

2017年6月·第2套 英语四级长篇阅读（信息匹配） 第1篇·36-45 题 答案与解析

STATEMENTS & ANALYSIS • 信息匹配题和解析

信息匹配题和解析·36-45 题

本页 36-45 题的段落匹配答案与逐句解析由懒笔记基于2017年6月·第2套 英语四级长篇阅读（信息匹配）原卷逐题核对整理。与试卷排版同一卷面：先是 Directions 与 10 段字母标号长文（逐段附中文翻译）；之后 10 句陈述逐句排列，每句英文陈述后紧接本句解析——陈述句中译、信息所在段落、锚点强弱、定位句中英对照、陈述句与原文的同义改写对照与易混相邻段辨析。

真题卷第2套(2017-06)·四级

Part III Section B

Directions: In this section, you are going to read a passage with ten statements attached to it. Each statement contains information given in one of the paragraphs. Identify the paragraph from which the information is derived. You may choose a paragraph more than once. Each paragraph is marked with a letter. Answer the questions by marking the corresponding letter on **Answer Sheet 2**.

Team spirit

A) Teams have become the basic building blocks of organizations. Recruitment advertisements routinely call for "team players". Business schools grade their students in part on their performance in group projects. Office managers knock down walls to encourage team building. Teams are as old as civilization, of course: even Jesus had 12 co-workers. But a new report by Deloitte, "Global Human Capital Trends", based on a survey of more than 7,000 executives in over 130 countries, suggests that the fashion for teamwork has reached a new high. Almost half of those surveyed said their companies were either in the middle of restructuring or about to embark on(开始) it; and for the most part, restructuring meant putting more emphasis on teams.

团队已经成为组织的基本构成单元。招聘广告常常要求应聘者具备"团队协作能力"。商学院在评定学生成绩时,部分依据他们在小组项目中的表现。办公室管理者拆除墙壁以鼓励团队建设。当然,团队与文明一样古老:即使是耶稣也有12位同工。但Deloitte发布的一份名为《全球人力资本趋势》的新报告显示,基于对130多个国家7000多名高管的调查,团队合作的风潮已经达到新高度。近半数受访者表示,他们的公司要么正在进行重组,要么即将开始重组;而在大多数情况下,重组意味着更加强调团队。

B) Companies are abandoning conventional functional departments and organising employees into cross-disciplinary teams that focus on particular products, problems or customers. These teams are gaining more power to run their own affairs. They are also spending more time working with each other

rather than reporting upwards. Deloitte argues that a new organisational form is on the rise: a network of teams is replacing the conventional hierarchy(等级体制).

公司正在摒弃传统的职能部门,将员工组织成跨学科团队,专注于特定产品、问题或客户。这些团队在管理自身事务方面获得了更大的权力。他们还花费更多时间彼此协作,而不是向上级汇报。Deloitte认为,一种新的组织形式正在兴起:团队网络正在取代传统的等级体制。

- C) The fashion for teams is driven by a sense that the old way of organising people is too rigid for both the modern marketplace and the expectations of employees. Technological innovation places greater value on agility(灵活性). John Chambers, chairman of Cisco Systems Inc., a worldwide leader in electronics products, says that "we compete against market transitions(过渡), not competitors. Product transitions used to take five or seven years; now they take one or two." Digital technology also makes it easier for people to co-ordinate their activities without resorting to hierarchy. The "millennials"(千禧一代) who will soon make up half the workforce in rich countries were raised from nursery school onwards to work in groups.

团队风潮的驱动力源于一种认知,即旧的人员组织方式对于现代市场和员工期望而言过于僵化。技术创新更加看重灵活性。全球电子产品领域的领导者Cisco Systems Inc.董事长John Chambers表示,"我们的竞争对手是市场过渡,而非竞争者。产品过渡过去需要五到七年,现在只需一到两年。"数字技术还使人们更容易协调活动,而无需诉诸等级制度。在富裕国家即将占据劳动力半数的千禧一代,从幼儿园起就被培养以小组方式工作。

- D) The fashion for teams is also spreading from the usual corporate suspects (such as GE and IBM) to some more unusual ones. The Cleveland Clinic, a hospital operator, has reorganised its medical staff into teams to focus on particular treatment areas; consultants, nurses and others collaborate closely instead of being separated by speciality(专业) and rank. The US Army has gone the same way. In his book, Team of Teams, General Stanley McChrystal describes how the army's hierarchical structure hindered its operations during the early stages of the Iraq war. His solution was to learn something from the rebels it was fighting: decentralising authority to self-organising teams.

