my organization, a candidate needs to have comfort discussing his or her failures, and he or she needs to have real failures, not something **made up** for interview day. If not, that person has not taken enough risk.” says Haut.

11 Trait 4: Strength in interpersonal relationships

Rick Leach is in business development for deCODE Genetics. Leach made the transition to industry recently, on the business side of things¹². I asked him about this key trait because in his new business role, interpersonal abilities make the difference between success and failure. “Scientists spend their lives accumulating knowledge and developing technical **acumen**,” he says, “but working for a business requires something else entirely—people skills. The scientist who is transitioning into the business world must **prioritize** his or her relationship assets above their technical assets. To suddenly be valued and measured by your mastery of human relationships can be a very **scary** proposition for a person who has been valued and measured only by his mastery of things,” says Rick.

12 It would be a mistake, however, to assume that strong people skills are required only for business people like Leach. Indeed, the key players I’ve met who work at the bench in industry have succeeded in great measure because they’ve been able to work with a broad variety of personalities, up and down the organization.¹³

Proper Names

David G. Jensen / 'deɪvɪd dʒi: 'dʒensən / 大卫·G·詹森

Don Haut / 'dɒn 'həʊt / 唐·豪特

John Fetzer / 'dʒɒn 'fezə(r) / 约翰·费策尔

Rick Leach / 'rɪk 'li:tʃ / 瑞克·李奇

New Words

academia / ækə'di:mɪə / *n.* the area of activity and work connected with education in universities and colleges 学术界

acumen / ə'kju:mən / *n.* the ability to think quickly and make good judgments 敏锐, 聪明

ambiguous / æm'bɪɡju:əs / *adj.* having more than one meaning, so that it is not clear which is intended 不明确的

ambiguity / æmbrɪ'ɡju:ɪti / *n.* 不明确

e.g. 1) There was an element of ambiguity in the president's reply.

2) But they recognized the ambiguities, and based their paper on wider evidence.

brink / brɪŋk / *n.* a point in time when something very bad or very good is about to happen 始发点; 边缘

e.g. 1) In October 1962 the world seemed on the brink of nuclear war.

2) The company had huge debts and was on the brink of collapse.

collaborative / kə'læbərəɪtv / *adj.* involving two or more people working together to achieve something 协作的, 合作的

e.g. 1) The presentation was a collaborative effort by all the children in the class.

2) The new system was the product of a collaborative project between Apple and IBM.

collaborator / kə'læbərəɪtə(r) / *n.* someone who

works with other people in order to achieve something, especially in science or art 合作者, 协作者

contributor / kən'trɪbjʊtə(r) / *n.* someone who writes a story, article, etc. that is printed in a magazine or newspaper 投稿人, 撰稿人

conviction / kən'vɪkʃən / *n.* a very strong belief or opinion 坚定的信仰或主张

e.g. 1) It was his firm conviction that every effort should be made to preserve world peace.

2) The student's conviction that he would help his community one day was realized when he accepted the teaching job in the village school.

expertise / ˌekspɜ:'ti:z / *n.* special skills or knowledge in a particular subject 专门知识, 专门技能

e.g. 1) What he's bringing to the company is financial expertise.

2) The company is eager to develop its own expertise in the area of computer programming.

foster / 'fɒstə(r) / *v.* to help a skill, feeling, idea, etc. develop over a period of time 培养, 促进, 助长

e.g. 1) This approach will foster an understanding of environmental issues.

2) The workshops can foster better communication between husbands and wives.

headhunter / 'hed.hʌntə(r) / *n.* someone who finds people with the right skills and experience to do particular jobs, and persuades them to leave their present jobs 猎头

lone wolf / ˌləʊn'wʊlf / *n.* someone who likes to be or work alone 自行其是的人; 好独处的人

mindset / 'maɪndset / *n.* someone's way of thinking about things, which is often difficult to change 思维定式

mitigate / 'mɪtɪgeɪt / *v.* to make a situation or the effects of something less unpleasant, harmful, or serious 缓和, 减轻

e.g. 1) Soil erosion was mitigated by the planting of trees.

- 2) Measures need to be taken to mitigate the environmental effects of burning more coal.

mobilize / 'məʊbaɪlaɪz / *v.* to bring together the supporters, resources, etc. that you need and prepare them for action 争取支持, 动用资源

e.g. 1) They failed to mobilize their resources effectively.

- 2) We need to mobilize all our energies and resources.

newbie / 'nju:bi: / *n.* *slang* one that is new to something, especially using computers or the Internet 新手, 网络新用户

outshine / aʊtʃaɪn / *v.* to be better at something than someone else 优于……, 使……黯然失色

e.g. 1) Several new players outshone the veterans.

- 2) Kelly was outstanding and outshone every other player on the field.

perception / pə'sepʃən / *n.* the way you regard something and your beliefs about what it is like 看法, 认识

e.g. 1) These horrific photographs will affect people's perception of war.

- 2) We have to change the public perception that money is being wasted.

prioritize / praɪ'brɪtaɪz / *v.* to deal with one thing first, because it is the most important 使……优先

e.g. 1) The public wants to see the fight against crime prioritized.

- 2) The government is prioritizing the service sector rather than investing in manufacturing.

prospective / 'prɒspektɪv / *adj.* likely to do a particular thing or achieve a particular position 预期的, 未来的, 可能的

e.g. We've had three sets of prospective buyers looking at the house.

scary / 'skeəri / *adj.* frightening 可怕的

e.g. 1) The scary movie made the audience scream out loud.

- 2) Driving through the terrible storm was very scary.

studied / 'stʌdɪd / *adj.* a studied way of behaving is deliberate and often insincere because you have planned your behavior carefully 经过深思熟虑的

teamwork / 'ti:mwɜ:k / *n.* the ability of a group of people to work well together 合作, 协作, 配合

e.g. 1) We want to encourage good teamwork and communication.

- 2) Serious crimes investigations were a matter of teamwork in order to reduce the possibility of personal error.

transition / træn'zɪʃən / *n.* the act or process of changing from one form or state to another 过渡, 转变

e.g. 1) Making the transition from youth to adulthood can be very painful.

- 2) This course is useful for students who are in transition from one training program to another.

Phrases and Expressions

act on to do what someone has advised, ordered, etc. 按……行事

e.g. 1) She is acting on the advice of her lawyers.

