day 148 hired and fired

Talk about hiring, appointing, resigning and being laid off, and say “even if …, still …” with 纵然……，也……

Jobs come and go: news of layoffs, a new boss, a friend switching companies. These are the words people use about work every day.

words

word	pinyin	meaning	example
雇	gù	to hire, employ	他们雇了两个人帮忙搬家。 They hired two people to help them move.
雇佣	gùyōng	to employ, hire	这家工厂雇佣了三百多名工人。 The factory employs over three hundred workers.
雇员	gùyuán	employee	公司有两千多名雇员。 The company has over two thousand employees.
雇主	gùzhǔ	employer	雇主必须按时给员工发工资。 Employers must pay their staff on time.
聘	pìn	to engage, appoint (a professional)	公司聘了一位律师当顾问。 The company has engaged a lawyer as an adviser.
聘任	pìnrèn	to appoint (to a post)	学校聘任他为{wei2-5b}历史系{xi4-5}主任。 The university appointed him head of the history department.
聘用	pìnyòng	to hire, take on (staff)	这家公司今年聘用了五十名大学毕业生。 The company has taken on fifty university graduates this year.
招募	zhāomù	to recruit	我们正在招募志愿者。 We’re recruiting volunteers.
人选	rénxuǎn	candidate (for a post)	新经理的人选还没定。 They haven’t chosen the new manager yet.
人手	rénshǒu	manpower, staff (hands)	最近订单太多，人手不够。 We have too many orders right now: we’re short-handed.
物色	wùsè	to look for, seek out (a person)	经理一直在物色合适的人选。 The manager has been on the lookout for the right candidate.
引荐	yǐnjiàn	to recommend, introduce (a person)	是王老师把我引荐给这家公司的。 It was Teacher Wang who introduced me to this company.
任命	rènmìng	to appoint	公司任命她为{wei2-5b}新的总经理。 The company appointed her as the new general manager.
任职	rènzhí	to hold a post	他在一家外贸公司任职十年。 He held a post at a foreign-trade company for ten years.
就任	jiùrèn	to take office	新校长下个月正式就任。 The new head takes office next month.

就职	jiùzhí	to take up a post, be sworn in	他毕业以后在一家银行就职。 After graduating he took a job at a bank.
上任	shàngrèn	to take up a post; the predecessor	新经理一上任，就开始改革。 The moment the new manager took over, she started making changes.
上岗	shànggǎng	to start work (at a post)	新员工培训一个星期以后|才|能上岗。 New staff can only start work after a week of training.
出任	chūrèn	to take on (a post)	她将出任这家公司的新经理。 She is to become the company's new manager.
在职	zàizhí	to be in work, on the payroll	他一边在职工作，一边读硕士。 He's doing a master's while keeping his job.
现任	xiànrèn	current, incumbent; to hold (a post) now	现任经理是去年从上海调来的。 The current manager was moved here from Shanghai last year.
前任	qiánrèn	predecessor	新经理比前任年轻十岁。 The new manager is ten years younger than her predecessor.
卸任	xièrèn	to leave office, step down	老校长明年卸任。 The old head steps down next year.
免职	miǎnzhí	to remove from office	因为工作出了大错，他被免职了。 He was removed from his post after a serious mistake at work.
辞	cí	to resign, quit; to leave	她把工作辞了，回老家开店。 She quit her job and went home to open a shop.
辞呈	cíchéng	(letter of) resignation	他今天上午交了辞呈。 He handed in his resignation this morning.
辞退	cítuì	to dismiss, let go	饭店生意不好，辞退了两个服务员。 Business was poor, so the restaurant let two waiters go.
解雇	jiěgù	to dismiss, fire	公司不能没有理由就解雇员工。 A company can't fire staff without a reason.
开除	kāichú	to expel, fire	他因为偷公司的东西被开除|了。 He was fired for stealing from the company.
裁员	cáiyuán	to cut staff, lay off	因为生意不好，公司决定裁员。 Business is bad, so the company has decided to cut jobs.
跳槽	tiàocáo	to change jobs, job-hop	他工作三年，跳槽了两次。 He's changed jobs twice in three years.
饭碗	fànwǎn	job, livelihood (rice bowl)	很多人担心自己的饭碗不保。 Lots of people are worried about losing their jobs.
谋生	móushēng	to make a living	他年轻的时候一个人去上海谋生。 When he was young he went to Shanghai alone to make a living.
务工	wùgōng	to work as a labourer (away from home)	春节以后，村里的年轻人又出去务工了。 After the Spring Festival, the young people of the village went off to work in the cities again.
劳务	láowù	labour services	这家公司给工厂提供劳务。 This company supplies labour to factories.

pattern 纵然……，也……: even if …, still …

纵然 | even if this happens | ，也 | this still holds

纵然 is a written, stronger 即使: “even if, granted that”. The first half can be true or only imagined; the second half, with 也, says it changes nothing. 纵然……再……，也…… pushes it further: “however …”. You will also read 纵使 in books: it means the same.

纵然公司有困难，也不能这么突然裁员。 **zòngrán gōngsī yǒu kùnnan yě bù néng zhème tūrán cáiyuán** Even if the company is in trouble, it can’t cut jobs this suddenly.

纵然你不想跳槽，也可以先跟刘经理聊聊。 **zòngrán nǐ bù xiǎng tiàocáo yě kěyǐ xiān gēn Liújīnglǐ liáo liao** Even if you don’t want to change jobs, you could still have a chat with Manager Liu.

纵然工资再高，我也不想离开老同事。 **zòngrán gōngzī zài gāo wǒ yě bù xiǎng líkāi lǎo tóngshì** However high the pay, I don’t want to leave my old colleagues.

dialogue noodles and news

xiaoming 安娜，你听说了吗？我们公司要裁员了，一下子要辞退两百多人。
Ānnà nǐ tīngshuō le ma wǒmen gōngsī yào cáiyuán le yíxià zi yào cítuì liǎngbǎi duō rén · Anna, have you heard? My company is cutting jobs: they're letting more than two hundred people go at once.

anna 啊？那你呢？
a nà nǐ ne · What? And you?

xiaoming 我暂时没事。可是跟我一起进公司的老张被解雇了。他在公司任职八年，就这样丢了饭碗。
wǒ zànshí méishì kěshì gēn wǒ yìqǐ jìn gōngsī de lǎo zhāng bèi jiěgù le tā zài gōngsī rènzhí bā nián jiù zhèyàng diū le fànwǎn · I'm fine for now. But Lao Zhang, who joined the same time as me, has been let go. Eight years at the company, and just like that he's lost his job.

anna 纵然公司有困难，也不能这么突然吧？
zòngrán gōngsī yǒu kùnnan yě bù néng zhème tūrán ba · Even if the company's in trouble, it can't be this sudden, surely?

xiaoming 公司说是按合同来的，雇主有这个权利，我们雇员处于劣势，能做的不多。他又不是犯了错被开除的，至少还有补偿。
gōngsī shuō shì àn hétóng lái de gùzhǔ yǒu zhège quánlì wǒmen gùyuán chǔyú lièshì néng zuò de bù duō tā yòu bú shì fàn le cuò bèi kāichú de zhìshǎo hái yǒu bǔcháng · The company says it's all by the contract: employers have the right, and we employees are at a disadvantage, so there's not much we can do. At least he wasn't fired for doing something wrong, so he gets compensation.