团队风潮还从通常的企业典型代表(如GE和IBM)扩散到一些更不寻常的组织。医院运营商Cleveland Clinic已将其医务人员重组为团队,以专注于特定治疗领域;顾问、护士和其他人员密切协作,而不是按专业和级别分隔。美国陆军也采取了同样的做法。在《Team of Teams》一书中,Stanley McChrystal将军描述了陆军的等级结构如何在伊拉克战争早期阶段阻碍其行动。他的解决方案是向其所对抗的叛军学习:将权力下放给自组织团队。

- E) A good rule of thumb is that as soon as generals and hospital administrators jump on a management bandwagon, it is time to ask questions. Leigh Thompson of Kellogg School of Management in Illinois warns that, "Teams are not always the answer—teams may provide insight, creativity and knowledge in a way that a person working independently cannot; but teamwork may also lead to confusion, delay and poor decision-making." The late Richard Hackman of Harvard University once argued, "I have no question that when you have a team, the possibility exists that it will generate magic, producing something extraordinary... But don't count on it."

一个好的经验法则是,一旦将军和医院管理者跟风某种管理潮流,就该提出质疑了。伊利诺伊州Kellogg School of Management的Leigh Thompson警告说,"团队并非总是答案——团队可能以独立工作的个人无法做到的方式提供洞察力、创造力和知识;但团队合作也可能导致混乱、延误和糟糕的决策。"哈佛大学已故的Richard Hackman曾论证,"毫无疑问,当你拥有一个团队时,存在它会产生魔力、创造出非凡成果的可能性.....但别指望这一点。"

- F) Hackman (who died in 2013) noted that teams are hindered by problems of co-ordination and motivation that chip away at the benefits of collaboration. High-flyers forced to work in teams may be undervalued and free-riders empowered. Group-think may be unavoidable. In a study of 120 teams of senior executives, he discovered that less than 10% of their supposed members agreed on who exactly was on the team. If it is hard enough to define a team's membership, agreeing on its purpose is harder still.

Hackman(于2013年去世)指出,团队受到协调和激励问题的阻碍,这些问题逐渐削弱了协作的益处。被迫在团队中工作的优秀人才可能被低估,而搭便车者则获得权力。群体思维可能不可避免。在一项对120个高管团队的研究中,他发现不到10%的所谓成员能就团队的确切构成达成一致。如果界定团队成员资格都如此困难,就其目标达成一致就更加困难了。

- G) Profound changes in the workforce are making teams trickier to manage. Teams work best if their members have a strong common culture. This is hard to achieve when, as is now the case in many big firms, a large proportion of staff are temporary contractors. Teamwork improves with time: America's National Transportation Safety Board found that 73% of the incidents in its civil-aviation database occurred on a crew's first day of flying together. However, as Amy Edmondson of Harvard points out, organisations increasingly use "team" as a verb rather than a noun: they form teams for specific purposes and then quickly disband them.

劳动力的深刻变化使团队管理变得更加棘手。如果团队成员拥有强大的共同文化,团队就能发挥最佳效果。当许多大公司现在有很大比例的员工是临时合同工时,这很难实现。团队合作随着时间推移而改善:美国国家运输安全委员会发现,其民用航空数据库中73%的事故发生在机组人员共同飞行的第一天。然而,正如哈佛大学的Amy Edmondson所指出的,组织越来越多地将"团队"用作动词而非名词:他们为特定目的组建团队,然后迅速解散。

- H) The least that can be concluded from this research is that companies need to think harder about managing teams. They need to rid their minds of sentimentalism(感情用事): the most successful teams have leaders who are able to set an overall direction and take immediate action. They need to keep teams small and focused: giving in to pressure to be more "inclusive" is a guarantee of dysfunction. Jeff Bezos, Amazon's boss, says that "If I see more than two pizzas for lunch, the team is too big." They need to immunize teams against group-think: Hackman argued that the best ones contain "deviants"(离经叛道者) who are willing to do something that may be upsetting to others.

从这项研究中至少可以得出的结论是,公司需要更认真地思考团队管理。他们需要摆脱感情用事:最成功的团队拥有能够设定总体方向并立即采取行动的领导者。他们需要保持团队规模小而专注:屈服于更加"包容"的压力必然导致功能失调。Amazon的老板Jeff Bezos说,"如果我看到午餐有两个以上的披萨,团队就太大了。"他们需要让团队免受群体思维的影响:Hackman认为最好的团队包含"离经叛道者",他们愿意做可能令他人不快的事情。

- I) A new study of 12,000 workers in 17 countries by Steelcase, a furniture-maker which also does consulting, finds that the best way to ensure employees are "engaged" is to give them more control over where and how they do their work—which may mean liberating them from having to do everything in collaboration with others.