- 2) Police say they acted on information received.

count on to depend on someone or something, especially in a difficult situation 指望

- e.g. 1) We are counting on winning this contract.
2) With luck, you might cover your costs, but don't count on it.

in pursuit of while trying to get 追求, 寻求

- e.g. 1) People have to move to other areas in pursuit of work.
2) The whole magazine is produced and edited in pursuit of excellence.

make up to invent a story, explanation, etc. in order to deceive someone 编造 (说法、解释)

- e.g. 1) The whole story is made up.
2) He had to make up an excuse for being late.

pep talk a speech that is intended to encourage you to work harder, win a game, etc. 鼓舞士气的讲话

place a bet to risk money by guessing the result of a future event 下赌注

- e.g. 1) He placed a bet on the horse which was the favorite to win.

- 2) I would place a bet that the top student will also be very successful in his career.

put one's neck on the line to do something dangerous 冒险

- e.g. 1) I've already put my neck on the line for you once, and I'm not going to do it again.
2) There's a lot of money at stake here and no director wants to put his/her neck on the line and predict an outcome.

stick one's neck out to give your opinion about something when you know there is a risk that you may be wrong or that people may disagree with you 说冒险的话

- e.g. 1) I'm going to stick my neck out with some predictions for the next two years.
2) During my political life I've earned myself a reputation as someone who'll stick his neck out, a bit of a rebel.

stand out to be very easy to see or notice by looking or sounding different from other things or people 突出; 显眼

- e.g. 1) I am sure illnesses stand out in all childhood memories.
2) The outlines of rooftops and chimneys stood out against the pale sky.

Notes

1. David G. Jensen is the author of more than 250 publications in the field of biotechnology, publisher of the journal *Science* and moderator of the American Association for the Advancement of Science (AAAS) Science Careers Discussion Forum. He writes the popular "Tooling Up" column with monthly career tips and techniques on the AAAS Science Careers website. In addition to his work for the AAAS, his monthly column "Managing Your Career" has been popular in biotech industry trade journals for more than 17 years. This collection of texts and quotations is adapted from his article "Tooling up: Traits of the Key Players."
2. This is the title given to Chemical engineers who work on the design and maintenance of specific structured and managed work activities with a specific output.
3. The sentence means: we make a comparison between "newbies" and our top people to see if newbies have the same qualities.

4. A career consultant is someone who assists individuals and groups with their employment choices, and may assist with an individual's self-development and job search.
5. The word "single" used before the superlative "most" emphasizes that this is the most public difference between academia and industry.
e.g. 1) The Middle East is the world's single most important source of oil.
2) Cigarette smoking is the single most likely cause of lung cancer.
6. Postdocs and grad are shortened forms for post doctoral (research taken after completion of a doctorate) and graduate students.
7. Documenting the results means preparing documents to support the results on your curriculum vitae. Here the word "document" is a verb, meaning "to support with document".
8. Liberal use means frequent use. The sentence means that when you use the pronoun "we" and not just "I", you are acknowledging that you are working as a team and showing appreciation of your colleagues' work.
9. Reference phone calls are calls to previous employers or referees to ask about a potential employee's character and work ethic. They help a potential employer to decide whether a person is worth employing or not.
10. 24/7/365 means every hour, every day, of every year. Often people merely refer to 24/7 i.e. every hour of every day.
11. Getting there means achieving desired results, or completing the work successfully. In this context it means being an effective business.
12. The phrase "on the business side of things" is a colloquial way of saying focusing on business transactions rather than doing research or focusing on the technical side of the company.
13. This sentence means that their success to a great extent depends on their ability in cooperating well with different types of people working in different sections of the company.

Text Exploration

Task 1

The text can be divided into two parts: the first part, or the introduction, addresses two questions concerning the background information of the concept of "key players". The second part focuses on the details of each trait of the "key players". Read the text carefully and work in pairs to complete the outline of the text.

<p>Introduction</p>	<p>Question A: _____?</p> <p>Answer: “Key player” refers to _____.</p>
	<p>Question B: _____?</p> <p>Answer: Companies recruit their staff either by _____, or _____.</p>
<p>Traits of key players</p>	<p>Trait 1: The selfless collaborator</p> <p>A. Importance of the trait: According to John Fetzer, _____.</p> <p>B. Ways of developing the trait:</p> <p>a. _____</p> <p>b. _____</p> <p>c. _____ as a person who fosters and initiates collaborations—and make sure _____.</p>
	<p>Trait 2: A sense of urgency</p> <p>Importance of the trait: According to Don Haut, _____.</p>
	<p>Trait 3: Risk tolerance</p> <p>Importance of the trait: A. _____.</p> <p>Supporting evidence:</p> <p>a. _____.</p> <p>b. _____.</p> <p>B. _____.</p> <p>Supporting evidence:</p> <p>a. _____</p> <p>b. What Don Haut says</p>
	<p>Trait 4: Strength in interpersonal relationships</p> <p>Importance of the trait: A. _____.</p> <p>Supporting evidence: According to Rick Leach, _____.</p> <p>B. It would be a mistake to assume that _____.</p> <p>Supporting evidence: _____.</p>

Task 2

Choose the sentence that best expresses the meaning of the sentence from the text.

1. We hold them up to the standards we see in our top people.
 - A. We compare them with the top people and see if they have the same traits.
 - B. We evaluate them according to the qualities we see in our top people.
 - C. We put up with them because they show the standards of top people.
 - D. We regard them as the standards for recruiting top people.
2. If it looks like they have these same traits, we'll place a bet on them.
 - A. If it looks like they have these same traits, we will take the risk of hiring them.
 - B. If it looks like they share the same traits, we will make them headhunters.
 - C. If they look like experienced staff, we will allow them to run a risk.
 - D. If they show the proper quality, it will be a gamble to look for them.
3. The business environment is less lone-wolf and competitive, so signs of being collaborative and selfless stand out.
 - A. There are noticeable signs of employees being more collaborative and selfless in the business environment.
 - B. Lone wolves are competitive in business but they are collaborative and selfless in academia.
 - C. To survive in the business environment, one has to behave like a wolf which is sociable and selfless.
 - D. The business environment requires more teamwork, rather than individual competitiveness, so people who are good at cooperation and being selfless would be easily recognized.
4. Haut heads strategy and business development for a division of 3M with more than \$2.4 billion in annual revenues.
 - A. Haut pays the tax of over \$2.4 billion to 3M every year as he is the leader of the strategy and business division.
 - B. Haut is in charge of the strategy and business development for a division of 3M and this division earns \$2.4 billion revenue every year.
 - C. Haut charges \$2.4 billion for the business strategies he develops for a division of 3M.
 - D. Haut received a yearly income of \$2.4 billion from the strategy and business division as the reward of being president of 3M.
5. This needs to run throughout an organization and is not exclusive to management.
 - A. This requires the entire staff of the organization, rather than only the management, to take a run.
 - B. This needs staff to run throughout the organizations, not just in the offices of managers.
 - C. This means not only managers but other staff members should take some rest after running for a long time.
 - D. This requires the entire staff to be involved in the operation rather than confining the work to the management level.

