

# 1 Career Development

Unit

## PART I

### Teaching Focus and Topic Exploration

#### Teaching Focus

	TEXT A	TEXT B
Theme	Room for the Future	Is “AQ” More Important Than Intelligence?
Vocabulary	secure, dependent, revise, depressed, register, reserved, assignment, acquire, meaningless, glory, soul	assess, prospect, multiple, spot, profession, client, colleague, innovation, possess, rigid, genius, embrace
Phrases and Expressions	make all the difference; hold sb./sth. back; by nature; no matter what; make room for	adapt to; search for
Grammar	How to use the words “instead” and “somehow” (“Focusing on Sentence Structure”)	
Writing	1) Transitional Words and Phrases (1) (“Basic Writing Skills”) 2) Understanding and Writing Classified Ads (“Practical Writing”)	
Chinese Wisdom	Career Development	

#### Topic Exploration

Text A focuses on two topics: crises in adulthood and lifelong learning. Modern society is very competitive: young people are competing for good jobs and middle-aged people are competing to hold down their jobs. Companies are being set up and falling apart, so downsizing is a common occurrence. As the author of Text A tells us, he had been working for a major bank for 22 years when his company let him go. Instead of becoming depressed or bitter, he decided to return to college and become an adult student. So, the loss of his job brought about some positive changes in his life. Like the author, we should always remember: “Change is good; change is progress.”

Text B explores the importance of being able to change and adapt in today’s job market. It used

to be that having a high IQ and EQ was the best predictor of career success, but now, AQ is just as important. AQ stands for adaptability quotient, which is about adjusting well to change. As jobs change rapidly due to technology, being flexible and ready to learn new skills is key. Adapting to change is the way forward.

## *PART II*

# Understanding and Learning

## Reading Through

### Suggestions for Teaching Text A

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Nowadays in China, many young people are keen on studying in their free time. There is certainly a need for this. We must keep learning if we are to cope with changes in our life.

Approach Text A by asking students to answer the questions in the Exploring the Topic section of the Student's Book. These questions are related to their personal experience, so they should be simple enough for students to answer. If students' English proficiency and time permit, a discussion about life purposes or what success means could be an interesting alternative.

### Text Structure

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This is a narrative essay, which aims to make a point: "Change is good; change is progress." Draw students' attention to the way Text A is structured. The whole text is made up of three parts: Introduction, Body and Conclusion, whose component paragraphs and main ideas are shown in the following chart:

Text Parts	Paragraphs	Main Ideas
Introduction	1-3	Introducing the background: After working for a major bank for 22 years, I had become a disposable employee.
Body	4-9	1) Presenting the thesis: "Change is good; change is progress" (or its revised version: "Accept the change and make the most of it") 2) Two decisions: a) to return to college and graduate; and b) to reevaluate my life
Conclusion	10-12	Reaffirming the thesis of the essay

## Detailed Study of Text A

# Room for the Future

### 1. Room for the Future (Title)

**Meaning:**

Possibility for One's Future Development

### 2. After 22 years of working for a major bank, a downsizing wave resulted in the elimination of over one hundred jobs, mine being one of them. (Para. 2)

**Meaning:**

Having worked for a big bank for 22 years, I lost my job, together with more than one hundred of my colleagues because the bank wanted to reduce the number of its employees.

**downsize**

v. **reduce the number of people that a company or an organization employs in order to reduce costs** 裁(员); 紧缩(编制)

The recent depression has resulted in a **downsizing** wave throughout the region. 近来的经济萧条造成了整个地区的裁员潮。

**result in**

**cause; make (something) happen** 造成; 导致

The measure will **result in** good effects. 这项措施将产生良好的效果。

The game **resulted in** another victory for our team. 比赛的结果是我们队又赢得了一场胜利。

**elimination**

n. **[U] the process of removing something** 消除; 根除

The **elimination** of poverty is the greatest challenge facing the world today. 消除贫困是当今世界面临的最大挑战。

### 3. My once secure future now seemed insecure. (Para. 3)

**Meaning:**

I had always thought my future was safe, but it seemed unsafe now.

**secure**

adj. **a situation that is secure is one that you can depend on because it is not likely to change** 可靠的; 稳定的

Estate in this city is a **secure** investment. 在这座城市, 地产是可靠的投资。

**insecure**

adj. **not giving one a feeling of safety; likely to be lost** 无保障的; 不安全的  
an **insecure** job 无保障的工作

Running a small business is a very **insecure** occupation. 做小买卖是一个没有什么保障的职业。

4. I was not a single father, nor dependent solely on my income, but just like the other ex-bankers, I had become a disposable employee. (Para. 3)

Meaning:

I was neither divorced with children to raise alone, nor did I rely only on my income; but just like my former bank colleagues, I had been dismissed.

**dependent**

*adj.* **needing the help or support of somebody or something else** 依靠的; 依赖的

Health is largely **dependent** on good food, regular exercise and enough sleep. 健康很大程度上靠的是优质的食品、经常锻炼和充足的睡眠。

**ex-**

*prefix.* **former** 以前的; 前任的

▶▶ Please note that “ex-” means “former and still living.”

**ex-wife/ex-husband** 前妻/前夫

**ex-president** 前总统

**banker**

*n.* **[C] someone who works in a bank in an important position** 银行要员

**investment banker** 投资银行家

5. My belief has always been “change is good; change is progress,” but when it affected my life, I had to revise it to “accept change and make the most of it.” (Para. 4)

Meaning:

I have always believed in the saying “change is good; change is progress,” but when it affected my life, I had to change it into “accept change and get the most advantage from it.”

**revise**

*vt.* **change a piece of writing by adding new information, making improvements, or correcting mistakes** 改变; 修正

Our original report should be **revised** because of the new changes. 因为有了新的变化, 我们最初的报告应该作修改。

**make the most of**

**get the most advantage from** 最大限度地利用

**Make the most of** your free time and have a good rest. 充分利用空余时间好好休息。

6. From the beginning, I chose to look at this occurrence not as a misfortune, but as a welcome opportunity. I refused to become depressed or bitter; instead, I eagerly anticipated doing something new and different. (Para. 4)

Meaning:

From the start, I decided to regard my unpleasant condition not as bad luck, but as a good chance; I didn't become sad or angry, but rather, I looked forward to doing something new and different.

**choose to do sth.**

**decide or prefer to do something** 决定做; 宁愿做

He **chose to** learn German rather than French at school. 他上学时选择学习德语而非法语。

**look at sth./sb. as**

**regard something or somebody as** 把某物/某人看作

We always **looked at** him as our model. 我们总是把他看作我们的模范。

**occurrence**

*n.* [C] **something that happens or exists** 发生的事; 事件

His arrival was an unexpected **occurrence**. 他的到来是一件令人意想不到的事。

**misfortune**

*n.* [C; U] **an unfortunate accident, condition or event; bad luck** 不幸事故; 不幸

**Misfortunes** never come singly. 祸不单行。

His failure in business was due not to **misfortune**, but to his own mistakes. 他生意失败不是因为运气不好, 而是因为他自己犯的错误。

**depressed**

*adj.* 1) **feeling very unhappy** 沮丧的; 消沉的

You looked rather **depressed**. 你看上去精神不太好呀。

He's been feeling **depressed** for several weeks. 他感到精神不振已有好几个星期了。

2) **suffering from low levels of business activity, employment, etc.** 萧条的; 不景气的

They are working in the **depressed** areas of the country. 他们在国内经济不景气的地区工作。

**7. Having a positive attitude made all the difference in the way I perceived the future.**

(Para. 5)

Meaning:

Being optimistic considerably changed the way I looked at my future.