家具制造商兼咨询公司Steelcase对17个国家的12000名员工进行的一项新研究发现,确保员工"投入"的最佳方式是让他们对工作地点和方式拥有更多控制权——这可能意味着将他们从必须与他人协作完成所有工作中解放出来。

J) However, organisations need to learn something bigger than how to manage teams better: they need to be in the habit of asking themselves whether teams are the best tools for the job. Teambuilding skills are in short supply: Deloitte reports that only 12% of the executives they contacted feel they understand the way people work together in networks and only 21% feel confident in their ability to build cross-functional teams. Loosely managed teams can become hotbeds of distraction—employees routinely complain that they can't get their work done because they are forced to spend too much time in meetings or compelled to work in noisy offices. Even in the age of open-plan offices and social networks some work is best left to the individual.

然而,组织需要学习比如何更好地管理团队更重要的东西:他们需要养成习惯,问自己团队是否是完成工作的最佳工具。团队建设技能供不应求:Deloitte报告称,他们接触的高管中只有12%认为自己理解人们在网络中如何协作,只有21%对自己建立跨职能团队的能力有信心。管理松散的团队可能成为分心的温床——员工经常抱怨他们无法完成工作,因为他们被迫花费太多时间开会,或被强制在嘈杂的办公室工作。即使在开放式办公室和社交网络的时代,有些工作最好还是留给个人完成。

陈述句与逐句解析

36. Successful team leaders know exactly where the team should go and are able to take prompt action.

成功的团队领导者清楚地知道团队应该走向何方,并且能够迅速采取行动。

【答案】 **H** 段 (强锚点)

【锚点】 成功团队领导+大方向+即时行动

【定位】 They need to rid their minds of sentimentalism: the most successful teams have leaders who are able to set an overall direction and take immediate action.

企业需要去除感情用事: 最成功的团队的领导能够定下总体方向, 并采取即时行动, 对应原文 set an overall direction and take immediate action。

【改写】 Successful team leaders ↔ **the most successful teams have leaders**

成功团队的领导=成功团队领导, 仅词序调整

know exactly where the team should go ↔ **set an overall direction**

知道往哪去=定下大方向, 概念上位

take prompt action ↔ **take immediate action**

prompt=immediate, 纯同义词替换

37. Decentralisation of authority was also found to be more effective in military operations.

在军事行动中,权力分散也被发现更为有效。

【答案】 **D** 段 (强锚点)

【锚点】 权力下放+军事行动

【定位】 His solution was to learn something from the rebels it was fighting: decentralising authority to self-organising teams.

他给出的解决方案是向所交战的反抗者学一手：把权力下放给自组织团队，原文为 decentralising authority to self-organising teams。

【改写】 Decentralisation of authority ↔ **decentralising authority to self-organising teams**

动名词→抽象名词的名词化改写

more effective in military operations ↔

the army's hierarchical structure hindered its operations during the early stages of the Iraq war

陆军行动=军事行动，上下位

38. In many companies, the conventional form of organisation is giving way to a network of teams.

在许多公司中,传统的组织形式正在让位于团队网络。

【答案】 **B** 段（强锚点）

【锚点】 传统组织被团队网络取代

【定位】 Deloitte argues that a new organisational form is on the rise: a network of teams is replacing the conventional hierarchy.

德勤认为一种新的组织形态正在兴起：团队网络正在取代传统的层级体制，原文为 a network of teams is replacing the conventional hierarchy.

【改写】 is giving way to a network of teams ↔

a network of teams is replacing the conventional hierarchy

让位于=被取代，主宾视角对换

the conventional form of organisation ↔ **the conventional hierarchy**

传统组织形态=传统层级体制，上下位

39. Members of poorly managed teams are easily distracted from their work.

管理不善的团队容易从工作中分心。

【答案】 **J** 段（强锚点）

【锚点】 管理糟糕的团队+成员易分心

【定位】 Loosely managed teams can become hotbeds of distraction—employees routinely complain that they can't get their work done because they are forced to spend too much time in meetings or compelled to work in noisy offices.

管理松散的团队可能变成让人分心的温床——员工经常抱怨，他们没法完成工作，因为被迫花太多时间开会、或被迫在嘈杂的办公室里工作，原文为 Loosely managed teams can become hotbeds of distraction.

【改写】 poorly managed teams ↔ **Loosely managed teams**

poorly≈loosely, 负面副词近义替换

easily distracted from their work ↔ **hotbeds of distraction**

分心温床→容易分心, 名词→分词转译

distracted from their work ↔ **they can't get their work done**

完不成工作=被工作分心, 结果同因

40. Teamwork is most effective when team members share the same culture.

当团队成员拥有相同的文化时,团队合作最为有效。

【答案】 **G** 段 (强锚点)

【锚点】 团队最有效+成员共享文化

【定位】 Teams work best if their members have a strong common culture.

团队只有在成员拥有共同文化时才能发挥最佳效能, 原文为 Teams work best if their members have a strong common culture.