anna 要是补偿不够，他可以去维权。那他以后怎么谋生？
yàoshi bǔcháng búgòu tā kěyǐ qù wéiquán nà tā yǐhòu zěnme móushēng · If the compensation isn't enough, he can stand up for his rights. So how will he make a living now?

xiaoming 他先去朋友的劳务公司帮忙。现在很多工厂不直接雇佣工人，都找劳务公司。从农村出来务工的人，很多都在那儿找工作。
tā xiān qù péngyou de láowù gōngsī bāngmáng xiànzài hěn duō gōngchǎng bù zhíjiē gùyōng gōngrén dōu zhǎo láowù gōngsī cóng nóngcūn chūlái wùgōng de rén hěn duō dōu zài nàr zhǎo gōngzuò · For now he's helping out at a friend's labour agency. A lot of factories don't hire workers directly any more: they go through agencies. Many people who come from the countryside to find work get jobs there.

anna 我们公司正好相反。博览会以后订单太多，人手不够，今年已经聘用了二十多个新人，培训一个星期就上岗。
wǒmen gōngsī zhènghǎo xiāngfǎn bólǎnhuì yǐhòu dìngdān tài duō rénshǒu búgòu jīnnián yǐjīng pìnyòng le èrshí duō gè xīnrén péixùn yí gè xīngqī jiù shànggǎng · My company is the exact opposite. Since the expo we have too many orders and not enough people: we've taken on over twenty new staff this year, and they start work after a week's training.

xiaoming 你们公司真是欣欣向荣！你们聘人看什么？
nǐmen gōngsī zhēnshi xīnxīn xiàngróng nǐmen pìn rén kàn shénme · Your company really is thriving! What do you look for when you hire?

anna 看能力。刘经理还在招募一个工程师，负责新的物流项目。她一直在物色合适的人选，公司打算任命一个有经验的人出任技术负责人。
kàn nénglì Liújīnglǐ hái zài zhāomù yí gè gōngchéngshī fùzé xīn de wùliú xiàngmù tā yìzhí zài wùsè héshì de rénxuǎn gōngsī dǎsuàn rènmìng yí gè yǒu jīngyàn de rén chūrèn jìshù fùzérén · Ability. Manager Liu is also recruiting an engineer to run the new logistics project. She's been looking for the right candidate for a while: the company plans to appoint someone experienced as technical lead.

xiaoming 要求一定很高吧？
yāoqiú yídìng hěn gāo ba · They must want someone really good.

anna 她说，上次在视频里帮我们修系统的那个人就很合适。
tā shuō shàng cì zài shìpín lǐ bāng wǒmen xiū xìtǒng de nà gè rén jiù hěn héshì · She says the person who fixed our system over a video call last time would be perfect.

xiaoming 你是说我？我可从来没想过跳槽，这真是出人意料。
nǐ shì shuō wǒ wǒ kě cónglái méi xiǎng guo tiàocáo zhè zhēnshi chūrényìliào · You mean me? I've never even thought about changing jobs: that's a real surprise.

anna 纵然你不想跳槽，也可以先跟刘经理聊聊。我可以把你引荐给她。
zòngrán nǐ bù xiǎng tiàocáo yě kěyǐ xiān gēn Liújīnglǐ liáo liao wǒ kěyǐ bǎ nǐ yǐnjiàn gěi tā · Even if you don't want to switch, you could still talk to Manager Liu. I can introduce you.

xiaoming 最近公司变化太大了。前任经理上个月卸任，听说是被免职的；现任经理上个月才正式就任，一上任就开始裁员，大家都措手不及。
zuìjìn gōngsī biànhuà tài dà le qiánrèn jīnglǐ shàng gè yuè xièrèn tīngshuō shì bèi miǎnzhí de xiànrèn jīnglǐ shàng gè yuè cái zhèngshì jiùrèn yí shàngrèn jiù kāishǐ cáiyuán dàjiā dōu cuòshǒu bùjí · So much is changing at my company. The old manager left last month, removed from his post, they say; the current one only officially took over last month and started cutting jobs the moment he arrived, catching everyone off guard.

anna 新官上任三把火。
xīn guān shàngrèn sān bǎ huǒ · New brooms sweep clean.

xiaoming 还有几个同事自己把工作辞了，有的已经交了辞呈。老张说，他下个月去一家小公司就职，人家只雇了五个人。
hái yǒu jǐ gè tóngshì zìjǐ bǎ gōngzuò cí le yǒude yǐjīng jiāo le cíchéng lǎo zhāng shuō tā xià gè yuè qù yì jiā xiǎo gōngsī jiùzhí rénjia zhǐ gù le wǔ gè rén · And a few colleagues have quit of their own accord; some have already handed in their resignations. Lao Zhang says he's starting at a small company next month: they've only got five people.

anna 如果你来我们公司，刘经理说会正式聘任你为项目的技术负责人。
rúguǒ nǐ lái wǒmen gōngsī Liújīnglǐ shuō huì zhèngshì pìnrèn nǐ wéi xiàngmù de jìshù fùzérén · If you came to us, Manager Liu says you'd be formally appointed technical lead on the project.

xiaoming 我在现在的公司在职五年了，还一边工作一边读了硕士。纵然工资再高，我也不想随便离开老同事。
wǒ zài xiànzài de gōngsī zàizhí wǔ nián le hái yìbiān gōngzuò yìbiān dú le shuòshì zòngrán gōngzī zài gāo wǒ yě bù xiǎng suíbiàn líkāi lǎo tóngshì · I've been at my company five years, and I did my master's while working there. However high the pay, I don't want to walk away from my old colleagues on a whim.

anna 我明白。你好好想想，不着急，想好了只管告诉我。
wǒ míngbai nǐ hǎohǎo xiǎng xiang bù zháojí xiǎng hǎo le zhǐguǎn gàosu wǒ · I understand. Take your time and think it over: there's no rush. When you've decided, just tell me.

write it trace the grey, then write your own

雇
gù
to hire, employ

佣
yōng
servant

good to know · Leaving a job, from gentle to harsh: 辞职 / 辞 (you quit), 卸任 (you step down), 辞退 (they let you go), 裁员 (job cuts), 解雇 (dismissed), 免职 (removed from office), 开除 (fired as punishment). Starting a job: 上岗 (start work), 上任 / 就任 (take office), 就职 (take up a post), 出任 (become, for a high post). 跳槽 is to switch companies.

Layoffs, hiring and a tempting offer: you can now talk about jobs the way people really do.
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day 149 bosses and teams

Describe who's who in a company, from the board to the front desk, and give a quick example with the spoken marker 这不.