▶▶ Please note the subject of this sentence is a gerund phrase “having a positive attitude”; and the sentence “I perceived the future” is used to modify “the way”.

**make all the difference**

**have an important effect on a thing or a situation** 关系重大; 大不相同

Having a good friend has **made all the difference** for her. 她有了一个好朋友后情况完全不一样了。

**perceive**

*vt.* **understand or think of something in a particular way** 看待; 理解

People now **perceive** that green issues are important to our future. 人们现在认识到环保问题对我们的未来很重要。

**8. Doing this at my age took more than a little courage. (Para. 5)**

Meaning:

For a man of my age, doing this needed great courage.

9. Not being a graduate had never held me back in my career with the bank, but now it was a personal goal I longed to achieve. (Para. 5)

Meaning:

Although I didn't have a college degree, so far this had never affected my banking career. But now getting a college degree was a goal that I eagerly wanted to achieve.

**hold sb./sth. back**

**prevent the progress or development of somebody or something** 阻碍某人/某事

You could become a doctor, but your lack of patience is **holding you back**. 你有可能成为一名医生, 但是缺乏耐心在阻碍你的发展。

**long to do sth.**

**want to do something very much** 渴望做某事

You seem to be **longing to** say something to me. 你好像很想对我说点什么。

10. With a little fear and a lot of determination, I registered for evening classes, and became an adult student. (Para. 5)

Meaning:

Even though I felt a bit afraid, I made a firm decision to return to college. I signed up for evening classes and became an adult student.

**register**

v. **record somebody's name on an official list** 登记; 注册

Many students **register** for these courses to develop skills for their future jobs. 许多学生注册学习这些课程是为了提高将来工作所需的技能。

11. Oral presentations were often required for one class. (Para. 6)

Meaning:

For one particular class that I took, we were often required to give oral presentations.

12. I remember thinking that if I had known this beforehand, I would have taken something else to achieve my required credits. (Para. 6)

Meaning:

I remember thinking that if I had known oral presentations were frequently required for this class, I would have taken some other classes to earn the credits needed to get my diploma.

⇒ Please note the subjunctive mood (虚拟语气) used in this sentence.

13. By nature, I am a rather reserved individual, and speaking in front of people terrified me. (Para. 6)

Meaning:

I am naturally quiet and afraid of speaking in public.

- Please note the mixed use of the simple present tense and simple past tense in this sentence.  
The simple present tense is used to show that the author is naturally a reserved person.

**by nature**

**born with a certain character** 出于本性；天生

She is a sociable person **by nature**. 她天生就是个爱社交的人。

**reserved**

*adj.* **not liking to talk or to show feelings** 内向的；寡言少语的

He is very **reserved**; you never know what he's thinking about. 他很内向；你永远不知道他在想什么。

**individual**

*n.* [C] **a single person or thing, considered separately from the rest of the group or society that they live in** 个人；个体

Each **individual** should try their best to protect the environment. 每一个人都应该尽最大努力保护环境。

*adj.* **separate or particular; existing as an individual** 个别的；单独的

Each **individual** window will need to be repaired. 每一扇窗都需要维修。

**terrify**

*vt.* **make somebody feel extremely frightened** 使害怕；使恐惧

The thought of flying **terrified** him so much that he decided to go by train. 想到乘飞机他就害怕，于是决定乘火车去。

14. As I stood in front of the other adults with whom I shared a common goal, my knees were visibly knocking, and my heartbeat almost audible. Somehow, I found my voice and made my presentation with effort. (Para. 6)

**Meaning:**

When I stood in front of the other adults who had the same aim as I did, everyone could see my knees shaking and could almost hear my heart beating. In some way, I managed to speak up and give my presentation by trying really hard.

**visibly**

*adv.* **in a way that is easily noticeable** 易察觉地；明显地

Mary, **visibly** moved, kept her head bowed during the ceremony. 仪式上，玛丽一直低着头，看得出她很感动。

**heartbeat**

*n.* [C; U] **the movement or sound of the heart as it sends blood around the body** 心跳

Your **heartbeat** slows down when you are asleep. 睡着时，你的心跳会减慢。

**audible**

*adj.* **able to be heard** 听得见的

His happy laughter was **audible** to everyone in the room. 屋子里的每个人都听得到他高兴的笑声。

**with effort**

**trying very hard** 努力地；费劲地

**With great effort**, he managed to keep quiet. 他拼命忍住没出声。

15. Later in the year, I even interviewed a local reporter for an English assignment, much to the amazement of my teacher. (Para. 6)

Meaning:

Later in the year, I managed to interview a local reporter as part of an English homework, much to my teacher's surprise.

**assignment**

- n.* 1) [C] a piece of work that a student is asked to do (学生的) 作业  
The **assignment** for the weekend was to write a report. 这个周末的作业是写一篇报道。  
2) [C; U] a task or piece of work that somebody is given to do (分配的) 任务  
She is in Greece on an **assignment** for one of the Sunday newspapers. 她在希腊为一家星期日报执行一项任务。

16. My confidence levels rose. (Para. 6)

Meaning:

I became more confident.

17. During this time, I realized that no matter what life throws our way, personal growth never stops. (Para. 7)

Meaning:

At this time, I came to know that no matter what troubles life creates for us, we should always keep on studying and improving ourselves.

- »» Please note the simple present tense is used after “realized” to show that what the author says in the object clause is always the truth.

**no matter what**

**used to say that something is true or that something happens whatever the situation is** 不管什么; 无论什么

**No matter what** happens, stay positive and keep pushing forward toward your goals. 无论发生什么, 保持积极的态度, 朝着你的目标不断前进。

18. It comes from within, and needs only to be challenged in order to surface. (Para. 7)

Meaning:

Personal growth comes from the inside, and needs only to be challenged in order to come to the surface.

**surface**

- vi.* **become known or easy to notice** 显现  
The truth gradually **surfaced**. 真相慢慢显现出来。  
*n.* [C] **the outside or top layer of something** 表面; 表层  
The **surface** of the lake was quite still. 湖面十分平静。



19. It is entirely possible to step out of one's comfort zone to learn something new. (Para. 7)

Meaning:

It is completely possible for one to quit their old, easy way of doing things in order to learn new things.

**comfort zone**

*n.* [C] (*usually singular*) your comfort zone is the range of activities or situations that you feel happy and confident in 舒适区（指人自我放松、不追求高效益的状态）

To grow, one must step out of their **comfort zone** and embrace new challenges. 一个人想要成长就必须走出自己的舒适区，接受新的挑战。

**zone**

*n.* [C] an area that is different from other areas in some way 区域；地带

We are going to visit the free trade **zone** next week. 我们下星期要去参观自由贸易区。

20. My experience of going back to school ended up being far more valuable than just acquiring a diploma. (Para. 7)

Meaning:

What I achieved by going back to school was not just getting a diploma, but something far more useful and meaningful.