【改写】 is most effective ↔ **work best**

最有效=运作最好, 副词最高级同义

share the same culture ↔ **have a strong common culture**

共有共同文化=共享同一文化, 名词→动词改写

41. According to a report by Deloitte, teamwork is becoming increasingly popular among companies.

根据Deloitte的一份报告,团队合作在公司中越来越受欢迎。

【答案】 **A** 段 (强锚点)

【锚点】 德勤报告+团队合作日益流行

【定位】 But a new report by Deloitte, "Global Human Capital Trends", based on a survey of more than 7,000 executives in over 130 countries, suggests that the fashion for teamwork has reached a new high.

但德勤一份基于对130多个国家7000多名高管调查所撰写的新报告《全球人力资本趋势》表明,团队合作风潮已经达到新的高峰, 原文为 the fashion for teamwork has reached a new high.

【改写】 a report by Deloitte ↔ **a new report by Deloitte**

德勤报告原样复现

teamwork is becoming increasingly popular among companies ↔

the fashion for teamwork has reached a new high

达到新高=越来越流行, 结果↔过程同义

42. Some team members find it hard to agree on questions like membership and the team's purpose.

一些团队成员发现很难在成员资格和团队目标等问题上达成一致。

【答案】 **F** 段 (强锚点)

【锚点】 成员资格与团队目的难达共识

【定位】 In a study of 120 teams of senior executives, he discovered that less than 10% of their supposed members agreed on who exactly was on the team. If it is hard enough to define a team's membership, agreeing on its purpose is harder still.

在一项对120个高管团队的研究中, 他发现不到10%的所谓成员能就「谁到底是团队成员」达成一致; 如果连团队成员都难定义, 那就团队目的达成共识就更难了, 对应原文 If it is hard enough to define a team's membership, agreeing on its purpose is harder still.

【改写】 membership ↔ **a team's membership**

成员资格原样复现

the team's purpose ↔ **its purpose**

团队目的原样复现, 仅代词替换

find it hard to agree on questions like membership and the team's purpose ↔

less than 10% of their supposed members agreed on who exactly was on the team

不到10%达成一致=难以达成一致

43. Some scholars think teamwork may not always be reliable, despite its potential to work wonders.

一些学者认为, 尽管团队合作有创造奇迹的潜力, 但它可能并不总是可靠的。

【答案】 **E** 段 (强锚点)

【锚点】 学者认为团队未必可靠+但可能创造奇迹

【定位】 Leigh Thompson of Kellogg School of Management in Illinois warns that, "Teams are not always the answer—teams may provide insight, creativity and knowledge in a way that a person working independently cannot; but teamwork may also lead to confusion, delay and poor decision-making." The late Richard Hackman of Harvard University once argued, "I have no question that when you have a team, the possibility exists that it will generate magic, producing something extraordinary... But don't count on it."

凯洛格管理学院的莉·汤普森警告说团队并非总是答案——团队能以一个独立工作者所不能的方式提供洞见、创造力和知识, 但团队合作也可能带来混乱、拖延和糟糕的决策; 已故哈佛大学的理查德·哈克曼也曾论道当你有一个团队时它可能产生奇迹、创造非凡, 但别指望——对应原文 Teams are not always the answer 与 But don't count on it.

【改写】 Some scholars ↔ **Leigh Thompson of Kellogg School of Management**

管理学院教授=学者，身份等价

may not always be reliable ↔ **Teams are not always the answer**

并非总是答案=并非总是可靠，否定泛化

potential to work wonders ↔ **generate magic, producing something extraordinary**

创造奇迹=产生魔力/做出非凡

may not always be reliable, despite its potential to work wonders ↔ **But don't count on it**

别指望=不可靠，让步态度同义

44. To ensure employees' commitment, it is advisable to give them more flexibility as to where and how they work.

为了确保员工的投入,建议给予他们更多关于工作地点和方式的灵活性。

【答案】 I 段（强锚点）

【锚点】 确保员工投入+更多工作地点与方式的灵活性

【定位】 A new study of 12,000 workers in 17 countries by Steelcase, a furniture-maker which also does consulting, finds that the best way to ensure employees are "engaged" is to give them more control over where and how they do their work—which may mean liberating them from having to do everything in collaboration with others.

家具制造商兼咨询公司 Steelcase 对17个国家12000名员工的新研究发现，确保员工投入的最佳方式是让他们对「在哪里以及如何工作」有更多掌控权——对应原文 more control over where and how they do their work。

【改写】 ensure employees' commitment ↔ **ensure employees are**

投入=承诺，员工状态同义

more flexibility as to where and how they work ↔

more control over where and how they do their work

更多掌控=更多灵活性，控制权与灵活性同向

45. Product transitions take much less time now than in the past.

产品过渡现在所需的时间比过去少得多。

【答案】 C 段（强锚点）

【锚点】 产品过渡耗时如今远短于过去

【定位】 John Chambers, chairman of Cisco Systems Inc., a worldwide leader in electronics products, says that "we compete against market transitions, not competitors. Product transitions used to take five or seven years; now they take one or two."