Titles, ranks and who reports to whom matter a lot in Chinese workplaces. Knowing the words helps you read a company, and a name card.

words

word	pinyin	meaning	example
上司	shàngsi	boss, superior	我的上司对我要求很高。 My boss expects a lot of me.
下属	xiàshǔ	subordinate	好的领导会听下属的意见。 A good leader listens to the people who work for them.
下级	xiàjí	lower level, subordinate	上级的决定，下级要执行。 Decisions from above are carried out by those below.
同仁	tóngrén	colleagues (formal)	感谢各位同仁这一年的辛苦工作。 Thank you, colleagues, for all your hard work this year.
骨干	gǔgàn	backbone, key member	她是我们团队的技术骨干。 She's the technical backbone of our team.
元老	yuánlǎo	founding member, veteran	王师傅是公司的元老，一开始就在这儿。 Master Wang is one of the company's founding members: he's been here from the start.
资深	zīshēn	senior, experienced	他是一位资深记者。 He's a senior journalist.
资历	zīlì	experience, record (of service)	他的资历比我老，可是能力不一定比我强。 He's been here longer than me, but he isn't necessarily more capable.
职称	zhíchēng	professional title	她今年评上了高级工程师的职称。 This year she was awarded the title of senior engineer.
头衔	tóuxián	title (of a position)	他的名片上有好几个头衔。 His business card lists several titles.
级别	jíbié	level, rank	在公司里，工资跟级别有关系。 In the company, pay depends on your level.
首席	shǒuxí	chief; first seat	他是这家公司的首席工程师。 He's the company's chief engineer.
董事	dǒngshì	director (of a board)	她是这家公司的董事之一。 She's one of the company's directors.
董事会	dǒngshìhuì	board of directors	这件事要董事会决定。 This has to be decided by the board.
董事长	dǒngshìzhǎng	chairman (of the board)	董事长每年都给全体员工写一封信。 Every year the chairman writes a letter to all the staff.
理事	lǐshì	council member; to manage affairs	他是本市足球协会的理事。 He's a council member of the city football

			association.
干事	gànshi	officer, secretary (of a group)	她在学生会{hui4-3}当干事，负责组织活动。 She's an officer in the student union, in charge of organising events.
创始人	chuàngshǐrén	founder	这家公司的创始人只有二十五岁。 The company's founder is only twenty-five.
接班人	jiēbānrén	successor	老板一直在找自己的接班人。 The boss has long been looking for a successor.
接班	jiēbān	to take over (a shift, a role)	我八点下班，小李八点来接班。 I finish at eight, and Xiao Li takes over at eight.
接手	jiēshǒu	to take over (a task)	这个项目我刚接手，还不太熟悉。 I've only just taken over this project, so I don't know it well yet.
接替	jiētì	to replace, succeed (someone)	她走了以后，谁来接替她的工作? Once she leaves, who will take over her work?
交接	jiāojiē	to hand over (work)	离开以前，他把工作跟同事交接好了。 Before leaving, he handed his work over to his colleague.
掌管	zhǎngguǎn	to be in charge of	家里的钱都是妈妈掌管的。 Mum is in charge of all the money at home.
掌舵	zhǎngduò	to be at the helm; helmsman	新董事长掌舵以后，公司发展得很快。 Since the new chairman took the helm, the company has grown fast.
领军	lǐngjūn	to lead (a field); leading	他是这个领域的领军人物。 He's a leading figure in this field.
带头	dàitóu	to take the lead, set an example	经理带头加班，大家也都留了下来。 The manager stayed late first, so everyone else stayed too.
带队	dàiduì	to lead a team or group	这次比赛由王老师带队。 Teacher Wang is leading the team for this competition.
牵头	qiāntóu	to take the lead (in organising)	这个项目由我们公司牵头，三家公司一起做。 Our company is leading this project, with three companies working on it together.
率	shuài	to lead (a group)	校长率{shuai4-7}全体老师去山区学校参观。 The head led all the teachers on a visit to a mountain school.
器重	qìzhòng	to think highly of (a junior)	老板很器重这个年轻人。 The boss thinks very highly of this young man.
重用	zhòngyòng	to give an important post to	公司重用年轻人，很多经理不到三十岁。 The company gives young people big jobs: many managers are under thirty.
提拔	tíbá	to promote	她工作努力，很快就被提拔了。 She worked hard and was soon promoted.
晋升	jìnshēng	to be promoted	他去年晋升为{wei2-5b}部门经理。 Last year he was promoted to department manager.
赏识	shǎngshí	to appreciate (someone's talent)	老板很赏识她的能力。 The boss really appreciates her ability.

pattern 这不: see? here's a case in point

a general statement **。这不，** **a fresh example, right here**

这不 (literally “isn’t this…?”) is a spoken marker that brings in proof straight after you say something: “see? case in point”. First make your point, then 这不，+ an example that is happening now or just happened. It is never a question and never negative.

董事长很器重年轻人。这不，安娜三十出头就带队了。 **dǒngshìzhǎng hěn qìzhòng niánqīng rén zhè bù Ānnà sānshí chūtóu jiù dàiduì le** The chairman thinks highly of young people. Look at Anna: just over thirty and already leading a team.

我们公司提拔人只看能力。这不，小王来了两年就晋升了。 **wǒmen gōngsī tíbá rén zhǐ kàn nénglì zhè bù xiǎo Wáng lái le liǎng nián jiù jìnshēng le** My company promotes people on ability alone. Take Xiao Wang: promoted after just two years.

他做事总是很认真。这不，又在办公室加班呢。 **tā zuò shì zǒngshì hěn rènzhēn zhè bù yòu zài bàngōngshì jiābān ne** He always takes his work seriously. See? He’s working late in the office again.

dialogue who’s who

xiaoming 安娜，你们公司到底是谁说了算？
Ānnà nǐmen gōngsī dàodǐ shì shéi shuō le suàn · Anna, who actually calls the shots at your company?

anna 大事都要董事会决定。董事长就是公司的创始人，已经掌舵十五年了，明年要退休。
dàshì dōu yào dǒngshìhuì juédìng dǒngshìzhǎng jiùshì gōngsī de chuàngshǐrén yǐjīng zhǎngduò shíwǔ nián le míngnián yào tuìxiū · The big decisions are made by the board. The chairman is the company's founder: he's been at the helm for fifteen years, and he retires next year.

little sister 那谁来接班？
nà shéi lái jiēbān · So who's taking over from him?

anna 接班人还没定。几个董事里，有一位是公司的元老，资历最老；还有我们的首席工程师，是这个领域的领军人物。
jiēbānrén hái méi dìng jǐ gè dǒngshì lǐ yǒu yí wèi shì gōngsī de yuánlǎo zīlì zuì lǎo hái yǒu wǒmen de shǒuxí gōngchéngshī shì zhège lǐngyù de lǐngjūn rénwù · The successor hasn't been chosen yet. Among the directors, one is a founding member with the longest service; the other is our chief engineer, a leading figure in the field.

xiaoming 刘经理呢？
Liújīnglǐ ne · And Manager Liu?

anna 她是我的上司，很受董事长器重。这不，新的物流项目又让她牵头了。
tā shì wǒ de shàngsi hěn shòu dǒngshìzhǎng qìzhòng zhè bù xīn de wùliú xiàngmù yòu ràng tā qiāntóu le · She's my boss, and the chairman thinks very highly of her. See? She's been put in charge of the new logistics project too.

little sister 你们公司提拔人看什么？看资历，还是看能力？
nǐmen gōngsī tíbá rén kàn shénme kàn zīlì háishi kàn nénglì · What does your company promote people on? Length of service, or ability?

anna 主要看能力。公司很重用年轻人。这不，我三十出头，就带队去上海参加博览会了。
zhǔyào kàn nénglì gōngsī hěn zhòngyòng niánqīng rén zhè bù wǒ sānshí chūtóu jiù dàiduì qù Shànghǎi cānjiā bólǎnhuì le · Mostly ability. The company gives young people big jobs. Look at me: just over thirty and I led the team to the Shanghai expo.