**end up**

find yourself in a place or situation that you did not intend or expect to be in 最终成为；最后处于

He worked very hard and **ended up** head of the firm. 他工作很努力，最后成了公司的主管。

» Please note that “end up” can be followed by a “verb+ing” form, a noun, an adjective or a prepositional phrase.

**far**

*adv.* very much (used together with comparative adjectives or adverbs for emphasis) 非常；很大程度上

We have achieved **far** better results than we expected. 我们取得的结果远比我们事先预料的要好。

**acquire**

*vt.* gain something by one's own efforts, ability or behavior 取得；获得

Through constant practice, the children **acquired** much knowledge not found in their textbooks. 通过不断的实践，孩子们获得许多课本里学不到的知识。

**diploma**

*n.* [C] a document showing that a student has successfully completed high school or college education 毕业文凭；学位证书

She has obtained a **diploma** in education. 她取得了教育学文凭。

21. The second thing I did to improve my inner self was to reevaluate my life. (Para. 8)

Meaning:

Another thing I did to improve my inner self was to have another careful look at my life.

### inner

- adj.* 1) **private and secret; not expressed or shown to other people** 内心的; 未表达出来的  
He found it difficult to guess her **inner** feelings. 他发现难以了解她内心的情感。
- 2) **on the inside or close to the center of something** 内部的; 靠近中心的  
She got up and went into an **inner** office. 她起身走进里间办公室。

### reevaluate

- vt.* **consider or judge the value or degree of something again** 重新评估  
Please **reevaluate** the experiment results. 请重新评估实验结果。

## 22. It used to be filled with endless, and sometimes meaningless, events. (Para. 8)

### Meaning:

In the past, my life was full of endless happenings, some of which weren't important at all.

### meaningless

- adj.* **without any purpose or reason and therefore not worth doing or having** 毫无意义的; 无价值的  
It is **meaningless** to discuss this topic without any reference to its historical context. 不结合历史背景来讨论这个话题是毫无意义的。

## 23. Now, instead of working toward materialistic things and personal glory, my heart and life are firmly linked around people I care about. (Para. 8)

### Meaning:

Now, instead of working hard to earn more money and personal honor, my heart and life are closely connected with people I love.

### work toward

**try to reach or achieve a goal** 争取; 努力达到

I will **work toward** completing my project by the end of the week. 我将努力在本周末完成我的项目。

### materialistic

- adj.* **caring only about money and possessions rather than things of the mind such as art, religion, or moral beliefs** 实利主义的; 物质主义的  
He's so **materialistic**. 他太物质了。

### glory

*n.* **[U] great fame, honor, and admiration** 荣誉; 光荣

He earned **glory** for his country by winning a gold medal in the Olympics. 他在奥运会上获得了金牌, 为他的祖国争得了荣誉。

## 24. Yes, having a fulfilling career is important, but it is no longer my reason for being. (Para. 9)

### Meaning:

Yes, having a successful career is important, but it is no longer my reason for existing in the world.

25. When I rejoin the “rat race,” it will be on my terms, as developing my soul is my first priority. (Para. 9)

Meaning:

When I go back to the competitive world of work, I will behave in the way I think right, no longer regarding material success or personal glory as the most important thing; instead, I will focus on improving my inner self.

**rejoin**

vt. **join somebody or something again after leaving them** 重新加入

She left briefly but **rejoined** the company last year. 她短暂地离开了一阵子，但去年又重新加入了公司。

**rat race**

n. [singular] **the unpleasant situation experienced by people working in big cities, when they continuously compete for success and have a lot of stress in their lives** (为财富、权力等的) 无休止的激烈竞争

Every young man will join the **rat race** as soon as he graduates from university. 每个年轻人从大学一毕业就将参与到无止境的社会竞争中。

**on sb.'s (own) terms**

**according to the condition that one asks for** 按某人(自己)的条件

We will negotiate **on our terms**. 我们会按照我方的条件来谈判。

**soul**

n. 1) [C] **a person's inner character, containing their true thoughts and feelings** 内心; 心灵

Reading is one of the effective ways to nourish a person's **soul**. 阅读是滋养一个人心灵的有效方法。

2) [C] **the spiritual part of a person, believed to exist after death** 灵魂

The old lady went to the temple to pray for the **soul** of her late husband. 老妇人去寺庙为已故丈夫的灵魂祈祷。

26. Having simplified my life, I am enjoying living now, instead of just existing to make a living. (Para. 9)

Meaning:

Now that I have made my life simpler, I'm actively participating in life, doing things that I enjoy, rather than just passively existing in the world and earning a living.

**simplify**

vt. **make something less complicated and therefore easier to do or understand** 使简单; 简化

He tried to **simplify** the story for the children. 他试图为了孩子们简化这个故事。

27. Is there life after banking? You bet there is. (Para. 10)

Meaning:

Does life exist after I leave the bank industry? Of course there is.

### banking

*n.* [U] **the business of a bank** 银行业

She's thinking about a career in **banking**. 她正在考虑从事银行业。

### you bet

**of course; certainly** 当然; 一定

—Can we make a fortune from this business?

—**You bet.**

——我们能从这笔生意中赚大钱吗?

——那还用说。

## 28. Revisiting the past made room for the future. (Para. 11)

### Meaning:

Looking back on and reevaluating my past life provides possibility and space for my future personal growth.

### revisit

*vt.* 1) **come back or visit again** 再访; 重游

I **revisited** Prague last month. 我上个月重游了一次布拉格。

2) **consider (a situation or problem) again or from a different perspective** 重提; 再次讨论

The purpose of this article is to **revisit** the problem from a new perspective. 这篇文章的目的是从一个新的角度来重新讨论这个问题。

### make room for

**give space to** 为……腾出空间

Move the piano to **make room for** the sofa. 把钢琴挪一挪, 腾出地方放沙发。

## 29. And, I have only just begun. The best is yet to come. (Para. 12)

### Meaning:

And, I have just started, and have even better things to look forward to.

## Reading More

### Suggestions for Teaching Text B

Presumably, students already know about IQ and EQ. As a pre-reading activity, ask students what qualities or skills they think people need in order to do well in their careers. If students do not explicitly use the words IQ and EQ, remind them that some of the qualities or skills they have mentioned indicate a high IQ and some a high EQ. Then draw students' attention to the title of the article and guess what AQ stands for. It's worth noting that the title is in the form of a question, a tactic to "entice" the reader to read the article. "Is AQ more important than intelligence?" "If so, why?" Ask students to hold these questions in mind as they proceed to read the article.

To check their comprehension of the article, have students write down their answers to the questions in the Getting the Message exercise in the Student's Book. When they are done, tell them that the answers to these questions form the "skeleton" of a summary of the article. Ask students to join their answers into a paragraph summarizing the article. Remind them that they may need to re-write some answers and use transitional words, where necessary, to make their writing flow smoothly from one sentence to the next.