6. He or she must be able to embrace ambiguity and stick his or her neck out to drive to a conclusion.
 - A. He or she must be able to take a risk by sticking to his or her ambiguous decisions.
 - B. He or she must show risk-taking ability when making decisions with imperfect or incomplete information in order to complete the task.
 - C. He or she must be strong enough to drive for a long time on a cloudy day at the risk of injuring his or her neck.
 - D. He or she must be able to accept the ambiguous information and drive in the right direction with their neck sticking out.

7. Putting your neck on the line like this is a skill set that all employers look for in their best people.
 - A. The best people are thought to be well-trained in the way of showing the neck.
 - B. The best people are seen to be skillful in drawing a line on the neck.
 - C. All employers expect their best people to be risk tolerant.
 - D. All employers judge the skill set of the best people from the neck they put on the line.

8. This creates a disconnect for many scientists because success in academia is really more about careful, studied research.
 - A. Success is differently defined in academia which makes it impossible for scientists to achieve success after losing touch with academia.
 - B. This makes many scientists feel confused because success in academia is based more on careful, studied research than it is in business.
 - C. This makes many scientists out of touch with academia since they can't do careful, studied research.
 - D. Many scientists feel it hard to achieve business success in an academic environment due to the disconnect between industry and academia.

9. The scientist who is transitioning into the business world must prioritize his or her relationship assets above their technical assets.
 - A. The scientists who have part-time jobs as businessmen must be aware that it is their interpersonal abilities instead of technological advantages that determine their success.
 - B. Scientists transitioning to industry must develop their people skills in the first place rather than merely focusing on the technology.
 - C. The scientists who are transferring to work in the business world must know that social relationship resources bring them more wealth than their technical advantages do.
 - D. The scientists who have many social connections enjoy more privileges than those who have few after transferring into business world.

10. To suddenly be valued and measured by your mastery of human relationships can be a very scary proposition for a person who has been valued and measured only by his mastery of things.
 - A. It's a stimulating experience to be suddenly evaluated and measured according to human relationships when you used to be valued and measured only by your mastery of things.



- B. For a person who has been assessed mainly by his technical knowledge, it's frightening to be given a new standard of measurement: ability with human relationships.
- C. It is plausible to propose the mastery of human relationships as another standard of valuing and measuring people who master only things.
- D. For a person who only has the knowledge of the natural world, it is foolish to be asked to accumulate knowledge of human society.

Critical Thinking



Step One >

The following short paragraphs are taken from the text. Read each of them carefully and give your comments.

1. "It's teamwork," says Fetzer. "The business environment is less lone-wolf and competitive, so signs of being collaborative and selfless stand out. You just can't succeed in industry without this mindset."
2. "For my organization, a candidate needs to be comfortable discussing his or her failures, and he or she needs to have real failures, not something made up for interview day. If not, that person has not taken enough risk." says Haut.

Step Two >

Discuss in groups the following questions.

1. Suppose you were a recruiting manager, whom would you like to hire, "key players" from other companies or "newbies" who have just graduated from universities? Give your reasons.
2. According to the four traits of a "key player" that the author writes about, where would you like to work after graduation, in academia or industry? Tell each other both the advantages and disadvantages of working in these two different environments.

Vocabulary in Action

Task 1

Choose the answer that is closest in meaning to the underlined word in the sentence.

- Your job as a future employee is to help the hiring manager mitigate that risk.
A. alleviate B. manage C. suppress D. trace
- You need to help them identify you as a prospective “key player” .
A. immediate B. permanent C. expected D. prosperous
- Kelly was outstanding and outshone every other player on the field.
A. polished B. surpassed C. overlooked D. survived
- Better still, develop a reputation inside your lab and with people your lab collaborates with as a person who fosters and initiates collaborations.
A. furnishes B. relieves C. originates D. protects
- He is a former scientist who transitioned to industry many years ago and then on to a senior management position.
A. transplanted B. succeeded C. pursued D. transferred
- The unions mobilized thousands of workers in a protest against the cuts.
A. removed B. discarded C. contracted D. organized
- This creates a requirement not only for people who can act quickly, but for those who can think fast with the courage to act on their convictions.
A. instincts B. accents C. reputations D. beliefs
- His speech was made with such great ambiguity that neither supporter nor opponent could be certain of his true position.
A. neatness B. acquisition C. vagueness D. perception
- The scientist who is transitioning into the business world must prioritize his or her relationship assets above their technical assets.
A. advantages B. ranges C. defects D. abstracts
- This approach, combined with a liberal use of the pronoun “we” and not just “I” when describing your accomplishments, can change the company’s perception of you from a lone wolf to a selfless collaborator.
A. response B. scope C. observation D. impression
- I’m trying to foster an interest in classical music in my children.
A. encourage B. adopt C. oppose D. resist
- A German company collaborated with a Swiss firm to develop the product.
A. operated B. cooperated C. collided D. liberated

Task 2

Read the words and their explanations in the box. Choose a word to complete each of the sentences below and explain its meaning. Change the form if necessary.

public	<ul style="list-style-type: none"> a. all the people in a country b. available for anyone to use c. known about by most people d. relating to or involving people in general, rather than being limited to a particular group of people
discipline	<ul style="list-style-type: none"> a. a way of training someone so that they learn to control their behavior and obey rules b. the ability to control your own behavior, so that you do what you are expected to do c. an area of knowledge or teaching, especially one such as history, chemistry, mathematics, etc. that is studied at a university d. to teach someone to obey rules and control their behavior
reference	<ul style="list-style-type: none"> a. part of something you say or write in which you mention a person or thing b. the act of looking at something for information c. a person who provides information about your character and abilities d. a book, article, etc. from which information has been obtained
strength	<ul style="list-style-type: none"> a. the physical power and energy that makes someone strong b. the quality of being brave or determined in dealing with difficult or unpleasant situations c. the political, military, or economic power of an organization, country, or system d. a particular quality or ability that gives someone or something an advantage
personality	<ul style="list-style-type: none"> a. someone's character, especially the way they behave towards other people b. someone who is very famous and often appears in the newspapers, on television, etc., especially an entertainer or sports person c. the qualities which make a place or thing different and interesting
demonstrate	<ul style="list-style-type: none"> a. to show or prove something clearly b. to protest or support something in public with a lot of other people c. to show that you have a particular ability, quality, or feeling

1. Details of the highly sensitive information have not been made _____ .
2. Working at home requires a good deal of _____ .
3. He never ceased to be amazed by her physical _____ .
4. The article made no _____ to previous research on the subject.
5. The great _____ of our plan lies in its simplicity.
6. The palace and its grounds are open to the _____ during the summer months.
7. Supporters _____ outside the courtroom during the trial.