思科系统公司董事长约翰·钱伯斯说我们要与之竞争的是市场过渡，而不是对手；产品过渡过去要花五到七年，如今只要一到两年——对应原文 Product transitions used to take five or seven years; now they take one or two。

【改写】 Product transitions ↔ Product transitions

专业术语原样复现

take much less time now than in the past ↔

Product transitions used to take five or seven years; now they take one or two

5-7年→1-2年=耗时大幅减少

PARAGRAPH MAP • 段落主旨图

10 个段落各讲了什么

逐段一句主旨 + 该段最具区分度的「信息指纹」，是逐句回扫定位的工作台。

A 开篇用德勤报告与一组招聘、商学院评分、办公室改造的现象，点出团队已成为组织的基本构件，且这股团队风潮正达到新高。

信息指纹 德勤报告与7000名高管样本

B 讲公司正在抛弃传统职能部门，改组成跨学科团队，新形态是用团队网络替代传统的层级体制。

信息指纹 团队网络替代层级体制

C 解释团队走红的原因：技术革新强调灵活性、数字技术降低协调成本、千禧一代从小习惯小组协作；并用思科董事长的话佐证产品过渡周期大幅缩短。

信息指纹 产品过渡周期由5-7年缩到1-2年

D 用克利夫兰诊所与美国陆军的例子，说明团队风潮正从GE、IBM这类常见公司蔓延到医院和军队；麦克里斯特尔将军主张向对手学习、把权力下放给自组织团队。

信息指纹 陆军下放权力给自组织团队

E 提出反向警示：将军和医院管理者都跳上团队风潮的马车时，就该问问题了；汤普森和哈克曼两位学者都指出团队可能带来洞见，也可能带来混乱，不能盲目指望。

信息指纹 学者警示团队并非万灵药

F 继续展开哈克曼的研究：协调与动机问题侵蚀团队收益，强者被低估、搭便车者被纵容、群体思维难免；他对120个高管团队的研究发现，连成员名单都难以达成一致，目的更难谈拢。

信息指纹 120个高管团队连成员都谈不拢

G 劳动力结构变化让团队更难管：临时合同工多导致共同文化难以形成；团队磨合需要时间，但企业越来越把「团队」当动词，临时拼班后随即解散。

信息指纹 团队成员需共同文化才出色

H 给企业开药方：管理团队要去感情用事；最成功的团队的领导能定大方向、能即时行动；团队要小而专；要预防群体思维，纳入「离经叛道者」。

信息指纹 成功团队领导定向并即时行动

I 援引Steelcase对17国12000名员工的研究，结论是让员工更能自主决定在哪里、以何种方式工作，才能确保他们投入——这意味着可以把他们从「凡事都得协作」中解放出来。

信息指纹 给员工更多在哪、怎么工作的自主权

J 拔高到更大命题：组织要养成「团队是不是这件事最合适的工具」这一自问习惯；引用德勤数据说明团队搭建技能稀缺，松散管理的团队成了分心温床，员工抱怨开会太多、办公室太吵；有些工作还是留给个人最好。

信息指纹 松散团队成分心温床、开会太多

SENTENCE INSIGHTS • 句子精讲

16 句真题句逐层精讲

下列真题句各有独立的句子解析页——中文翻译、结构树逐层拆解、成分与时态、考点讲解与真题高频词。点击句子进入完整解析。

Recruitment advertisements routinely call for "team players".

A段，第2句

这种“主语 + 频率副词 + 谓语 + 介词短语”的陈述句很常见，也常见于考试阅读中的定义句、现象句和概括句。掌握这种顺读方式，迁移价值比较高。

Teams are as old as civilization, of course: even Jesus had 12 co-workers.

A段，第5句

「as ... as」比较结构在考试中频繁出现，是典型的常考句式，且本句还涉及比较从句中的省略现象，这是真题中的常见考点，具有较高的代表性和迁移价值。

But a new report by Deloitte, "Global Human Capital Trends", based on a survey of more than 7,000 executives in over 130 countries, suggests that the fashion for teamwork has reached a new high.

A段，第6句

这种“长名词主语 + 谓语 + that 引出的内容部分”非常常见，新闻、评论和考试阅读里都经常出现。掌握这种读法后，迁移价值很高。

Almost half of those surveyed said their companies were either in the middle of restructuring or about to embark on(开始) it; and for the most part, restructuring meant putting more emphasis on teams.

A段，第7句

并列句加宾语从句的组合在考试阅读中非常常见，且句子涉及调查报告类语境(survey结果陈述)，是典型的说明文结构。宾语从句后置、并列主句补充说明的逻辑链条，在真题长句中反复出现，学习迁移性强。

They are also spending more time working with each other rather than reporting upwards.