xiaoming 我们公司正相反，晋升要看级别、看职称。有的人头衔一大堆，名片上写满了，可是什么都不管。
wǒmen gōngsī zhèng xiāngfǎn jìnshēng yào kàn jíbié kàn zhíchēng yǒude rén tóuxián yí dà duī míngpiàn shàng xiě mǎn le kěshì shénme dōu bù guǎn · My company is the opposite: promotion depends on your grade and your professional title. Some people have a pile of titles, their name cards are full of them, but they're not in charge of anything.

anna 这种人只会标榜自己，大家都敬而远之。
zhè zhǒng rén zhǐ huì biāobǎng zìjǐ dàjiā dōu jìngéryuǎnzhī · People like that just talk themselves up, and everyone keeps their distance.

little sister 我们学生会也一样！我只是一个小干事，上面一级一级的，开个会要先问好几个人。我们老师还是一个学会的理事呢。
wǒmen xuéshēng huì yě yíyàng wǒ zhǐshì yí gè xiǎo gànshi shàngmiàn yì jí yì jí de kāi gè huì yào xiān wèn hǎo jǐ gè rén wǒmen lǎoshī hái shì yí gè xuéhuì de lǐshì ne · Same in our student union! I'm just a junior officer, with level after level above me: holding a meeting means checking with several people first. And our teacher sits on the council of an academic society.

anna 上级和下级的关系很重要。好的上司会听下属的意见，刘经理就是这样。
shàngjí hé xiàjí de guānxì hěn zhòngyào hǎo de shàngsi huì tīng xiàshǔ de yìjiàn Liújīnglǐ jiùshì zhèyàng · Relations between levels matter a lot. A good boss listens to her team, and Manager Liu does.

xiaoming 如果我去了，要接手哪些工作？
rúguǒ wǒ qù le yào jiēshǒu nǎxiē gōngzuò · If I joined, what work would I be taking over?

anna 以前的技术负责人调到上海去了，你要接替他的工作。他会跟你交接好，你就掌管整个技术团队。
yǐqián de jìshù fùzérén diào dào Shànghǎi qù le nǐ yào jiētì tā de gōngzuò tā huì gēn nǐ jiāojiē hǎo nǐ jiù

zhāngguǎn zhěnggè jìshù tuánduì · The old technical lead has moved to Shanghai, so you'd replace him. He'd hand everything over to you properly, and you'd be in charge of the whole tech team.

xiaoming 团队有多少人?

tuánduì yǒu duōshao rén · How big is the team?

anna 十二个人，有三个资深工程师，都是团队的骨干。大家都很努力，经理常常带头加班，有时候加到精疲力竭。

shíèr gè rén yǒu sān gè zīshēn gōngchéngshī dōu shì tuánduì de gǔgàn dàjiā dōu hěn nǔlì jīnglǐ chángcháng dàitóu jiābān yǒu shíhou jiā dào jīngpí lìjié · Twelve people, including three senior engineers who are the backbone of the team. Everyone works hard, and the manager often stays late first, sometimes until they're all exhausted.

little sister 加班不是什么好事!

jiābān bú shì shénme hǎo shì · Overtime is not a good thing!

anna 所以刘经理说，以后不能这样。每年年会上，董事长都会说：“感谢各位同仁这一年的努力。”

suǒyǐ Liújīnglǐ shuō yǐhòu bù néng zhèyàng měi nián nián huì shàng dǒngshìzhǎng dōu huì shuō gǎnxiè gèwèi tóngrén zhè yì nián de nǔlì · That's why Manager Liu says it can't go on. At the annual party every year the chairman says: “Thank you, colleagues, for all your efforts this year.”

xiaoming 听起来挺好的。你们董事长是怎么发现刘经理的?

tīng qǐlai tǐng hǎo de nǐmen dǒngshìzhǎng shì zěnme fāxiàn Liújīnglǐ de · Sounds good. How did your chairman spot Manager Liu?

anna 十年前，她率一个三个人的小组拿下了公司第一个大客户。董事长很赏识她，两年就把她提拔成了经理。

shí nián qián tā shuài yí gè sān gè rén de xiǎozǔ ná xià le gōngsī dì yī gè dà kèhù dǒngshìzhǎng hěn shǎngshí tā liǎng nián jiù bǎ tā tíbá chéng le jīnglǐ · Ten years ago she led a three-person team that won the company's first big client. The chairman was so impressed he promoted her to manager within two years.

little sister 哥哥，有朝一日你也会被赏识的!

gēge yǒuzhāo yīrì nǐ yě huì bèi shǎngshí de · Big brother, one day you'll be spotted too!

write it trace the grey, then write your own

舵
duò
rudder

good to know · Up and down the ladder: 董事长 (chairman) → 董事会 (the board) → 总经理 (general manager) → 经理 (manager) → 员工 (staff). Your 上司 is above you, your 下属 below. Promotion verbs: the boss 提拔 / 重用 you (promotes you, gives you a big job); you 晋升 (are promoted). 器重 and 赏识 are how the boss feels about you.

Board, boss, backbone, successor: you can now map out a Chinese company and know who's who. Do this day interactively, with audio and games, free at **wishyou.today/learning**

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day 150 pay and performance

Chinese HSK 7–9 in 193 days
unit 20 · the workplace

Talk about pay, performance reviews, targets and workload, using the idiom frames 非A非B, 可A可B and 连A带B.

Reviews, bonuses, expense claims and who does what: the everyday business of working life, in the words your boss will use.

words

word	pinyin	meaning	example
年薪	niánxīn	annual salary	这个职位的年薪是三十万。 The post pays three hundred thousand a year.
薪酬	xīnchóu	pay, remuneration	这家公司的薪酬在行业里不算高。 Pay at this company isn't high for the industry.
报酬	bàochou	pay, fee (for work done)	这次翻译的报酬是两千元。 The fee for this translation is two thousand yuan.
奖赏	jiǎngshǎng	to reward	公司奖赏了这次表现最好的团队。 The company rewarded the team that did best this time.
报销	bàoxiāo	to claim back (expenses)	出差的车票可以报销。 Train tickets for business trips can be claimed back.
绩效	jìxiào	performance (at work)	公司每年考核一次员工的绩效。 The company assesses staff performance once a year.
业绩	yèjì	results, track record	她今年的业绩是全公司最好的。 Her results this year are the best in the whole company.
指标	zhǐbiāo	target, indicator	这个月的销售指标已经完成了。 This month's sales target has already been met.
评审	píngshěn	to assess, judge; panel	专家们正在评审这些设计。 The experts are assessing the designs.
处分	chǔfèn	to discipline; disciplinary action	他上班喝酒，受到了处分。 He was disciplined for drinking at work.
不力	bùlì	ineffective, not up to the job	这次问题这么大，是因为管理不力。 The problem got this big because of weak management.
怠工	dàigōng	to go slow (at work)	工人们对新规定不满，开始消极怠工。 Unhappy with the new rules, the workers started going slow.
罢工	bàgōng	to strike, go on strike	因为工资问题，工人们罢工了三天。 The workers went on strike for three days over pay.
工会	gōnghuì	trade union	工会代表员工跟公司谈判。 The union negotiates with the company on