8. I didn't enjoy studying Philosophy—I found it too much of a theoretical _____.
9. Ask your teacher to act as one of your _____.
10. He said he left the company because of a _____ clash with the director.
11. Different cultures have different ways of _____ their children.
12. The study _____ the link between poverty and malnutrition.
13. The disclosure of the information will not be a criminal offence if it can be shown that it was in the _____ interest.
14. The book will become a standard work of _____.
15. It's partly the architecture which gives the town its _____.



Task 3

Fill in each of the blanks with an appropriate word from the box. Change the form if necessary.

prioritize	cite	pay	teamwork	credit	demonstrate
setting	adjust	rule	discourage	pursuit	employment

The independence-versus-interdependence issue has been written about regularly and is often introduced as the major issue separating the two worlds of scientific 1) _____, academic and industrial. For decades, academia has 2) _____ lip service to the idea of collaboration, but the incentive-and-reward system has been slow to 3) _____. Despite the widespread interest in collaboration and its obvious value in an academic 4) _____, collaboration remains informal and is actually 5) _____ by the tenure process, in which scholars are penalized for sharing 6) _____ for their work with others.

Large-scale academic collaboration has taken place successfully in the past; the Manhattan Project and contemporaneous radar research, and numerous experimental particle physics projects, to 7) _____ just a few examples, are not perhaps academic in the purest sense, but they 8) _____ that academic scientists can play well with others. More recently, new systems biology studies are bringing a sense of 9) _____ into academic life science labs, but there have been some growing pains. Still, in most of academic science—including the life science—the lone wolf still 10) _____.

READING MORE



The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by something different.

—Rick Pitino

WHY DO WE WORK?

Gregory S. Gallopoulos¹

1 Lawyers practice a difficult and demanding profession. They expect to be well compensated. In thinking about what that means, it can help to consider the basic question, “Why do we work?” Samuel Johnson supplied an obvious answer when he famously observed, “No man but a **blockhead** ever wrote, except for money.” But I am not being paid to write this article, and instead of labeling myself a blockhead, let me refer to the insight of **eminent** psychologist Theodor Reik: “Work and love—these are the basics. Without them there is **neurosis**.”

2 Why do we work? For money, but also for **sanity**. We expect and need to be compensated in nonmonetary ways. Noneconomic compensation matters to **top-flight** lawyers—otherwise, they would have long ago fled to investment banks². Law firms that want to recruit and retain the best (and the sanest) must compensate not only in dollars but also in **psychic gratification**. Accordingly, managers of elite firms need to think consciously about what lawyers are looking for beyond money. Here are some key noneconomic elements of compensation.

3 Professional identity

Many lawyers define themselves **with reference to** the privileges and attributes of their profession. When firms recognize professional **prerogatives**, they provide an important form of compensation.

4 For example, lawyers pride themselves on belonging to a learned profession. By providing opportunities for continued intellectual growth, law firms can simultaneously provide a form of compensation and reinforce a core value of the profession. This isn't hard to do. Organize

and host seminars with leading scholars, support scholarship **in-house** with resources such as research assistance and create **venues** for lawyers to engage in serious **discourse**.

- 5 Another core professional value is **autonomy**. A law firm pays psychic compensation when it understands and accepts that in matters of professional judgment, lawyers are their own masters. **In this regard**, firms should encourage a diversity of approaches, letting each lawyer develop his or her own style of practice. **Empowering** lawyers in this way **inculcates** a heightened sense of personal responsibility, which in turn reinforces the drive for individual excellence.
- 6 Equally important to professional autonomy is that firms need to take care not to **impinge on** a lawyer's exercise of considered professional judgment, even when that means refusing a client. Lawyers are not the servants of their clients. In appropriate circumstances, telling the client "No" is an act of the highest **professionalism**. A lawyer is well-paid with the confidence that the firm will stand behind him or her in such circumstances.
- 7 Lastly, professional status **encompasses adherence** to **ethical** standards. Most lawyers find self-worth in setting an example—both within the profession and within the larger society—as ethical actors. When management **affirms** the special respect **due** to lawyers who act with the utmost integrity and **civility** in all of their professional **dealings**, it provides yet another form of compensation.

8 Personal pride

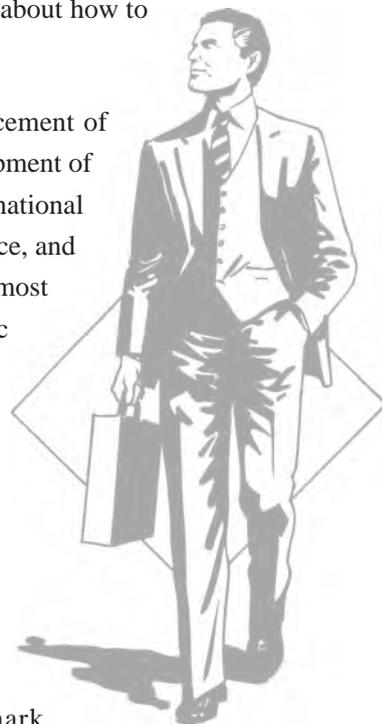
Few of us make it through the **rigors** of a legal education without having a deeply **internalized** sense of excellence **for its own sake**.³ Lawyers compensate themselves with the powerful self-affirmation of a job well done.

- 9 As a matter of both compensation and reputation, an elite firm cannot afford to impede the drive to excellence, even when it's not **cost effective in the short term**. This means, for example, that firm management should applaud the writing and rewriting of a **brief** to the highest standard even when a **cynical** perspective would suggest that the extra effort will have no practical effect.
- 10 Always celebrate **superlative** work product even when it seems unlikely to make a difference in the outcome. Instead of **kowtowing** to client demands for super work at a **cut-rate** price, deliver excellence and expect to be paid for it.

11 Idealism

Think back to law school. Who remembers talking into the night about how to obtain the highest profits per equity partner⁴?

12 More memorable discussions covered things such as the advancement of civil rights, the provision of legal services to the poor, the development of a more **equitable** system of **taxation**, the **promulgation** of international norms guaranteeing basic human dignity. Lawyers **thirst for** justice, and **slaking** that thirst is an important element of compensation. Almost **by definition**, an elite law firm supports **pro bono** and public service efforts, thereby accomplishing the **intertwined** goal of compensating its professionals and discharging its institutional obligations⁵ to society.