Most students will soon enter the world of work. As a post-reading activity, ask them if they think their future job or some aspects of it may be at risk of automation. If so, ask them how they can prepare for this change.

## Detailed Study of Text B

# Is "AQ" More Important Than Intelligence?

1. Once, if you wanted to **assess** how well someone might do climbing the career ladder, you might have considered asking them to take an **IQ (intelligence quotient)** test. (Para. 1)

### Meaning:

In the past, you might have thought about asking someone to take an IQ test in order to know how well they would do moving up in their career.

- » Please note that the pronoun "them" in this sentence refers to the singular antecedent "someone". This is an example of what is often called the singular *they*: the use of *they* (and its other forms *them*, *their*, *theirs*, *themselves*) as a gender-neutral singular pronoun to refer to a person whose gender is not known or specified. Here are some more examples:

We should give everyone a chance to say what **they** think.

Someone was just here, and **they** left **their** phone behind.

How well do you have to know someone before you call **them** a friend?

An employee will not do a good job if **they** don't have the right training.

A private person usually keeps to **themselves**.

### assess

*vt.* **estimate or evaluate somebody or something** 评估; 评定

Interviews enable employers to **assess** whether a candidate is qualified for the position they are applying for. 面试让雇主能够评估求职者是否适合他们所申请的职位。

### IQ (intelligence quotient)

*abbr.* a measurement of a person's intelligence that is calculated from the results of special tests  
智力商数; 智商

His **IQ** is above average. 他的智商处于中等偏上。

### quotient

*n.* **[C] a number which is the result when one number is divided by another** 商 (除法所得的结果)

She has an intelligence **quotient** of 156, which puts her among the cleverest one percent of all people in the world. 她的智商达 156, 这使她成为全世界最聪明的百分之一的人群之一。

## 2. For years, it was thought that the IQ test was one of the best ways to predict our future job prospects. (Para. 1)

### Meaning:

For a long time, the IQ test was considered one of the best ways to tell how likely we are to succeed in our future jobs.

### prospect

*n.* 1) (**prospects**) [**plural**] **the chances of being successful** 将来成功的机会; 前途

She decided to improve her employment **prospects** by getting a master's degree. 她决定通过获得硕士学位来改善自己的就业前景。

2) [**C; U**] **the possibility that something will happen** 可能性; 希望

Sadly, there is always the **prospect** of war in some part of the world. 可悲的是, 这个世界上总会在某个地方存在战争的可能性。

## 3. More recently, there has been increased attention on EQ (emotional quotient), broadly defined as the ability to understand and manage one's own emotions as well as those of others. (Para. 2)

### Meaning:

In recent years, EQ (emotional quotient), which is roughly defined as the ability to understand and deal with one's own and other people's feelings, has received more attention.

### EQ (emotional quotient)

*abbr.* **a measurement of one's interpersonal and communication skills** 情绪商数; 情商

People with higher **EQ** are, as a rule, better team players. 情商较高的人通常更善于团队合作。

## 4. EQ is now widely seen as playing an important role in helping us succeed in multiple aspects of life. (Para. 2)

### Meaning:

EQ is now generally believed to be important to our success in many parts of our life.

### multiple

*adj.* **many in number; involving many different people or things** 多的; 多种的

Many English words have **multiple** meanings, something that people generally cope with using in context. 许多英语单词有多种含义, 人们通常通过上下文来确定。

## 5. But today, as technology redefines how we work, the skills we need to thrive in the job market are evolving too. (Para. 3)

### Meaning:

But nowadays, as technology changes the way we work, the skills required to succeed in the job market are gradually changing too.

### redefine

- vt.* **give a new meaning or definition to something** 重新定义；改变……的本质（或界限）  
Social media has **redefined** the way we communicate with each other. 社交媒体重新定义了  
我们彼此沟通的方式。

### thrive

- vi.* **grow, develop, or be successful** 蓬勃发展；繁荣  
The seaside village has **thrived** on tourism for decades. 几十年来，这个海滨村庄依靠旅游业  
蓬勃发展。

## 6. Enter adaptability quotient, or AQ, a subjective set of qualities loosely defined as the ability to adapt and flourish in an environment of fast and frequent change. (Para. 3)

### Meaning:

This is where adaptability quotient or AQ comes in. AQ refers to a collection of subjective traits that can be roughly defined as the ability to adjust and succeed in an environment of rapid and constant change.

- » Please note that the word “Enter” here comes from a stage direction (an instruction in the script of a play) indicating the entrance of a character onto the stage, as in “Enter Hamlet”. Introducing AQ in this style creates a dramatic effect that highlights AQ as “the new player on the scene,” a new skill required to succeed in the job market.

### adaptability

- n.* [U] **the ability to be flexible and adapt to changing conditions or environments** 适应能力  
**Adaptability** is a necessary skill for success in today’s ever-changing world. 当今世界不断变化，适应能力是成功的必要技能。

### AQ (adaptability quotient)

- abbr.* **a measure of one’s ability to adapt to change** 适应能力商数  
Qualities indicating a high AQ include creativity, flexibility, open-mindedness, curiosity, willingness to learn new knowledge and skills, willingness to take risks, etc. 体现出高适应能力的品质包括创造力、灵活性、思想开放、好奇心、愿意学习新知识和技能、愿意承担风险等。

### subjective

- adj.* **based on your own ideas or opinions rather than facts and therefore sometimes unfair** 主观的  
We know that taste in art is a **subjective** matter. 我们知道艺术品味是个主观问题。

### loosely

- adv.* **in a way that is not exact** 大致上；不精确地  
The play is **loosely** based on his childhood in Russia. 那部剧大致上是根据他在俄罗斯的童年生活写成的。

7. ...it is the **breakneck** speed of **workplace** change that will make AQ more valuable than IQ. (Para. 4)

Meaning:

...the extremely rapid pace of change in the workplace will make AQ more important than IQ.

**breakneck**

*adj.* **very fast and dangerous** 极快的

In the digital age, many businesses are under pressure to keep up with the **breakneck** pace of technological development. 在数字时代, 许多企业面临着跟上技术飞速发展的压力。

**workplace**

*n.* **[C] a place (such as an office or factory) where people work** 工作场所

Smoking is banned in all **workplaces** and public buildings. 所有工作场所和公共建筑内都禁止吸烟。

8. Technology has vastly changed how many jobs are done, and the **disruption** will continue. (Para. 5)

Meaning:

Technology has and will continue to significantly change the way we do many jobs.

**disruption**

*n.* **[C; U] a situation in which something is prevented from continuing in its usual way** 扰乱; 打乱

The accident caused **disruption** to traffic traveling to and from downtown. 该事故造成往返市中心的交通受阻。

9. According to a recent study, over the next several years, 120 million people in the world's 12 largest economies may need to be **reskilled** because of automation. (Para. 5)

Meaning:

A recent study reports that in the next several years, 120 million people in the 12 biggest economies in the world may need to learn new skills because machines and computers will take over all or parts of their jobs.