			behalf of the staff.
敬业	jìngyè	dedicated (to one's work)	他工作非常敬业，从来不迟到。 He's very dedicated to his work and is never late.
胜任	shèngrèn	to be up to (a job)	我相信你能胜任这份工作。 I'm sure you're up to this job.
重任	zhòngrèn	important task, heavy responsibility	公司把这个重任交给了她。 The company has entrusted this important job to her.
担负	dānfù	to bear, shoulder (costs, duties)	他一个人担负着全家的生活。 He supports the whole family on his own.
肩负	jiānfù	to shoulder (a mission)	医生肩负着救人的责任。 Doctors shoulder the duty of saving lives.
兼	jiān	to hold (two jobs) at once; and	他是老师，也兼做翻译。 He's a teacher, and he translates on the side.
兼任	jiānrèn	to hold a second post	王老师是校长，还兼任语文老师。 Teacher Wang is the head and also teaches Chinese.
兼顾	jiāngù	to attend to both, balance	工作和家庭很难兼顾。 It's hard to balance work and family.
分担	fēndān	to share (a burden)	家务应该大家一起分担。 Housework should be shared by everyone.
推卸	tuīxiè	to shirk, pass the buck	出了问题，他总是推卸责任。 When something goes wrong, he always passes the buck.
打下手	dǎxiàshǒu	to help out, be an assistant	妈妈做饭，我给她打下手。 Mum cooks, and I help out.
充当	chōngdāng	to serve as, act as	这次活动，他充当翻译。 He's acting as interpreter at this event.
忙活	mánghuo	to be busy (with chores)	奶奶在厨房里忙活了一上午。 Grandma was busy in the kitchen all morning.
夜班	yèbān	night shift	这个星期我上夜班。 I'm on nights this week.
一线	yīxiàn	front line	她在一线工作了十年，最了解客户。 She spent ten years on the front line, so she knows the customers best.
繁重	fánzhòng	heavy, demanding (work)	医生的工作很繁重。 Doctors' work is very demanding.
公事	gōngshì	official business	这是公事，不能用私人关系解决。 This is official business: it can't be settled through personal connections.
事宜	shìyí	matters, arrangements	开会的有关事宜，我会发邮件告诉大家。 I'll email everyone the arrangements for the meeting.
缺席	quēxí	to be absent (from a meeting)	他因为生病缺席了今天的会议。 He was off sick and missed today's meeting.
请示	qǐngshì	to ask for instructions	这件事我得{dei3}先请示经理。 I need to check with my manager first.

上报	shàngbào	to report to a higher level	这个问题已经上报给公司了。 The problem has been reported up to the company.

pattern 非a非b, 可a可b and 连a带b: three idiom frames at work

非 / 可 / 连 **A** 非 / 可 / 带 **B**

Three four-character frames. 非A非B is “neither A nor B”: 非亲非故 “neither family nor friend”, a stranger. 可A可B is “could be A or B”, often meaning it doesn’t matter much: 可有可无 “not really needed”, 可大可小 “could be big or small”. 连A带B is doing A and B at once: 连说带笑 “talking and laughing”, 连吃带喝 “eating and drinking”.

我们跟他非亲非故，他却一分钱报酬也没要。 **wǒmen gēn tā fēiqīnfēigù tā què yì fēn qián bàochou yě méi yào** He’s no relation or friend of ours, yet he didn’t ask for a single cent.

报告里有些话可有可无，可以删掉。 **bàogào lǐ yǒuxiē huà kěyǒukěwú kěyǐ shān diào** Some lines in the report aren’t really needed: you can cut them.

这个问题可大可小，最好先上报。 **zhège wèntí kědàkěxiǎo zuìhǎo xiān shàngbào** This problem could turn out big or small: better report it upwards first.

年会上，大家连吃带喝，连说带笑，热闹极了。 **nián huì shàng dàjiā liánchīdàihē liánshuōdàixiào rènao jí le** At the annual party everyone ate, drank, talked and laughed: it was great fun.

dialogue the half-year review

manager liu 安娜，坐吧。今天是你半年的绩效考核。
Ānnà zuò ba jīntiān shì nǐ bàn nián de jìxiào kǎohé · Anna, have a seat. Today is your half-year performance review.

anna 说实话，我有点儿紧张，昨天晚上翻来覆去睡不着。
shuō shíhuà wǒ yǒudiǎnr jǐnzhāng zuótiān wǎnshang fānlái fùqù shuì bu zháo · To be honest, I'm a bit nervous: I tossed and turned all last night.

manager liu 不用紧张。你的业绩很好，销售指标完成了百分之一百二十，评审小组给了你最高分。
búyòng jǐnzhāng nǐ de yèjì hěn hǎo xiāoshòu zhǐbiāo wánchéng le bǎi fēn zhī yībǎièrshí píngshěn xiǎozǔ gěi le nǐ zuì gāo fēn · No need. Your results are very good: you hit 120 per cent of your sales target, and the review panel gave you the top mark.

anna 这是团队一起做的。博览会那几天，我什么都干：给张女士打下手，还充当翻译，从早忙活到晚，不过我心甘情愿。
zhè shì tuánduì yìqǐ zuò de bólǎnhuì nà jǐ tiān wǒ shénme dōu gàn gěi Zhāngnǚshì dǎ xiàshǒu hái chōngdāng fānyì cóng zǎo mánghuo dào wǎn búguò wǒ xīngān qíngyuàn · It was a team effort. During the expo I did everything: helped Ms Zhang out, acted as interpreter, and was on the go from morning till night, but I was glad to do it.

manager liu 公司决定奖赏你们团队，每个人有一笔奖金。你明年的年薪也会提高。
gōngsī juédìng jiǎngshǎng nǐmen tuánduì měi gè rén yǒu yì bǐ jiǎngjīn nǐ míngnián de niánxīn yě huì tígāo · The company has decided to reward your team: everyone gets a bonus. And your salary goes up next year.

anna 谢谢！这半年我受益匪浅。对了，上海出差的车票和饭钱，我还没报销。
xièxie zhè bàn nián wǒ shòuyì fěiqiǎn duì le Shànghǎi chūchāi de chē piào hé fàn qián wǒ hái méi bàoxiāo · Thank you! I've learned a great deal these six months. Oh, and I still haven't claimed back my train tickets and meals from the Shanghai trip.

manager liu 把发票交给财务就行。这是公事，按规定办。你的报告我也看了，写得很好，就是有些话可有可无，可以删掉。
bǎ fāpiào jiāo gěi cáiwù jiù xíng zhè shì gōngshì àn guīdìng bàn nǐ de bàogào wǒ yě kàn le xiě de hěn hǎo jiùshì yǒuxiē huà kěyǒukěwú kěyǐ shān diào · Just hand the receipts to finance. It's company business: go by the rules. I've read your report too: it's very good, but some lines aren't really needed. You can cut them.

manager liu 还有一件事：新的物流项目是个重任，你要担负起管理的工作，还要兼任两个大客户的联系人。你能胜任吗？
hái yǒu yí jiàn shì xīn de wùliú xiàngmù shì gè zhòngrèn nǐ yào dānfù qǐ guǎnlǐ de gōngzuò hái yào jiānrèn liǎng gè dà kèhù de liánxì rén nǐ néng shèngrèn ma · One more thing: the new logistics project is a big responsibility. You'll take on the management, and also be the contact for two major clients. Are you up to it?