13 Recognition

Psychic compensation includes recognition, both formal and informal. Rendering such compensation depends on management's making just a little extra effort to acknowledge achievement. Celebrate important accomplishments and mark important **milestones**. On occasion, elaborate dinners or parties are called for, but often casual events will serve the purpose. Institute formal award programs. Stage ceremonies of public recognition. Never neglect to mark even relatively minor accomplishments with a congratulatory e-mail or phone call.

14 Institutional pride

Finally, a law firm can compensate its lawyers by giving them cause to be proud to be a part of the firm. Law firms, as institutions, can **outlive**, **outperform** and out contribute any individual. We join firms in order to be a part of something bigger than ourselves. When firm management **commits itself to** building the firm as an integrated institution, with strong institutional values, and when the firm thrives as an institution, belonging to the firm becomes its own reward.

15 Of course, this requires management to foster a corporate identity⁶ that **subsumes** individual egos—the greater good of the group must **take precedence**. And the firm as an institution must meet the highest standards in every area: excellent corporate

citizenship, superb client service, selfless public service, outstanding reputation.

- 16** In sum, lawyers—or, at least, the best lawyers—don't work for bread alone. And law firms—or, at least, elite law firms—cannot hope to effectively recruit or retain top legal talent without an attractive package⁷ of psychic compensation, which means that law firm managers must attend to the same.

Proper Names

Gregory S. Gallopoulos / 'grɛgəri es 'gæləpləʊ / 格列高利·加勒布罗

Samuel Johnson / 'sæmjʊəl 'dʒɒnsən / 塞缪尔·约翰逊

Theodor Reik / 'θi:ədəʊ 'raɪk / 西奥多·赖克

New Words

adherence / əd'hɪərəns / *n.* the act of behaving according to a particular rule or belief, or supporting a particular idea, even in difficult situations 坚持；信守，信奉

e.g. What made Reagan extraordinary, beyond his communicative skills, was his resolute adherence to core beliefs.

affirm / ə'fɜ:m / *v.* to strengthen a feeling, belief, or idea 肯定，强化（感觉、信念等）

e.g. The company chose a name that would affirm its French identity.

autonomy / ɔ:'tɒnəmi / *n.* the ability to make your own decisions without being influenced by anyone else 自主能力

blockhead / 'blɒkhed / *n.* a very stupid person 笨蛋，蠢人

brief / bri:f / *n.* a short spoken or written statement giving facts about a law case 案情摘要，案情简介

civility / sɪ'vɪləti / *n.* polite behavior which most people consider normal 礼貌，客气

cost effective / 'kɒst ɪ'fektɪv / *adj.* bringing the best possible profits or advantages for the lowest possible costs 低成本高利润的

cut-rate / 'kʌt'reɪt / *adj.* sold at less than the usual price 减价销售的

cynical / 'sɪnɪkəl / *adj.* unwilling to believe that people have good, honest, or sincere reasons for doing something 愤世嫉俗的

e.g. 1) The public is cynical about election promises.

2) I think movie stars just do charity work to get publicity—but maybe I'm too cynical.

dealing / 'di:lɪŋ / *n.* the business activities or relationships that you have been involved in 商业活动；商业往来

discourse / dɪs'kɔ:s / *n.* serious conversation or discussion between people （严肃的）谈话，交谈

due / dju: / *adj.* owed to someone either as a debt or because they have a right to it 应给的；欠下的

e.g. 1) Thanks are due to all those who took part.

2) After he was fired, the company failed to pay him the commissions due to him.

eminent / 'emɪnənt / *adj.* an eminent person is famous and admired by many people （指人）著名的，有名望的

e.g. 1) He is eminent both as a sculptor and as a portrait painter.

2) She's an eminent psychiatrist at the

Harvard Medical School.

empower / ɪm'paʊə(r) / *v.* to give someone more control over their own life or situation
给 (某人) 做……的权利; 使自主

e.g. 1) The Voting Rights Act was needed to empower minority groups.

2) Fundamentally the workers are not empowered, because all their decisions can be overruled at any time.

encompass / ɪn'kʌmpəs / *v. formal* to include a wide range of ideas, subjects, etc. 包含, 包括

e.g. 1) The job encompasses a wide range of responsibilities.

2) The study encompasses the social, political, and economic aspects of the situation.

equitable / 'ekwɪtəbl / *adj.* an equitable action, process, etc. treats everyone in an equal way; fair 公平合理的; 公正的

equity / 'ekwəti / *n.* stocks and shares not bearing fixed interest (利息不定)的普通股, 股票

ethical / 'eθɪkəl / *adj.* morally good or correct 合乎道德的; 正确的

gratify / 'grætɪfaɪ / *v.* to feel pleased and satisfied 感到高兴和满意

gratification / ,grætɪfɪ'keɪʃən / *n.* 高兴, 满足

inculcate / ɪn'kʌlkət / *v.* to fix ideas, principles, etc. in someone's mind 灌输 (观念、原则等)

in-house / ɪn'haʊs / *adj.* within a company or organization rather than outside it 公司 (组织) 内部的

internalize / ɪn'tɜ:nəlaɪz / *v.* if you internalize a particular belief, attitude, pattern of behavior, etc. it becomes part of your character 使 (信仰、态度、行为模式等) 内在化 (成为性格的一部分)

intertwine / ɪntə'twain / *v.* if two situations,

ideas, etc. intertwine or are intertwined, they are closely connected with each other 密切相关的

e.g. The problems of crime and unemployment are closely intertwined.

kowtow / ,kəʊ'taʊ / *v. informal* to be too eager to obey or be polite to someone in authority 顺从; 巴结; 唯命是从

milestone / 'maɪlstəʊn / *n.* a very important event in the development of something 重大事件, 里程碑

e.g. 1) For most people, the birth of their first child is a milestone in their lives.

2) He felt that moving out from his parents' home was a real milestone in his life.

neurosis / njʊə'rəʊsɪs / *n.* a mental illness that makes someone unreasonably worried or frightened 神经官能症

outlive / ,aʊt'lɪv / *v.* to continue to exist after something else has ended or disappeared 比……经久

outperform / ,aʊtpə'fɔ:m / *v.* to perform better than someone or something else 做得比……好; 胜过

e.g. 1) Stocks generally outperform other investments.