**reskill**

*v.* **train people to do a different job; learn new skills so that you can do a different job** 教(某人)新技能; (为新工作)学习新技能

Businesses will need to upskill and **reskill** their employees if they want to remain competitive in the future. 企业如果想在未来保持竞争力, 就需要提升员工的技能并让他们学习新的技能。

10. Any roles that involve **spotting** patterns in data—lawyers reviewing legal documents or doctors making a **diagnosis**, for example—are easy to **automate**. (Para. 5)

Meaning:

Jobs that require recognizing patterns in data, such as lawyers going over legal documents or doctors diagnosing diseases, can easily be done by computers and machines.



- ▶▶ Please note that a pattern is a feature (or set of features) that occurs regularly and repeatedly in numbers, texts, images, etc. With the rise of artificial intelligence and machine learning, computer systems are now capable of recognizing complex patterns in data. For example, AI algorithms can recognize common features or patterns in medical images of cancer patients and use these patterns to diagnose new images. In the legal profession, one application of AI involves training AI software to detect patterns in the language of legal documents. The software can then be used to classify documents into different categories, find documents that match specific criteria, identify missing signatures, etc.

### spot

- vt.* **see or notice somebody or something, especially suddenly or when it is not easy to do so** 发现; 看出

The police **spotted** the thief near a bus stop and arrested him. 警察在一个公共汽车站附近发现了小偷并逮捕了他。

### diagnosis

- n.* **[C; U] the act of identifying a disease** 诊断

These symptoms may occur years before **diagnosis** of the disease. 这些症状可能在疾病被诊断出的几年前就已出现。

### automate

- v.* 1) **change to a system where goods are produced or jobs are done by machines rather than by people** 实现自动化; 采用自动化

The industry only began to **automate** in the 1950s. 直到20世纪50年代该产业才开始实现自动化。

- 2) **use machines and computers instead of people to do a job or task** 使自动化

Industrial robots are used to **automate** repetitive tasks in factories. 工业机器人被用于使工厂的重复性任务自动化。

## 11. This is because an algorithm can do these tasks faster and more accurately than a human. (Para. 5)

### Meaning:

This is because an algorithm can complete these tasks more quickly and with greater precision than a human.

### algorithm

- n.* **[C] a set of rules that must be followed when solving a particular problem** 计算程序; 演算法

Don't diddle code to make it faster—find a better **algorithm**. 不要为了使代码更快而胡乱编写代码——要找到更好的算法。

12. To stay employed, workers doing these jobs need to develop new skills that can't be automated, like creativity to solve new problems, empathy to communicate better, and complex decision-making abilities. (Para. 5)

Meaning:

To keep their jobs, workers in these fields must learn new skills that machines cannot perform, such as the ability to find new ways to solve problems, the ability to understand other people's feelings and experiences so they can communicate better, and the ability to make complex decisions.

**creativity**

- n.* [U] **the ability to use your imagination to create new ideas or things** 创造力; 独创性  
The craft fair showed the remarkable **creativity** of local craftsmen. 这个手工艺品展览展现了当地工匠的非凡创造力。

**empathy**

- n.* [U] **the ability to understand other people's feelings and experiences** 共鸣; 同情  
My boss has told me a few times that I need to develop my **empathy** with customers. 我的老板跟我说过好几次, 要提高对客户的同理心。

13. Edmondson says every profession will require adaptability and flexibility, from banking to the arts. (Para. 6)

Meaning:

According to Edmondson, the ability to be adaptable and flexible will be needed in all jobs, from banking to the arts.

**profession**

- n.* [C] **a type of job that needs special training or skill, especially one that needs a high level of education** 行业; 职业  
Women have entered the legal **profession** in increasing numbers over the past decades. 在过去几十年中, 越来越多的妇女进入法律行业。

**flexibility**

- n.* 1) [U] **the ability to change to suit new conditions** 灵活性  
The online classes allowed him the **flexibility** to balance study and family life. 在线课程使他能够灵活平衡学习和家庭生活。  
2) [U] **the ability to bend easily without breaking** 弹性; 柔韧性  
Yoga can help you improve your **flexibility**, strength, and balance. 瑜伽可以帮助你提高柔韧性、力量和平衡能力。

14. Say you are an accountant. (Para. 6)

Meaning:

For example, you are an accountant.

- » Please note that "Say" can be used when suggesting or giving something as an example or possibility, as in "Let's take any writer, say (=for example) Lu Xun" or "Let's say (=suppose) you're right."

### accountant

- n.* [C] a person whose job is to keep or check financial accounts 会计师；会计  
The **accountant** described his work to the sales staff. 会计师向销售部的职员介绍了自己的职责。

## 15. Your EQ helps you connect with an interviewer, land a job and develop relationships with clients and colleagues. (Para. 6)

### Meaning:

Your EQ helps you to better communicate with an interviewer, get a job and build relationships with clients and coworkers.

### connect with sb.

**feel close to somebody or have a good relationship with them** 与某人建立良好关系

I **connected with** her as soon as we met, and we've been best friends ever since. 我和她一见面就有默契，从此我们一直是最好的朋友。

### client

- n.* [C] somebody who gets services or advice from a professional person, company, or organization 客户；顾客  
a meeting with an important **client** 与一位重要客户的会面

### colleague

- n.* [C] a person that you work with, especially in a profession or a business 同事；同僚  
We were friends and **colleagues** for more than 20 years. 20 多年来我们既是朋友又是同事。

## 16. Then, when systems change or aspects of work are automated, you need AQ to accommodate this innovation and adapt to new ways of performing your role. (Para. 6)

### Meaning:

Then, when systems change or some parts of work are taken over by machines, you need AQ to adjust to this new way of working and adapt to your new job responsibilities.

### accommodate

- vt.* 1) **accept somebody's opinions and try to do what they want, especially when their opinions or needs are different from yours** 迎合；迁就  
Our proposal tries to **accommodate** the special needs of minority groups. 我们的提案尽量照顾到少数群体的特殊需要。
- 2) **if a room, building, etc. can accommodate a particular number of people or things, it has enough space for them** (房屋、建筑物等) 容纳  
He bought a huge house to **accommodate** his library. 他买了一座大房子来放他的藏书。
- 3) **provide somebody with a room or place to sleep, live or work** 为……提供住处(或工作场所)  
The hotel can **accommodate** up to 500 guests. 这家旅馆可供500位旅客住宿。

### innovation

- n.* 1) [U] **the introduction of new things, ideas or ways of doing something** 革新；创新  
We need to encourage **innovation** in industry. 我们需要鼓励工业创新。

2) [C] a new idea, way of doing something, etc. that has been introduced or discovered 新观念; 新方法

Thanks to **innovations** in medicine and technology, we're living longer and healthier lives than ever before. 由于医学和技术的创新, 我们比以往任何时候都活得更长、更健康。

**adapt to**

change your behavior in order to deal more successfully with a new situation 适应

We have had to **adapt** quickly to the new system. 我们不得不迅速适应新制度。

### 17. All three quotients are somewhat complementary, since they all help you solve problems and therefore adapt. (Para. 7)

**Meaning:**

To some extent, IQ, EQ, and AQ combine usefully together because they all help you solve problems and adapt as a result.