B段，第3句

主语加进行时谓语，再接非谓语活动说明和比较结构，这种写法在说明行为变化时很常见。掌握后可迁移到很多包含 "spend time doing"、"rather than" 的常见句式。

The fashion for teams is driven by a sense that the old way of organising people is too rigid for both the modern marketplace and the expectations of employees.

C段，第1句

这种“主句陈述现象 + 抽象名词后补充具体内容”的写法在正式英语里很常见。再加上主句被动、从句主系表，也属于考试阅读中较有代表性的句式。

The "millennials"(千禧一代) who will soon make up half the workforce in rich countries were raised from nursery school onwards to work in groups.

C段，第5句

“名词 + 限制性定语从句”作主语、被动语态谓语、不定式作目的状语，这些都是四六级和考研阅读中的高频句式。句子结构既不过于简单也不过于复杂，具有较强的代表性，掌握后可迁移到大量真题长难句

Leigh Thompson of Kellogg School of Management in Illinois warns that, "Teams are not always the answer—teams may provide insight, creativity and knowledge in a way that a person working independently cannot; but teamwork may also lead to confusion, delay and poor decision-making."

E段，第2句

主句加长宾语从句、宾语从句内部并列转折加定语从句修饰，是四六级和考研阅读中常见的复杂句式，掌握后可迁移到大量类似长难句的分析，典型性很高。

The late Richard Hackman of Harvard University once argued, "I have no question that when you have a team, the possibility exists that it will generate magic, producing something extraordinary... But don't count on it."

E段，第3句

“名词 + that从句”的同位语结构以及“It is... but...”的逻辑转折是学术英语和考研阅读中极高频的表达模式。

However, as Amy Edmondson of Harvard points out, organisations increasingly use "team" as a verb rather than a noun: they form teams for specific purposes and then quickly disband them.

G段，第5句

“主句中插入来源说明”加“后面用冒号补充解释”的写法，在说明文和考试阅读里都很常见。掌握这种读法后，处理类似的引述型说明句很有迁移价值。

They need to keep teams small and focused: giving in to pressure to be more "inclusive" is a guarantee of dysfunction.

H段，第3句

这句话整体结构不算过难，但包含多个高频关键点，尤其适合训练“先找分句边界，再抓主干，再辨别非谓语和补足语”。对句子结构与时态的综合训练价值较高。

However, organisations need to learn something bigger than how to manage teams better: they need to be in the habit of asking themselves whether teams are the best tools for the job.

J段，第1句

冒号连接两个主句进行解释说明是四六级和考研阅读中的常见句式，宾语从句用 "whether" 引导也是高频结构。表语部分的介词短语嵌套从句在学术文本和议论文中经常出现。整体句式典型，掌握后可在类似语境中复用。

In many companies, the conventional form of organisation is giving way to a network of teams.

第38题题干

“句首状语 + 长主语 + 进行时谓语 + 宾语”是阅读中很常见的说明性句式。掌握这种识别路径后，处理同类学术或职场话题句子时可直接迁移。

Some team members find it hard to agree on questions like membership and the team's purpose.

第42题题干

“动词 + it + 形容词 + 不定式”是英语里非常典型、可迁移性很强的句式。掌握这种结构后，处理类似表达会更顺手。

Some scholars think teamwork may not always be reliable, despite its potential to work wonders.

第43题 题干

“表示观点的动词 + 宾语从句”是考试和学术表达里非常常见的句式，如 think、believe、argue 后接完整内容。句尾再接“despite ...”补充让步背景，也很有代表性。

To ensure employees' commitment, it is advisable to give them more flexibility as to where and how they work.

第44题 题干

“To do ..., it is + 形容词 + to do ...”和后接疑问词内容的表达都很常见，掌握后可迁移到大量说明建议、评价做法的句子。

HIGH-FREQUENCY • 真题高频词

本篇出现的 110 个英语四级真题高频词

下列单词既在本篇真题中出现，又是 **英语四级** 历年真题的高频词（在该考试真题中出现的句子数均不少于 8）。每个词标注本篇 出现次数与该考试真题句频，点击可查看该词的释义、音标、词形与真题例句。