2) The company has consistently outperformed its larger rivals.

prerogative / prɪ'rɒɡətɪv / *n.* a right that someone has because of their importance or position 特权

pro bono / 'prəʊ'bəʊnəʊ / *adj.* used to describe work that someone, especially a lawyer, does without getting paid for it 为了公益的 (尤指律师免费工作)

professionalism / prəʊ'feʃənəlɪzəm / *n.* the skill and high standards of behavior expected of a professional person 专业技巧, 高超的水准; 职业精神

promulgate /'prɒmə'lɪgeɪt/ *v.* to make a new law come into effect by announcing it officially
公布, 颁布 (新法律、法规)

promulgation /,prɒmə'lɪʒeɪʃən/ *n.* (新法律、法规的) 公布, 颁布

psychic /'psaɪkɪk/ *adj.* affecting the mind rather than the body 精神(上)的

e.g. 1) While participation in business teams can offer enormous psychic satisfaction, it can also cause great distress.

2) But belief increases the likelihood of a predicted outcome: placebos against psychic ailments work astonishingly well.

rigor /'rɪɡə(r)/ *n.* the problems and difficulties of a situation (环境的) 严酷, 艰苦

sanity /'sænəti/ *n.* the condition of being mentally healthy 明智, 清醒

subsume /səb'sju:m/ *v.* to include someone or something as a member of a group or type, rather than considering it separately 把……归入(纳入)某一类

superlative /sju:'pɜ:lətɪv/ *adj.* excellent 最优秀的, 最好的

taxation /tæk'seɪʃən/ *n.* formal the system of charging taxes 征税, 税收(制度)

top-flight /'tɒpflaɪt/ *adj.* most successful, skilful, or important 最成功的; 第一流的; 最重要的

venue /'venju:/ *n.* a place where something such as a concert or a meeting is arranged to take place 举行场所, 会场

Phrases and Expressions

by definition if something has a particular quality by definition, it must have that quality because all things of that type have it 从定义上讲, 根据定义

e.g. 1) People say that students are by definition idealistic and impatient.

2) Human perception is highly imperfect and by definition subjective.

commit oneself to doing sth. to say that one will definitely do something 答应, 承诺

e.g. 1) I have committed myself to helping him.

2) He has committed himself to supporting his brother's children.

for its own sake (something) done for the value of the experience itself, not for any advantage it will bring 为了获得做某件事的经历而做某事

e.g. 1) But Victor Amadeus seems to have had little interest in scholarship for its own sake.

2) Weber says he is interested in writing for its own sake—an uncommon attitude in Hollywood these days.

impinge on to have an effect on someone or something; influence 对……起作用; 影响

e.g. 1) The change of government scarcely impinged on ordinary people's lives.

2) We were discussing the way welfare policies impinge on women.

in the short term considered over a short period of time in the future 就短期而言

e.g. 1) In the short term, chemical sprays are clearly an effective way to control pests.

2) In the short term we expect to lose money on the book, but in the long term we hope to make large profits.

in this regard used to connect what you are going to say with something you have just mentioned 关于此事; 在这方面

e.g. 1) In this regard, do not limit yourself to one expert opinion.

2) The company's problems, in this regard, are certainly not unique.

slake one's thirst to satisfy a desire 满足(欲望)

take precedence to be considered more important than someone or something else and therefore come or be done before them 优先于, (重要性) 高于

e.g. 1) Some say Shakespeare takes precedence over all other writers.

2) Paying our bills must take precedence over buying a new TV set.

thirst for to want something very much 渴望, 渴求 (某物)

e.g. 1) He's thirsting for revenge.

2) He thirsted for knowledge.

with reference to *formal* used to say what you're writing or talking about, especially in business letters 关于

e.g. 1) I am writing with reference to your last letter.

2) I have nothing to say with reference to this question.

Notes

1. Gregory S. Gallopoulos is the managing partner of Jenner & Block, a US law firm with offices in Chicago, New York, and Washington, D.C., and is a member of the litigation department.
2. An investment bank is one that buys and sells securities, stocks or bonds.
3. The sentence means: anyone who manages to qualify in the law profession will have been taught and come to understand that excellence is important for its own sake not just for appearances. The phrase "make it" is a colloquial way of saying "manage to do something, to succeed".
4. An equity partner in a law firm has ownership stakes in the firm and shares in the profit or loss of the firm rather than receiving a regular monthly salary (though it is quite common for salaried partners to receive a bonus based upon the firm's profitability).
5. Institutional obligations refer to the moral duties that any institution like a law firm promises or is expected to perform.
6. Corporate identity is the way a company presents itself to the public.
7. Package means the various psychic benefits made available to the lawyers working in the firm.

Text Exploration

Complete the following extract with information from the text.

We work for money, but also for sanity. Lawyers expect to be well compensated in dollars, also in 1) _____ ways. The key elements of noneconomic compensation include:

1. Professional identity

Law firms pay psychic compensation by 2) _____ professional prerogatives, providing lawyers with autonomy in matters of professional judgment, and affirming the special

respect 3) _____ to lawyers who 4) _____ to ethical standards in all of their professional dealings. What's more, they need to take care not to impinge on lawyers' exercise of 5) _____ professional judgment. This is equally important to professional autonomy.

2. Personal pride

Lawyers compensate themselves with the powerful 6) _____ of a job well done. For an elite firm, it's unwise to 7) _____ the drive to excellence, even when it's not cost effective in the short term.

3. Idealism

Slaking lawyers' 8) _____ for justice is an important element of psychic compensation. An elite firm supports public service efforts, thereby compensating its professionals, and 9) _____ its institutional obligations to society at the same time.

4. Recognition

Both formal and informal recognition is called for in psychic compensation, the 10) _____ of which requires a little extra effort on the part of management. To 11) _____ the purpose, different forms of acknowledging achievement such as elaborate dinners, parties, casual events, formal award programs, 12) _____ of public recognition, even a congratulatory e-mail or phone call are among the choices.

5. Institutional pride

Giving lawyers cause to be proud to be 13) _____ of the firm is the final element of psychic compensation. This requires the management to 14) _____ itself to building the firm as an integrated and thriving institution.

In sum, to attract top legal talent, law firm managers must 15) _____ to both the physical and psychic needs of their lawyers.

Critical Thinking

Discuss in groups the following questions.

1. Do you agree with the quotation from Theodor Reik "Work and love—these are the basics. Without them there is neurosis"? Why or why not?
2. Suppose you were a lawyer, among the four points mentioned in the text that are related to the concept of "professional identity", which is the most important to you? And which is the least important? Give your reasons.
3. What is the relationship between the institutional pride of company and the personal pride of its employees? How can any conflict be resolved?



Vocabulary in Action

Task 1

Fill in each of the blanks with an appropriate form of the word given and explain its meaning.

1. observe

- A. It was _____ that 40% of patients had high blood pressure.
- B. Keynes _____ that human beings fall into two classes.
- C. Too many accidents are occurring at work because employers are not _____ safety regulations.