**somewhat**

*adv.* to some degree 有点; 有几分

The situation has changed **somewhat** since we last met. 自我们上次见面以来情况有些变化。

**complementary**

*adj.* (of two or more different things) combining in such a way as to form a complete whole or to enhance each other's qualities 互为补充的; 互补的

In many areas, the two economies are **complementary** rather than competitive. 在很多领域, 两个经济体是互补的, 而不是竞争的。

### 18. An ideal candidate possesses all three, but not everyone does. (Para. 7)

**Meaning:**

The perfect candidate has all the three qualities, but not all candidates do.

**possess**

*vt.* have or own something, or have a particular quality 拥有; 具有

Those who **possess** a sense of humor are more likely to be attractive to others. 具有幽默感的人更能吸引他人。

### 19. There are rigid geniuses... (Para. 7)

**Meaning:**

Some talented people are not flexible in their thinking.

**rigid**

*adj.* 1) not willing to change ideas or behavior 顽固的; 不通融的

**rigid** adherence to old-fashioned ideas 对旧观念的固守

2) (of rules, methods, etc.) very strict and difficult to change (方法、体制等) 严格死板的, 僵化的

The curriculum was too narrow and too **rigid**. 课程设置过于局限和死板。

3) (of an object or substance) stiff and difficult to move or bend 僵硬的; 不弯曲的

My lower back was **rigid** with no flexibility. 我的下背部很僵硬，没有柔韧性。

### genius

*n.* 1) [C] a person who is unusually intelligent or artistic, or who has a very high level of skill, especially in one area 天才；有天赋的人

There is no doubt that Mozart was a musical **genius**. 毋庸置疑，莫扎特是一个音乐天才。

2) [U] extraordinary intellectual or creative power or other natural ability 天资；天赋

This film reveals Fellini's **genius**. 这部电影展现了费里尼的天赋。

## 20. Having IQ, but no AQ would leave you struggling to embrace new ways of working using your existing skills. (Para. 7)

### Meaning:

If you had a high IQ but a low AQ, you would find it difficult to adapt to new ways of working while still using your current skills.

### embrace

*v.* 1) **accept (an idea, suggestion, change, etc.) eagerly** 欣然接受，乐意采纳（新思想、意见等）

Companies that have **embraced** remote working have found that it is a great way to cut office costs. 采取远程办公的公司发现这是削减办公成本的好方法。

2) **hold somebody closely in one's arms** 抱；拥抱

The two sisters **embraced** each other warmly. 姐妹俩热情地相互拥抱。

## 21. A human capital consulting leader in a world-famous accounting firm says although there is no definitive method of measuring adaptability like an IQ test, companies have woken up to AQ's value and are changing their recruitment processes to help identify people who may be high in it. (Para. 8)

### Meaning:

A head of human capital consulting at a famous accounting firm states that while there is not an agreed best way of measuring adaptability, such as an IQ test, companies have realized the importance of AQ and are changing their hiring methods to find people with high AQs.

### accounting

*n.* [U] **the process or work of keeping financial accounts** 会计行业；会计工作  
a career in **accounting** 会计职业

### definitive

*adj.* **sure or certain; not able to be changed** 确定的；肯定的

The **definitive** version of the text is ready to be published. 正式的文本很快就要发表了。

### wake up to sth.

**become aware of or realize something** 意识到某事

People are **waking up to** the threat of global climate change and extreme weather. 人们开始意识到全球气候变化和极端天气的威胁。

### recruitment

*n.* [U] the action or process of finding new people to join a company, an organization, the armed forces, etc. 招聘; 招收

Many companies use artificial intelligence in their **recruitment** process. 许多公司在招聘过程中使用人工智能。

## 22. First, limit distractions and learn to focus, so you can determine what adaptation to make. (Para. 9)

### Meaning:

First, don't let yourself be disturbed by many things and learn to focus so that you can decide what changes you need to make.

### distraction

*n.* [C; U] something that takes your attention away from what you are doing or thinking about 使人分心的事物

The constant noisy traffic outside the window was a **distraction** for the students. 窗外不断的车流声使学生们分心。

### adaptation

*n.* [U] the act or process of changing or being changed to better suit a situation 适应

The **adaptation** to an entirely new environment was quite a challenge for him. 适应一个全新的环境对他来说是一个很大的挑战。

## 23. Second, ask uncomfortable questions, like asking for a pay rise, to develop courage and normalize fear. (Para. 9)

### Meaning:

Second, ask questions that may make you feel anxious or afraid, such as asking for a pay rise, to build courage and make fear a normal part of life.

### normalize

*v.* **make or become normal** (使)变得正常; (使)正常化

It took a few months before the situation **normalized**. 过了几个月情况才恢复正常。

## 24. Third, be curious about things that fascinate you by having more conversations rather than searching for answers on the Internet, something that makes our brains lazy and diminishes our ability to solve difficult challenges. (Para. 9)

### Meaning:

Third, be eager to know about things that interest you by having more discussions with others instead of turning to the Internet for information, which makes our brains lazy and weakens our ability to deal with difficult problems.

### fascinate

*vt.* **attract or interest somebody very much** 深深吸引; 迷住

His story has **fascinated** me since I was a little child. 从我还是个小孩子的时候起, 他的故

事就深深地吸引着我。

### search for

**look carefully for something or somebody; examine a particular place when looking for something or somebody** 寻找; 搜索

Police **searched for** clues in the area. 警察在那一带查找线索。

### diminish

v. **make or become smaller, weaker, etc.** (使) 减弱; 减少

The fact that the car had been involved in an accident **diminished** its value. 发生过事故这一事实降低了这辆汽车的价值。

Globally, freshwater resources are **diminishing**, but our demands for water continue to rise. 全球范围内淡水资源正在减少, 但我们对水的需求却在继续增加。

25. As Edmondson says, “Learning to learn is mission-critical. The ability to learn, change, grow and experiment will become far more important than subject expertise.” (Para. 10)

#### Meaning:

Edmondson says that learning to learn is very important. The ability to learn, change, grow, and try new things and ideas will become much more important than skills or knowledge in a given field.

#### mission-critical

adj. **essential for an organization to function successfully** (对机构的成功运作) 关键的, 至关重要的

**mission-critical employees** 不可或缺的雇员

#### expertise

n. [U] **expert skill or knowledge in a particular field** 专门知识; 专门技能

None of them has **expertise** in the management of hotels. 他们中没有人有酒店管理方面的专业知识。

## Practical Writing

### Suggestions for Teaching Practical Writing

Students are supposed to be able to read and understand classified advertisements. They may have to write some simple advertisements in their future careers. Draw students' attention to the basic elements of a good English advertisement.

#### 1. Originality

The novelty of language, especially in the headline will immediately arrest the attention of the readers and arouse their interest. Originality can take one or more of the following forms: a verbless sentence, a coinage, a pun, a parody, or a new blend. For example:

*4ord costs 5ive % le\$\$\$. (Ford costs 5% less.)*

*Securilock (security lock)*

## 2. Brevity

Brevity is the soul of advertising language. Nobody has time to read a text that is lengthy and difficult. Therefore, the following methods are frequently used in writing advertisements.

### (1) Simple words

Simple words, words with positive meaning, and abbreviations prevail in advertisement writing.