teamwork B1

n. 团队合作

本篇6次 · 真题 11 句

employee A2

n. 雇员，员工

本篇5次 · 真题 194 句

product A2

n. 产品

本篇4次 · 真题 128 句

network B1

n. 网络

本篇4次 · 真题 30 句

argue B1

v. 争论

本篇3次 · 真题 58 句

fashion B1

n. 时尚;流行款式

本篇3次 · 真题 45 句

executive

B2

n. 主管;经理;管理人员

本篇3次·真题30句

organisation

B1

n. 组织机构

本篇3次·真题20句

conventional

B2

adj. 传统的

本篇3次·真题18句

transition

B2

n. 过渡

本篇3次·真题11句

less

A1

det. 较少的

本篇2次·真题224句

focus

B1

n. 重点

本篇2次·真题107句

effective

B1

adj. 有效的, 起作用的

本篇2次·真题63句

ensure

B2

v. 确保

本篇2次·真题54句

increasingly

B2

adv. 越来越;日益;不断增加地

本篇2次·真题53句

staff

B1

n. 全体员工

本篇2次·真题43句

management

B1

n. 管理

本篇2次·真题41句

particular

B2

adj. 特定的

本篇2次·真题37句

exactly

B1

adv. 精确地

本篇2次·真题36句

authority

B2

n. 权力

本篇2次·真题32句

workforce

B2

n. (一国或一地区的) 劳动力, 劳动人口

本篇2次·真题24句

hinder

B2

v. 阻碍, 妨碍

本篇2次·真题19句

membership

B1

n. 会员资格

本篇2次·真题11句

collaboration

B2

n. 合作

本篇2次·真题9句

routinely

B2

adv. 例行地

本篇2次·真题8句

accord

C1

n. (国家、团体间的) 协议

本篇1次·真题174句

benefit

B1

n. 好处

本篇1次·真题169句

customer

A2

n. 顾客, 客户

本篇1次·真题124句

base

A2

n. 基础

本篇1次·真题95句

project

A2

n. 项目

本篇1次·真题90句

case

A2

n. 情况

本篇1次·真题89句

least

A2

det. 最少的

本篇1次·真题84句

global

B2

adj. 全球的

本篇1次·真题81句

individual

B2

adj. 单独的

本篇1次·真题79句

organization

B1

n. 组织

本篇1次·真题76句

digital

B1

adj. 数字的

本篇1次·真题75句

department

A2

n. 部门

本篇1次·真题66句

performance

B1

n. 表演

本篇1次·真题66句

gain B1

v. 获得;赢得

本篇1次·真题 64 句

potential B2

adj. 潜在的

本篇1次·真题 63 句

pressure B1

n. 心理压力

本篇1次·真题 63 句

power A2

n. 权力

本篇1次·真题 59 句

contain B1

v. 包含, 含有

本篇1次·真题 50 句

innovation B2

n. 创新;革新(指行为或过程)

本篇1次·真题 50 句

easily A2

adv. 容易地

本篇1次·真题 47 句

replace A2

v. 替换, 更换 (用新的代替旧的)

本篇1次·真题 47 句

exist A2

v. 存在;实际上有

本篇1次·真题 46 句

contact B1

n. 联系

本篇1次·真题 43 句

firm B1

adj. 坚固的

本篇1次·真题 43 句

specific B2

adj. 具体的

本篇1次·真题 42 句

despite B1

prep. 尽管

本篇1次·真题 40 句

overall B1

adj. 总体的

本篇1次·真题 39 句

quickly A2

adv. 快速地

本篇1次·真题 38 句

solution B1

n. 解决办法

本篇1次·真题 38 句

conclude B2

v. 断定;推断出

本篇1次·真题 36 句

occur B1

v. 发生, 出现

本篇1次·真题 36 句

creativity B2

n. 创造力

本篇1次·真题 34 句

expectation B2

n. 期待;预期

本篇1次·真题 34 句

delay B1

n. 延迟

本篇1次·真题 30 句

stage A2

n. 阶段

本篇1次·真题 30 句

unusual B1

adj. 不寻常的

本篇1次·真题 30 句

senior B1

adj. 级别高的

本篇1次·真题 25 句

block A2

n. 街区

本篇1次·真题 24 句

define B1

v. 给.....下定义

本篇1次·真题 24 句

possibility B1

n. 可能性

本篇1次·真题 24 句

technological B2

adj. 技术的

本篇1次·真题 24 句

willing B1

adj. 愿意的, 乐意的

本篇1次·真题 22 句

closely B1

adv. 紧密地

本篇1次·真题 21 句

worldwide B1

adj. 全世界的

本篇1次·真题 21 句

military B2

adj. 军事的

本篇1次·真题 20 句

structure

B1

n. 结构

本篇1次·真题 20 句

complain

A2

v. 抱怨

本篇1次·真题 19 句

emphasis

B2

n. 强调

本篇1次·真题 19 句

generate

B2

v. 产生, 引起 (结果、反应等)

本篇1次·真题 19 句

motivation

B2

n. 动力

本篇1次·真题 19 句

commitment

B2

n. 承诺

本篇1次·真题 18 句

compete

B1

v. 竞争

本篇1次·真题 18 句

corporate

B2

adj. 公司的

本篇1次·真题 18 句

incident

B2

n. (尤指不寻常或令人不快的) 事件, 事情

本篇1次·真题 18 句

transportation

B1

n. 交通运输 (系统)