anna 我会尽力。可是一个人兼做两份工作，工作和生活就很难兼顾了。
wǒ huì jìnlì kěshì yí gè rén jiān zuò liǎng fèn gōngzuò gōngzuò hé shēnghuó jiù hěn nán jiāngù le · I'll do my best. But doing two jobs at once, it'll be hard to balance work and life.

manager liu 所以技术方面要找人分担。我们肩负着整个项目，不能只靠你一个人。你那个朋友小明怎么样？
suǒyǐ jìshù fāngmiàn yào zhǎo rén fēndān wǒmen jiānfù zhe zhěnggè xiàngmù bù néng zhǐ kào nǐ yí gè rén nǐ nàge péngyou Xiǎomíng zěnmeyàng · That's why we need someone to share the technical side. We're shouldering the whole project: it can't all rest on you. What about your friend Xiaoming?

anna 他很敬业。上次在视频里帮我们修系统，我们跟他非亲非故，他却一分钱报酬也没要。
tā hěn jìngyè shàng cì zài shìpín lǐ bāng wǒmen xiū xìtǒng wǒmen gēn tā fēiqīnfēigù tā què yì fēn qián bàochou yě méi yào · He's very dedicated. When he fixed our system over a video call, he was no relation or friend of the company, yet he didn't ask for a single cent.

manager liu 这样的人难得。他在一线干过吗？
zhèyàng de rén nándé tā zài yíxiàn gàn guo ma · People like that are rare. Has he worked on the front line?

anna 干过。他刚工作的时候在工厂上了两年夜班，工作很繁重。
gàn guo tā gāng gōngzuò de shíhou zài gōngchǎng shàng le liǎng nián yèbān gōngzuò hěn fánzhòng · He has. When he started out he did two years of night shifts at a factory: very demanding work.

manager liu 好。薪酬方面我们可以谈。不过招人的有关事宜，我得先请示董事长，再上报公司。下星期的董事会你也要参加，不能缺席。
hǎo xīnchóu fāngmiàn wǒmen kěyǐ tán búguò zhāo rén de yǒuguān shìyí wǒ děi xiān qǐngshì dǒngshìzhǎng zài shàngbào gōngsī xià xīngqī de dǒngshìhuì nǐ yě yào cānjiā bù néng quēxí · Good. We can talk about pay. But for the hiring arrangements I need to check with the chairman first, then report it upwards. You need to be at the board meeting next week too: don't miss it.

anna 好的。您听说了吗？新闻里说，有一家工厂拖欠了工人好几个月的工资，工人们罢工了。
hǎo de nín tīngshuō le ma xīnwén lǐ shuō yǒu yì jiā gōngchǎng tuōqiàn le gōngrén hǎo jǐ gè yuè de gōngzī gōngrénmen bàgōng le · Will do. Did you hear? The news said a factory owed its workers several months' wages, and they went on strike.

manager liu 听说了。工会正在跟老板谈。有的工人说，老板不改，他们就消极怠工。
tīngshuō le gōnghuì zhèngzài gēn lǎobǎn tán yǒude gōngrén shuō lǎobǎn bù gǎi tāmen jiù xiāojí dàigōng · I did. The union is talking to the owner. Some workers say that if he doesn't change, they'll go slow.

anna 后来呢？
hòulái ne · And then?

manager liu 那个管工资的经理因为管理不力，受了处分。出了问题，最怕的就是推卸责任。这一点你做得很好。
nàge guǎn gōngzī de jīnglǐ yīnwèi guǎnlǐ búlì shòu le chǔfèn chū le wèntí zuì pà de jiùshì tuīxiè zérèn zhè yìdiǎn nǐ zuò de hěn hǎo · The manager in charge of pay was disciplined for weak management. When something goes wrong, the worst thing is to pass the buck. You're very good on that.

anna 谢谢您。下个月的年会，我们团队想表演一个节目。
xièxie nín xià gè yuè de nián huì wǒmen tuánduì xiǎng biǎoyǎn yí gè jiémù · Thank you. Our team wants to put on a performance at next month's annual party.

manager liu 好啊！去年的年会上，大家连吃带喝，连说带笑，热闹极了。今年你们来带头！
hǎo a qùnián de nián huì shàng dàjiā liánchīdàihē liánshuōdàixiào rènao jí le jīnnián nǐmen lái dàitóu · Great! At last year's party everyone ate, drank, talked and laughed: it was such fun. This year you lead the way!

good to know · Pay words: 工资 (monthly pay), 年薪 (annual salary), 薪酬 (pay, formal), 报酬 (a fee for a task), 奖金 (bonus). Claiming expenses is 报销, with a 发票 (official receipt). Results: 业绩 (results, track record), 指标 (target), 绩效 (performance, as reviewed), 考核 (assessment).

Targets, bonuses, receipts and responsibility: you can now get through a performance review in Chinese.
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day 151 effort and willpower

Chinese HSK 7–9 in 193 days
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Talk about hard work, willpower and self-control, with word-building suffixes (-然, -为, -制, -界, -鬼) and the marker 不是.....

Every interview, every family talk about work comes back to effort: who works hard, who never gives up, and who should calm down a little.

words

word	pinyin	meaning	example
刻苦	kèkǔ	hard-working, assiduous	他学习非常刻苦，每天学到很晚。 He studies very hard, until late every night.
吃苦	chīkǔ	to bear hardship	年轻的时候多吃苦，没坏处。 Bearing a bit of hardship when you're young does you no harm.
勤快	qínkuai	hard-working, diligent (spoken)	这个孩子很勤快，每天帮妈妈做家务。 This child is very hard-working and helps Mum with the housework every day.
勤俭	qínjiǎn	hard-working and thrifty	爷爷奶奶一辈子勤俭，从来不乱花钱。 Grandpa and Grandma worked hard and saved all their lives, and never wasted money.
节俭	jiéjiǎn	frugal, thrifty	他虽然很有钱，可是生活很节俭。 He's very rich, but he lives frugally.
辛勤	xīnqín	hard-working, industrious	感谢老师们一年来的辛勤工作。 Thank you, teachers, for a year of hard work.
兢兢业业	jīngjīngyèyè	conscientious, dedicated	他在这个工厂兢兢业业地工作了三十年。 He worked conscientiously in this factory for thirty years.
不懈	bùxiè	untiring, unremitting	经过多年不懈的努力，他终于成功了。 After years of unremitting effort, he finally succeeded.
坚韧	jiānrèn	tough, tenacious	她是一个坚韧的人，什么困难都不怕。 She's tough: no difficulty scares her.
韧性	rènxìng	toughness, resilience	做研究需要韧性，不能怕失败。 Research needs resilience: you can't be afraid of failure.
毅力	yìlì	willpower, perseverance	每天跑十公里，需要很大的毅力。 Running ten kilometres a day takes a lot of willpower.
意志	yìzhì	will	她的意志非常坚强。 She has a very strong will.
斗志	dòuzhì	fighting spirit	输了一场比赛，大家的斗志反而更强了。 After losing a match, the team's fighting spirit was even stronger.
干劲	gànjìn	drive, enthusiasm (for work)	年轻人干劲很足。 The young people are full of drive.