For example:

*be, make, get, take, try, come, go, have, need, use; new, clean, white, real, fresh, natural, big, great, bright, slim, soft, improved; apts (apartments), blks (blocks), br (bedroom), conv (convenient), fin (finished)*

### (2) Simple sentences

Advertisements appeal to readers with short sentences and simple sentence structures.

### (3) Simple grammar

Most advertisements adopt the present tense and avoid the passive voice. The present tense indicates permanence and objectivity. No other tense can achieve the same effect.

## 3. Flexibility and Creativity

Eye-catching words and newly coined compound words frequently appear in advertisement writing. For example:

We know eggsactly how to sell eggs. (eggsactly=exactly)

Nouns tend to have several modifiers before them. The comparative and superlative forms of adjectives are often used. Adjectives such as “good” “new” “great” “fine” are overused in advertisement writing. For example:

*This claims it's good for arthritis pain.*

*This guarantees, it's better.*

Imperative sentences and questions are used to arouse the readers' interest, encourage them to think, and impress them. For example:

*Get ready to encounter the new trend in timepieces.*

*Give your kid a break—a toy that won't.*

*Can you have conservative approach to investment and still be creative?*

*Why smoke if you don't enjoy?*

Rhetorical devices are frequently used to make advertisements impressive. Coordination, repetition, alliteration, and parallelism are commonly used. For example:

*One Ticket. One Airline.*

*Hair-off makes you feel more elegant, more sensual, more alive.*

*It is a moment you planned for. Reached for. Struggled for.*

## 4. Colloquialism

Colloquial expressions are extensively employed to establish a connection with potential buyers. For example, we may find a lot of contractions such as “won't” “don't” “couldn't” “you'll” in advertising English.



# Chinese Wisdom

## Suggestions for Teaching Chinese Wisdom

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### Task A

Written nearly 2,500 years ago, “Kao Gong Ji” details meticulously the manufacturing process of a wide variety of products and the techniques and technologies used by different kinds of craftsmen involved in the making of these products. Point out to students that the book reflects the spirit of craftsmanship upheld by our ancestors to produce high-quality products, a tradition that they should emulate and carry on in whatever profession they choose to follow in the future.

### Task B

Inform students that the old evaluation system took effect in 1990. At that time there were only five levels: junior worker, intermediate worker, senior worker, technician and senior technician. However, China’s manufacturing industry is now being transformed from “Made in China” (中国制造) to “Intelligent Manufacturing in China” (中国智造). To achieve such a goal, technical personnel are a core element in addition to the upgrading of tools and equipment. Therefore, the demand for highly skilled workers keeps growing, yet skilled talents are in great shortage in the job market. In order to attract more young people to serve the country with skills and to expand the growth space of skilled talents, the new eight-level system has been set up. This system adds three more technical titles, which are apprentice, special-grade technicians and chief technicians. The two high-class technical positions receive the same status and treatment as those with senior professional titles, and maybe even greater. Thus the public will regain their respect for skilled workers and their admiration for the craftsmanship spirit, such as dedication, perseverance, meticulousness and excellence.

## PART III

### Key to Exercises

#### Reading Through

#### Reading Out

---

- |               |                     |                 |
|---------------|---------------------|-----------------|
| (1) no matter | (2) personal growth | (3) in order to |
| (4) out of    | (5) ended up        | (6) diploma     |

#### Getting the Message

---

1. The author worked for a bank for 22 years.

2. Because a downsizing wave resulted in the elimination of over one hundred jobs, including the author's.
3. The author's belief has always been "change is good; change is progress."
4. He decided to return to college and graduate.
5. Oral presentations.
6. A reserved person.
7. He interviewed a local reporter for an English assignment.
8. The second thing the author did to improve his inner self was to reevaluate his life.

## Using the Right Word

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1. B      2. A      3. C      4. A      5. D      6. C      7. D      8. C

## Working with Expressions

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1. in                      2. on                      3. for                      4. back  
5. up                      6. With                      7. by                      8. To

## Focusing on Sentence Structure

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- A**
1. Geoff didn't study law; instead, he decided to become a doctor.
  2. I didn't think about the negative aspects of the situation; instead, I decided to focus on the positive ones.
  3. She didn't share her ideas in the meeting; instead, she chose to stay quiet.
- B**
1. It won't be easy, but we'll get across the river somehow.
  2. Somehow, I lost my keys.
  3. I know what we're doing is legal, but somehow it doesn't feel right.

## Translating

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- A**
1. The accident resulted in the death of two passengers.
  2. Having a good teacher has made all the difference for him.
  3. It is known to all that she is kind by nature.
  4. Call me when you get there, no matter what time it is.
- B**
1. 我在一家大银行就职22年，在一次裁员潮中有一百多名员工失去工作，其中便有我。
  2. 没有大学文凭并没有影响到我在银行的职业生涯，但获得学位确实是我的平生夙愿。
  3. 现在，我工作不再是为了“名利”，我的身心与我所关心的人紧紧地连在一起。
  4. 当我细细琢磨我的信条“变化是好事，变化是进步”时，我意识到我已接受了“变化”，并在充分利用“变化”。

## Using Topic-Related Terms

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- (1) fulfilling career
- (2) register
- (3) adult students
- (4) assignments
- (5) acquire a diploma
- (6) materialistic
- (7) personal glory

## Basic Writing Skills

1. First, I want to establish some basic points. Then we can discuss the problem in detail.
2. At first, he denied all he had done. Later on, he admitted he had cheated in the exam.
3. My friend failed the exam last year. From then on, he worked much harder.
4. The plane was delayed by heavy fog for several hours. Finally, it took off at six o'clock.
5. He drove fast all the way back from university. He reached home before long.
6. He left for Spain in 1999. Since then, I have not heard a word about him.
7. In the first place, I'm too busy, and in the second place, I don't really want to go.
8. At first, she was nervous about the speech, but at last, after practicing extensively, she delivered it confidently.

## Reading More

### Getting the Message

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1. C                      2. C                      3. B                      4. C                      5. B

### Using the Right Word

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1. creativity            2. profession            3. expertise            4. possess  
5. fascinated            6. spotted                7. assess                8. embrace

### Working with Expressions

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1. to                      2. in                      3. to                      4. with  
5. in                      6. for                      7. about                      8. with

### Cloze

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1. B                      2. A                      3. C                      4. A                      5. B

- |       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6. D  | 7. C  | 8. B  | 9. A  | 10. B |
| 11. C | 12. D | 13. C | 14. B | 15. D |

## Practical Writing

- A**
- five
  - PC; interpersonal; presentation; leadership
  - Chinese; English
  - a bachelor flat to let
  - heart of the city center

**B**

### Apartment to Rent

Amazing apartment in Binhe district! 120m<sup>2</sup>. Three bedrooms and one living-room. Gorgeous decoration. Spacious and light. Two balconies facing south. Stunning view. And only RMB 2,900 per month. Tel 0001-77789999.