2. label

- A. _____ on clothes should be removed for kids with sensitive skin.
- B. She carefully _____ each jar with its contents and the date.
- C. Children who are _____ “slow” usually get less attention from teachers.

3. engage

- A. Only 10% of American adults _____ in regular exercise.
- B. Paul _____ as a junior clerk at a very low wage.
- C. Have you heard? Sally and Ray are getting _____.
- D. Her _____ personality has helped make her television’s favorite talk-show hostess.

4. attribute

- A. The fall in the number of deaths from heart disease is generally _____ to improvements in diet.
- B. What _____ should a good manager possess?
- C. This, and the remaining frescoes, are not _____ to Giotto.

5. drive

- A. _____ a Rolls Royce into a swimming pool was one of the most dangerous stunts Crawford had to perform.
- B. The government must continue this _____ to find new, cleaner forms of energy.
- C. Greg certainly has the _____ to become a good lawyer.

6. exercise

- A. Try to fit some regular _____ into your daily routine.
- B. The _____ in Chapter 3 are helpful for students learning the future tense.
- C. People who can _____ some control over their surroundings feel less anxious.

7. term

- A. It was always clear that Schmidt’s third _____ in office would prove a difficult one.
- B. The exams are at the end of the summer _____.
- C. He had been _____ a temporary employee, now he is a member of permanent staff.

8. discharge

- A. Several of the recruits were _____ from the Army due to medical problems.
 B. The president called upon the soldiers to _____ their duty with honor.
 C. All _____ and dispositions of radioactive waste from Springfields were within relevant limits.

9. minor

- A. We have made some _____ changes to the program.
 B. Sid _____ in political science.
 C. This film contains material unsuitable for _____.

10. stage

- A. This treaty marks an important _____ in our two countries' relationship.
 B. The orchestra was restricted to a semicircle in view of the needs of Roman drama and, in front of this was a raised _____.
 C. It cost thousands of pounds to _____ the concert, including performers' fees and the hire of equipment.

11. foster

- A. The couple wanted to adopt the black child they had been _____.
 B. Recent studies show that advertising usually _____ competition and therefore lowers prices.
 C. Half a million American children are in _____ care at any given time.

12. firm

- A. Edward got a job with a _____ of accountants in London.
 B. Make sure the ladder feels _____ before you climb up.
 C. You need to be _____ with her or she'll try to take advantage of you.

Task 2

Complete the following sentences by translating the Chinese in brackets into English. Try to use the expressions you have learned from the text.

- The sum of \$20 is _____ (是你应得的奖金).
- He had just received a doctorate _____ (以表彰他为心理学作出的贡献).
- Insurance is only valuable if it _____ (达到一种目的).
- Don't worry, everything will be _____ (在适当的时候得到处理).
- This problem should be discussed first, as it _____ (比其他问题都重要).
- You've been promoted? This _____ (需要庆祝一下).
- The scholar's mind _____ (渴望一些新书).
- I am writing to you _____ (有关你们部门的工作机会).
- _____ (玛丽有广泛的兴趣爱好), she like sports, travel, photography and making radio sets.
- The banks have _____ (承诺增加利润) by slashing costs.

定语从句的翻译 (1)

定语从句是英语中使用最为频繁的复合句型之一，分清定语从句的句法功能和类型是做好翻译的前提。

顾名思义，定语从句在句中充当定语，修饰某一名词或代词。引导定语从句的关联词可以是关系代词（如 who, which, that）和关系副词（如 when, where, as）。定语从句可分为限制性定语从句和非限制性定语从句两种。限制性定语从句是句中不可缺少的组成部分，它使先行词的意思明确、主句的结构完整。限制性定语从句和主句之间一般不用逗号分开。非限制性定语从句是对主句中先行词的补充叙述或解释说明。没有它的存在，主句的结构仍然完整，意思也依然明确。这种从句一般用逗号和主句分开，且通常不用关系代词 that 来引导。

在英译汉中，一般用前置法、后置法、融合法和转换法等方法来处理定语从句。

1. 前置法

当一个限定性定语从句结构和意义较为简单，或是较为简短时，我们把英语原文的定语从句翻译成带“的”的定语词组，放置于被修饰的词之前，将英语原文的复合句翻译成汉语的简单句。例如：

- 1) Furthermore, humans have the ability to modify the environment in which they live, thus subjecting all other life forms to their own peculiar ideas and fancies.

 译文：而且，人类还有能力改变自己的生存环境，从而使所有其他形态的生命服从人类自己独特的想法和想象。

解析：本句中 the environment 后面跟了一个定语从句，只有四个词，意义和结构都较为简单，因此我们在翻译时就要把它放在它所修饰的先行词的前面。

- 2) But even more important, it was the farthest that scientists had been able to look into the past, for what they were seeing were the patterns and structures that existed 15 billion years ago.

 译文：但更为重要的是，这是科学家们所能观察到的最遥远的过去的景象，因为他们看到的是 150 亿年前宇宙云的形状和结构。

解析：这个句子中 that existed 15 billion years ago 是一个定语从句，其先行词是 the patterns and structures。这个定语从句比较简单，我们可以将其直接翻译到它所修饰的先行词的前面。

2. 后置法

有时定语从句不是对被修饰词的限制，而是对被修饰词的描述，且与主句关系松散，只是一种形式上的从属关系，翻译时可视上下文将其译成独立的句子或与主句并列的分句，放在被

修饰词的后面。

- 1) John Fetzter, career consultant and chemist, first suggested this trait, which has already been written about a great deal.



译文：职业顾问和化学家约翰·费策尔最早提出了这个特征。关于这个特征，人们已经写了大量的文章。

解析：非限制性定语从句 *which has already been written about a great deal* 只是对先行词 *this trait* 的补充叙述。如果没有该从句，主句的语义和结构不会受到影响。译成独立的句子符合汉语表达习惯，也保持了原文的风格。

- 2) The Queen will visit the town in May, when she will open the new hospital.



译文：女王将于5月访问该城。届时，她将主持那家新医院的开业仪式。

解析：同样，该句将 *when* 引导的从句译成独立句子，最符合汉语的表达习惯。

- 3) It is he who received the letter that announced the death of your uncle.



译文：是他接到那封信，说你的叔叔去世了。

- 4) After dinner, the four key negotiators resumed their talks, which continued well into the night.



译文：饭后，四个主要谈判人物继续进行会谈，一直谈到深夜。

Translation Practice

Translate the following paragraphs into Chinese.