劲	jìn	strength, energy; spirit	他干活的那股劲，跟他爸爸一模一样。 He throws himself into work exactly like his dad.
劲头	jìntóu	energy, enthusiasm	刚开始学的时候劲头很大，后来就慢慢少了。 At first he was very keen to learn, then it slowly wore off.
拼搏	pīnbó	to strive, go all out	他一个人在大城市拼搏了十年。 He spent ten years working all out in the big city on his own.
奋勇	fènyǒng	to summon up courage	队员们奋勇向前，终于赢了比赛。 The players pushed forward bravely and finally won.
力求	lìqiú	to strive to	我们力求把每一个细节都做好。 We strive to get every detail right.
力争	lìzhēng	to do one's best to win	我们力争明年把销量提高一倍。 We're aiming to double sales next year.
进取	jìnqǔ	to be enterprising, forge ahead	他是一个积极进取的年轻人。 He's a keen, go-getting young man.
要强	yàoqiáng	determined to excel	她很要强，什么事都不想输给别人。 She's very driven: she never wants to lose to anyone at anything.
好胜	hàoshèng	competitive, eager to win	我弟弟很好胜，打球输了就不高兴。 My little brother is so competitive he sulks when he loses a game.
争气	zhēngqì	to do oneself credit, make (people) proud	孩子很争气，考上了最好的大学。 The child made us proud and got into the best university.
执着	zhízhuó	persistent, dedicated	他对音乐很执着，三十年没放弃。 He's devoted to music: he hasn't given up in thirty years.
潜心	qiánxīn	to devote oneself wholly	他退休以后潜心研究书法。 Since retiring he has devoted himself to calligraphy.
投身	tóushēn	to throw oneself into	毕业以后，她投身到教育工作中。 After graduating she threw herself into teaching.
忍耐	rěnnài	to endure, put up with	他忍耐了很久，最后还是说出来了。 He held it in for a long time, but in the end he said it.
容忍	róngrěn	to tolerate	我不能容忍别人对我的家人不礼貌。 I won't tolerate anyone being rude to my family.
耐	nài	to be able to bear, resist	这双鞋很耐穿。 These shoes are very hard-wearing.
磨炼	móliàn	to temper, toughen	在一线工作，最能磨炼人。 Working on the front line toughens you up like nothing else.
克制	kèzhì	to restrain (oneself)	他很生气，可是克制住了。 He was furious, but he kept himself in check.
节制	jiézhì	to control, moderate	吃甜的要有节制。 Go easy on the sweets.
收敛	shōuliǎn	to restrain oneself, tone down	被老师批评以后，他收敛了很多。 After his teacher told him off, he toned it

down a lot.

pattern suffixes -然, -为, -制, -界, -鬼, and 不是…… back again

a word or root **+ 然 / 为 / 制 / 界 / 鬼** **a new word**

Suffixes build new words. -然 makes adverbs (果然 as expected, 居然 to my surprise, 显然 obviously); -为 is "as" (视为 regard as); -制 is a system (合同制 contract system); -界 is a world or field (医学界 the medical world); -鬼 labels a person by a habit (小气鬼 a stingy person, 胆小鬼 a coward). 不是……吗? points out a gap: "didn't you say …?", and 不是我说你 softens a criticism.

我就知道你会去面试，果然！ **wǒ jiù zhīdào nǐ huì qù miànshì guǒrán** I knew you'd go for the interview: and you are!

刘经理把这个项目视为公司未来的关键。 **Liújīnglǐ bǎ zhège xiàngmù shìwéi gōngsī wèilái de guānjiàn** Manager Liu sees this project as key to the company's future.

我们公司是合同制，合同明年三月到期。 **wǒmen gōngsī shì hétóng zhì hétóng míngnián sān yuè dàoqī** My company works on contracts: mine runs out next March.

节俭不是小气。小气鬼什么都舍不得给别人。 **jiéjiǎn bú shì xiǎoqi xiǎoqi guǐ shénme dōu shěbude gěi biérén** Being thrifty isn't being mean. A cheapskate can't bear to give anyone anything.

dialogue six o'clock starts

little sister 哥哥，你不是说不想跳槽吗？怎么天天早上六点起来跑步，晚上还看书到十二点？
gēge nǐ bú shì shuō bù xiǎng tiàocáo ma zěnme tiān tiān zǎoshang liù diǎn qǐlái pǎobù wǎnshang hái kàn shū dào shíèr diǎn · Didn't you say you didn't want to change jobs? So why are you up at six every morning to run, and reading until midnight?

xiaoming 不是我想跳槽，是我想准备好。刘经理下个星期想跟我见面。他们公司在招聘，想物色一个能带队的人。
bú shì wǒ xiǎng tiàocáo shì wǒ xiǎng zhǔnbèi hǎo Liújīnglǐ xià gè xīngqī xiǎng gēn wǒ jiànmiàn tāmen gōngsī zài zhāopìn xiǎng wùsè yí gè néng dàiduì de rén · It's not that I want to switch: I want to be ready. Manager Liu wants to meet me next week. Her company is hiring and looking for someone who can lead a team.

little sister 果然！我就知道。她想聘你吗？年薪多少？
guǒrán wǒ jiù zhīdào tā xiǎng pìn nǐ ma niánxīn duōshao · I knew it! Does she want to hire you? What's the annual salary?

xiaoming 还没谈到待遇呢。先面试，看我能不能胜任这份工作。
hái méi tán dào dàiyù ne xiān miànshì kàn wǒ néng bu néng shèngrèn zhè fèn gōngzuò · We haven't got to pay and conditions yet. First the interview: let's see if I'm up to the job.

dr li 要面试，就要刻苦准备。年轻人多吃苦，没坏处。
yào miànshì jiù yào kèkǔ zhǔnbèi niánqīng rén duō chīkǔ méi huàichù · If you're having an interview, prepare properly. A bit of hardship does young people no harm.

anna 叔叔，您年轻的时候是怎么当上医生的？
shūshu nín niánqīng de shíhou shì zěnme dāng shàng yīshēng de · Uncle, how did you become a doctor when you were young?

dr li 我们那时候条件差，可是大家学习都很刻苦，干劲很足。后来我投身医学，潜心研究心脏病，在医院兢兢业业地干了三十年。那时候医生少，工作特别繁重，一个人要兼顾门诊和病房。
wǒmen nà shíhou tiáojiàn chà kěshì dàjiā xuéxí dōu hěn kèkǔ gànjìn hěn zú hòulái wǒ tóushēn yīxué qiánxīn yánjiū xīnzàng bìng zài yīyuàn jīngjīngyèyè de gàn le sānshí nián nà shíhou yīshēng shǎo gōngzuò tèbié fánzhòng yí gè rén yào jiāngù ménzhěn hé bìngfáng · Times were hard back then, but everyone studied hard and was full of drive. Later I threw myself into medicine, devoted myself to heart disease, and worked conscientiously at the hospital for thirty years. There were few doctors then and the work was very heavy: one person had to look after both the outpatient clinic and the wards.

little sister 妈妈说，爸爸年轻的时候连着上了一个月的夜班，一天假也没请过，意志多坚强啊。
māma shuō bàba niánqīng de shíhou lián zhe shàng le yí gè yuè de yèbān yì tiān jià yě méi qǐng guo yìzhì duō jiānqiáng a · Mum says that when Dad was young he did a whole month of night shifts in a row and never took a day off: what willpower.