- C** For reference:

**Job Wanted**  
**Sales Manager of Sunny Handicraft Company**

**Responsibilities:**

- Lead sales team to meet targets
- Plan and execute marketing strategies
- Manage client and supplier relationships
- Collaborate with marketing for promotions

**Requirements:**

- College degree, preferably in business
- 3+ years' sales experience
- Skilled in office software and fluent in English
- Strong team player with leadership ability

Apply by emailing resume and cover letter to [jobs@craftworld.com](mailto:jobs@craftworld.com). Join us and help share the beauty of handicrafts!

## Chinese Wisdom

**A**

Reference translation:

*The Artificer's Record* is a systematic classic work on the handicraft technology in ancient China.

Mostly written from the late Spring and Autumn Period to the early Warring States Period, the book is the oldest known scientific and technological work. Containing more than 7,000 characters in total, it details manufacturing techniques and design standards of different products like carriage, bow, porcelain and instrument, and systematically presents China's technology and technique in pre-Qin era. *The Artificer's Record* is an important document for studying ancient Chinese science and technology.

## **B**

1. The Ministry of Human Resources and Social Security wanted to produce a more skilled workforce in a scientific and effective way and provide a better and fairer working environment for career development.
2. It will attract more young people to become skilled workers through receiving technical and vocational education.
3. Open-ended.

# **PART IV**

## **Translation**

### **Text A**

#### **未来发展的空间**

在45岁时，我一向有条不紊的生活风云骤起，充满变数。

我在一家大银行就职22年，在一次裁员潮中有一百多名员工失去工作，其中便有我。

我曾经安全的未来现在看起来不那么安全了。然而，我还是幸运的。我不是单亲父亲，工资也不是我唯一的收入来源，但是正像其他前银行职员一样，我成了一名可有可无的雇员。

我的信条一直是“变是好事，变是进步”，但是当它真的影响到我的生活时，我不得不将之改为“接受变化并善加利用之”。从一开始我就把这件事视为一个很好的机会，而不是一种不幸。我不让自己抑郁、愤懑，而是热切地期望尝试新的不同的事物。

这种积极的态度使我对未来的看法完全发生了转变。首先，我决定重返大学，拿下毕业文凭，尽管已晚了几十年。这个年龄采取如此行动是需要拿出些勇气的。没有大学文凭并没有影响到我在银行的职业生涯，但获得学位确实是我的平生夙愿。我有些忐忑不安，但决心很大，我在夜校报了名，成为了一名成人学生。

有一门课程常常要求学生进行口头陈述。记得我曾想过，如果事先知道这一要求，我会选择别的课程来修够学分。我天性少言寡语，在众人面前说话令我十分畏惧。当站在与我有着共同目标的成人面前时，我的双膝直打颤，心都快跳到嗓子眼儿了。但我终于开了口，努力把陈述做了下来。第二次就容易多了。不久，我开始有点儿喜欢上这种课堂活动了。后来，我竟为完成一项英文作业

采访了当地的一位记者，这令我的老师惊叹不已。我的自信大增，突然间我感觉没有我做不成的事情。

在这期间，我意识到，不管我们在人生的旅途中有何种遭遇，个人的成长是永无止境的。它是内在的需要，只有迎接挑战，才能自我发展。跳出自己的舒适圈去学些新的东西是完全可能的。重返学校，我收获良多，远远不止一张学位证书。

完善自我的第二件事是重新审视我的生活道路。过去我的生活常被没完没了、有时是毫无意义的事情填满。现在，我工作不再是为了“名利”，我的身心与我所关心的人紧紧地连在一起。

是的，事业有成是重要的，但它已不再是我的生活目标。如果重返“激烈竞争”的职场，那也是以我自己的方式进行，因为我会把精神发展视为第一要务。简化生活之后，我是真正在享受生活，而不是为生计而生存。

银行生涯之后还有生活吗？当然有。

失去工作促成了我生活中一些积极的变化。审视过去为未来打开了空间。当我细细琢磨我的信条“变化是好事，变化是进步”时，我意识到我已接受了“变化”，并在充分利用“变化”。

新生活刚刚开始。最精彩的还在后面。

## Text B

### “适应能力商数”比智力更重要吗？

以前，如果你想评估某人在职业发展方面做得如何，你可能会考虑让他做一个IQ（智商）测试。长期以来，智商测试一直被认为是预测我们未来工作前途的最佳方法之一。

近年来，EQ（情商）越来越受到关注，概括地说，情商指的是理解和管理自己以及他人情绪的能力。如今，人们普遍认为情商在帮助我们在生活的多个方面取得成功上起着重要的作用。

智商和情商都被认为是我们事业成功的重要因素。但今天，随着科技重新定义我们的工作方式，我们在职场上取得成功所需要的技能也在不断变化，于是AQ（适应能力商数）应运而生。适应性商数指的是一组主观的素质，可大致定义为在快速、频繁变化的环境中适应和蓬勃发展的能力。

哈佛商学院领导兼管理学教授艾米·埃德蒙森表示，正是职场上的飞速变化使AQ比IQ更有价值。

科技已经极大地改变了许多工作的完成方式，而这种变革还将继续。根据最近的一项研究，未来几年，全球12个最大经济体将有1.2亿人可能会因自动化而需要学习新技能。任何涉及在数据中识别模式的工作——如律师审阅法律文件或医生进行诊断——都很容易实现自动化，这是因为算法可以比人类更快、更准确地完成这些任务。为了保住工作，担任这些工作的人员需要培养无法靠自动化实现的新技能，比如解决新问题的创造力，与人更好沟通的同理心，以及复杂的决策能力。

埃德蒙森表示，从银行业到艺术界，每个职业都需要适应性和灵活性。假设你是一名会计，你的智商让你通过考试成为合格的会计师，你的情商帮你和面试官有融洽的交流，帮你获得工作，以及帮你与客户和同事建立良好的关系。然后，当系统变革或工作的某些方面实现自动化时，你需要AQ来顺应这种革新，并适应新的工作方式。

这三种商数在一定程度上是互补的，因为它们都能帮助你解决问题，从而适应新环境。一个理想的候选人三者兼备，但不是每个人都能做到。埃德蒙森说：“有些天才很固执”。只有IQ但没有

AQ，用现有的技能迎接新的工作方式会让你举步维艰。

现在，在招聘层面，AQ越来越被看重。某世界著名会计师事务所一位人力资本咨询负责人表示，虽然AQ不像IQ测试那样有明确的测量方法，但是很多公司已经意识到它的价值，它们正在改变招聘流程以鉴别可能具有高AQ的应聘者。

AQ的一个好处在于，虽然你无法测量它，专家认为你还是可以通过努力培养它。他们提出三种提高适应能力的方法：第一，减少干扰，学会集中注意力，这样才能确定需要进行何种适应。第二，提一些让人尴尬的问题，比如说加薪，以此来培养勇气，使畏惧感常态化。第三，对那些吸引你的事保持好奇心，更多地与人交谈这些事，而不是在互联网上搜索答案。因为在互联网上搜寻答案会使我们的大脑变得懒惰，削弱我们解决复杂挑战的能力。

未来的工作场所会以不同的方式运营，对于这种飞速的变化我们可能会感到不适应——但我们可以为此做准备，正如埃德蒙森所说：“学会如何学习至关重要。学习、改变、成长和尝试新事物的能力将变得比学科专业知识更为重要”。

FLTRP