Paragraph One

“Business happens 24/7/365, which means that competition happens 24/7/365, as well,” says Haut. “One way that companies win is by getting ‘there’ faster, which means that you not only have to mobilize all of the functions that support a business to move quickly, but you have to know how to decide where ‘there’ is! This creates a requirement not only for people who can act quickly, but for those who can think fast with the courage to act on their convictions. This needs to run throughout an organization and is not exclusive to management.”

Paragraph Two

Lastly, professional status encompasses adherence to ethical standards. Most lawyers find self-worth in setting an example—both within the profession and within the larger society—as ethical actors. When management affirms the special respect due to lawyers who act with the utmost integrity and civility in all of their professional dealings, it provides yet another form of compensation.

FOCUSED WRITING

Narrative Essays

Broadly speaking, essays can be categorized into four genres: narrative essays, descriptive essays, expository essays and argumentative essays.

A narrative essay offers us the opportunity to think and write about ourselves, to explain how our experiences lead to a realization or conclusion about our lives or about the world in general. Each of us has had meaningful experiences that have taught us lessons about ourselves and others and our world. Indeed, most people find it easier to write a story about themselves, something from their own experience, than to write purely from imagination. A narrative essay is a way to record and share experiences and can be a useful way to substantiate new understanding.

To write a narrative essay, we need to think about an event worth sharing and to think about finding the significant, salient points in that event so that we can expand on the facts and make the story interesting.

When writing a narrative essay, bear in mind the following principles:

1) Point of view

Narratives are often written from the perspective of the writer himself/herself (the first person singular, i.e., I). However, writers will also use third person pronouns (he, she, or it). Which “grammatical person” you use is a function of whose perspective is being captured in the narrative. If it’s your story, use “I”; if it’s a story about what happened to a friend or group of friends including yourself, use “we”. If it is about someone else or about something, use “he”, “she” or “it”, as appropriate.

However, importantly, be consistent. If your narrative is in the first person, be careful to retain your own perspective throughout. In other words, don’t switch the point of view mid-essay unless you make it clear to readers that this is what you are doing and why. “I felt angry but Jane said I should calm down. She thought I was over reacting and maybe I was.”

2) Sequence or order

Since narrative essays include a story, the essay should use the conventions found in any story: a plot with explanation of the setting and the characters; a climax; and an ending. It is important to set the scene but this does not have to be in the first paragraph. Often writers want to get reader’s attention in the first paragraph and one way to do this is to give a short anecdote. However, remember that readers also need to know why the plot is important, who the characters are and where and when it happened, is happening or will happen so be sure to include this information.

It is often tempting to tell stories in chronological order. “First, I..., then I.... After that I... and finally I....” However this can be very boring to read. A narrative must be made interesting to the reader otherwise they will stop reading. One of the most useful ways to make a story interesting is the flashback. Flashbacks (倒叙法) are a wonderful device to merge the present and the past.

3) Tense

Narratives are a form of writing in which a writer usually describes something that happened in

the past. In consequence, in most cases, the past tense is used.

However, sometimes, the present and future tenses are also used to help your narration.

Sample

The cold wind blew and snow lay on the ground but I was thinking of my love, of how I would see him in an hour, and of how his eyes are so kind, and his shoulders so strong, and I didn't feel the cold.

4) Dialogue

Narratives are often made interesting by writing what people said. It helps to bring the characters alive and make the story meaningful and realistic.

If dialogue is included in a narrative, each person's words, enclosed in quotation marks, are usually treated as a separate paragraph. Here is an example narrating an experience in which the proposal of the author's daughter that they should get the crowd singing was effective in easing complaints.

Sample

.....

The morning was cold and misty. We stamped our feet and blew on icy hands, wishing we had worn parkas and brought hot drinks. People muttered unhappily.

My daughter said, "Mom, we ought to get this crowd singing. Then they'd feel better and stop complaining."

I asked Maggie, "Shall we?"

"Let's," she said, and turning to our kids, said, "You all sing as loud as you can, ok?"

"I shouted, "Everybody sing!" and burst into Clementine. We sang for an hour, and the crowd sang with us. They wouldn't let us stop, shouting "More, more!" and suggesting other songs. By the time the gates opened we felt warm, and there was no more complaining.

Sometimes, indirect speech can also be used to explain what is happening.

Sample

The holiday wasn't going well until Tom said we should all climb to the top of the mountain. He argued that if we all worked together and helped each other and started early enough, we would make it safely. He told us we would need to prepare: we would need to think about what to wear and what to take with us. It became an adventure which we enjoyed planning as much as doing.

There are two extremes we should avoid when writing narrative. First, it is tempting to simply tell the story, event by event, without giving it any texture because we have left out descriptive details, explanation and dialogue.

At the opposite extreme is a narrative that becomes so complex with description that the plot is lost. A good narrative has texture, but it can often be suggestive rather than exhaustive. Writers should plan a strong structure in which the plot is clearly worked through from beginning to end (allowing for flashbacks if required) and which the writer then embellishes as the plot develops.

Writing Assignment

Think about a time when something significant changed in your life. This could be anything from a move across town to starting school or going on holiday. Then write a narrative essay in less than 150 words.



FINAL PROJECT

Role-play

Step One →

Marvin Blum manages his own law firm. He finds that his firm encounters difficulty in retaining lawyers. Two of the seven lawyers have recently quit, and another employee is said to be hopping to a prestigious firm. He's complaining to his father-in-law, a retired senior lawyer from Ben & Johnson, one of the elite law firms in the local area. His father-in-law points out sharply that the problem stems from his ignorance of lawyers' psychic needs. Role-play the conversation between Marvin Blum and his father-in-law with your partner.

Marvin's problem seems to focus on three aspects: the declining business, increasing complaints from the clients and disloyal staff. Your conversation could begin like this:

Father-in-law: So, how's your firm doing, Marvin?

Marvin: Not so good, as a matter of fact, much worse than I expected. I just don't know why...

Father-in-law: Try not to worry, tell me what's up?

Marvin: ...

The following sentence patterns are for your reference:

- 1) The firm pays them salary higher than...
- 2) There are also other welfare such as...
- 3) Do you ever think of what they need most besides...
- 4) When I was working as a lawyer in Ben & Johnson...
- 5) We had our own say in...



Step Two →

Enlightened on how to encourage his lawyers, Marvin decides to adopt a new style of management. He calls a meeting with his board members and tells them about the new measures he's going to take. The board members question his motivation for each measure. Imagine you are Marvin Blum, deliver a speech on how to reform the management style in the firm, and your partners will act the role of the board members who ask you questions.

The following words and expressions are for your reference:

It's high time that...	What's the point of working	prioritize	cannot afford
interfere	it is...that counts	environment	reputation