本篇1次·真题 18 句

player

A2

n. 运动员

本篇1次·真题 17 句

abandon

B2

v. 离弃

本篇1次·真题 16 句

immediate

B2

adj. 立即的, 即刻的

本篇1次·真题 16 句

rid

B2

v. 使摆脱

本篇1次·真题 16 句

focused

B1

adj. 集中注意力的

本篇1次·真题 15 句

guarantee

B2

n. 保证

本篇1次·真题 14 句

rank B2

n. 等级

本篇1次·真题 14 句

competitor B1

n. 竞争者

本篇1次·真题 13 句

crew B1

n. 全体船员

本篇1次·真题 13 句

distraction B2

n. 分心

本篇1次·真题 13 句

extraordinary B2

adj. 非凡的

本篇1次·真题 13 句

flexibility B2

n. 灵活性

本篇1次·真题 13 句

scholar B2

n. 学者

本篇1次·真题 13 句

suspect B1

v. 怀疑

本篇1次·真题 13 句

confusion B2

n. 困惑

本篇1次·真题 12 句

independently B2

adv. 独立地

本篇1次·真题 12 句

insight B2

n. 洞察力

本篇1次·真题 12 句

prompt B2

v. 促使

本篇1次·真题 12 句

reliable B1

adj. 可靠的

本篇1次·真题 12 句

collaborate B2

v. 合作

本篇1次·真题 11 句

consultant B2

n. 顾问

本篇1次·真题 11 句

poorly B1

adv. 糟糕地

本篇1次·真题 11 句

millennial

C1

n. 千禧一代 (1981-1996年出生的人)

本篇1次 · 真题 10 句

proportion

B2

n. 部分

本篇1次 · 真题 10 句

cannot

A1

aux. 不能

本篇1次 · 真题 9 句

civilization

B2

n. 文明(社会)

本篇1次 · 真题 9 句

engaged

B1

adj. 忙碌的

本篇1次 · 真题 9 句

temporary

B1

adj. 暂时的

本篇1次 · 真题 9 句

administrator

B2

n. 管理者

本篇1次 · 真题 8 句

affair

B2

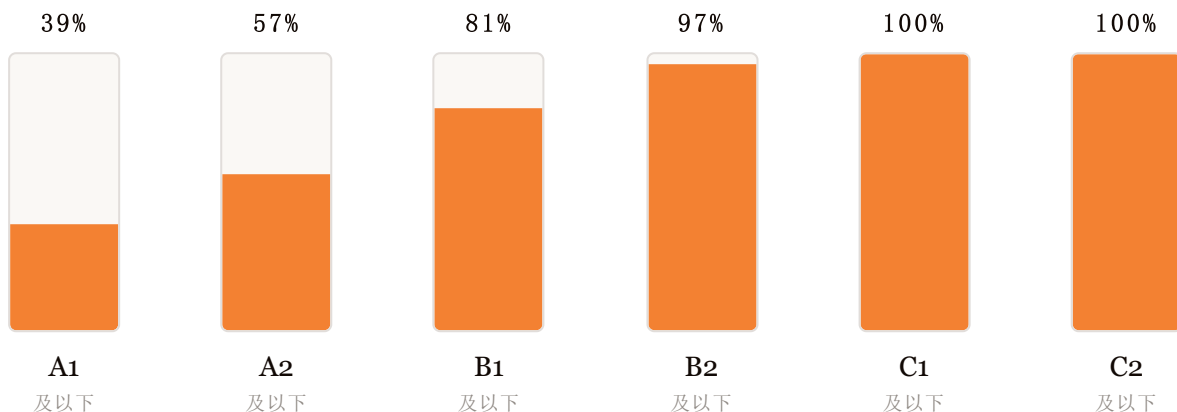
n. 事务

本篇1次 · 真题 8 句

VOCABULARY · 词汇难度分布

全文 376 词按 CEFR 难度累积覆盖

全文去重后共 **376** 个单词，按欧框 CEFR 等级统计。每根柱表示「该等级及以下」的累积占比 (CDF)，最右一柱为 100%。B2 以上 (C1/C2) 为高阶词，本篇共 12 个 · 约 3%。



每柱为「按 CEFR 等级及以下」的累积覆盖率 (CDF) · 数据为全文去重词 376 个 · 末柱为 100%

去重总词数

376

B2 以上难词

3%

B1 及以下覆盖

81%



英语四级 2017年6月·第2套 · 全卷构成

Part I	写作	题目解析 →
Part II	听力	题目解析 →
Part III Section A	完形填空（选词填空）	题目解析 →
Part III Section B	长篇阅读（信息匹配）	本题
Part III Section C (1)	阅读理解（四选一）	题目解析 →
Part III Section C (2)	阅读理解（四选一）	题目解析 →
Part IV	汉译英（段落翻译）	题目解析 →