dr li 当医生要有毅力，也要有韧性。病人等不了，你就不能停。
dāng yīshēng yào yǒu yìlì yě yào yǒu rènxìng bìngrén děng bu liǎo nǐ jiù bù néng tíng · A doctor needs willpower, and resilience too. Patients can't wait, so you can't stop.

anna 我觉得小明最大的优点是执着。上次帮我们修系统，他两个小时都没停。他是一个很坚韧的人。
wǒ juéde Xiǎomíng zuì dà de yōudiǎn shì zhízhuó shàng cì bāng wǒmen xiū xìtǒng tā liǎng gè xiǎoshí dōu méi tíng tā shì yí gè hěn jiānrèn de rén · I think Xiaoming's greatest strength is that he doesn't give up. When he fixed our system, he didn't stop for two hours. He's really tough.

xiaoming 那是因为我好胜，问题不解决，我就睡不着。
nà shì yīnwèi wǒ hàoshèng wèntí bù jiějué wǒ jiù shuì bu zháo · That's because I'm competitive: if a problem isn't solved, I can't sleep.

little sister 不是我说你，你也太要强了。上次比赛你脚都受伤了，还要跑，结果在床上躺了一个星期。
bú shì wǒ shuō nǐ nǐ yě tài yàoqiáng le shàng cì bǐsài nǐ jiǎo dōu shòushāng le hái yào pǎo jiéguǒ zài chuáng

shàng tǎng le yí gè xīngqī · I don't mean to nag, but you're way too driven. In that race last time you'd hurt your foot and still kept running, and you ended up in bed for a week.

xiaoming 那叫斗志！最后一公里我奋勇向前，超过了十几个人。

nà jiào dòuzhì zuìhòu yì gōnglǐ wǒ fènyǒng xiàng qián chāoguò le shí jǐ gè rén · That's called fighting spirit! In the last kilometre I pushed hard and overtook more than ten people.

dr li 要强是好事，可是也要学会克制。吃东西要有节制，脾气也要收敛一点儿。你看你这股劲，跟我年轻的时候一模一样。

yàoqiáng shì hǎo shì kěshì yě yào xuéhuì kèzhì chī dōngxi yào yǒu jiézhì píqi yě yào shōuliǎn yìdiǎnr nǐ kàn nǐ zhè gǔ jìn gēn wǒ niánqīng de shíhou yìmú yíyàng · Being driven is good, but you also need self-control. Eat in moderation, and tone your temper down a bit. Look at you: the same drive I had at your age.

little sister 我们家的人都很勤快。爷爷奶奶一辈子勤俭，爸爸也很节俭，一双鞋穿了十年。

wǒmen jiā de rén dōu hěn qínkuai yéye nǎinai yíbèizi qínjiǎn bàba yě hěn jiéjiǎn yì shuāng xié chuān le shí nián · Our whole family is hard-working. Grandpa and Grandma worked and saved all their lives, and Dad is thrifty too: he's worn the same pair of shoes for ten years.

dr li 那是因为鞋耐穿！节俭不是小气。小气鬼什么都舍不得给别人，我们只是不浪费。

nà shì yīnwèi xié nài chuān jiéjiǎn bú shì xiǎoqi xiǎoqi guǐ shénme dōu shěbude gěi biérén wǒmen zhǐshì bú làngfèi · That's because they're hard-wearing! Being thrifty isn't being mean. A cheapskate can't bear to give anyone anything: we just don't waste.

anna 刘经理把这个项目视为公司未来的关键。她最看重进取的精神和敬业的态度，常说要力求简单，别说太多技术细节。

Liújīnglǐ bǎ zhège xiàngmù shìwéi gōngsī wèilái de guānjiàn tā zuì kànzhòng jìnqǔ de jīngshén hé jìngyè de tàidù cháng shuō yào lìqiú jiǎndān bié shuō tài duō jìshù xìjié · Manager Liu sees this project as key to the company's future. What she values most is a go-getting spirit and dedication, and she always says to keep things simple and skip the technical detail.

xiaoming 我力争把每个问题都准备好。可是我们公司是合同制，我的合同明年三月才到期。现在走的话，手上的项目也没人接手。

wǒ lìzhēng bǎ měi gè wèntí dōu zhǔnbèi hǎo kěshì wǒmen gōngsī shì hétóng zhì wǒ de hétóng míngnián sān yuè cái dàoqī xiànzài zǒu dehuà shǒu shàng de xiàngmù yě méi rén jiēshǒu · I'm going to do my best to prepare for every question. But my company works on contracts, and mine doesn't run out until next March. If I left now, there'd be no one to take over my projects.

dr li 这些年你辛勤工作，在工厂上夜班、做项目，都是磨炼。你早就成了公司的骨干。经过这么多年不懈的努力，你显然已经准备好了。走以前，手上的事要交接清楚，别让同事一个人担负全部的工作。

zhèxiē nián nǐ xīnqín gōngzuò zài gōngchǎng shàng yèbān zuò xiàngmù dōu shì móliàn nǐ zǎo jiù chéng le gōngsī de gǔgàn jīngguò zhème duō nián búxiè de nǔlì nǐ xiǎnrán yǐjīng zhǔnbèi hǎo le zǒu yǐqián shǒu shàng de shì yào jiāojiē qīngchu bié ràng tóngshì yí gè rén dānfù quánbù de gōngzuò · All these years of hard work, the night shifts at the factory and all the projects, were your training. You've long been one of the company's key people. After so many years of steady effort, you're clearly ready. Before you go, hand your work over properly: don't leave a colleague to carry it all alone.

xiaoming 我什么都能忍耐，就是不能容忍自己浪费时间。

wǒ shénme dōu néng rěnnài jiùshì bù néng róngrěn zìjǐ làngfèi shíjiān · I can put up with anything, except wasting my own time.

little sister 刚开始的时候劲头都很大，看你能坚持几天。哥哥，你要争气，可是别在拼搏的时候把身体拼坏了！

gāng kāishǐ de shíhou jìntóu dōu hěn dà kàn nǐ néng jiānchí jǐ tiān gēge nǐ yào zhēngqì kěshì bié zài pīnbó de shíhou bǎ shēntǐ pīn huài le · Everyone's keen at the start: let's see how long you keep it up. Big brother, make us proud, but don't wear yourself out going all out!

anna 他居然没反对！看来他真的听进去了。

tā jūrán méi fǎnduì kànlái tā zhēn de tīng jinqu le · He didn't even argue! Looks like he actually listened.

write it trace the grey, then write your own

兢 jīng cautious													
韧 rèn tough, pliable													

good to know · Hard-working, three ways: 刻苦 (studies or trains hard), 勤快 (quick to help, spoken), 兢兢业业 (conscientious over many years). Thrifty: 节俭, 勤俭 (hard-working and thrifty). Self-control: 克制 (hold back feelings), 节制 (in moderation: food, spending), 收敛 (tone down behaviour).

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day 152 dreams and ambition

Chinese HSK 7–9 in 193 days
unit 20 · the workplace

Talk about ambition, character and courage, using scope adverbs (均, 皆, 唯独, 一概, 统统, 大体) and 不瞒你说.

Big decisions bring out big words: ambition, duty, integrity, nerve. Teachers and parents use them, and so do interviewers.

words

word	pinyin	meaning	example
抱负	bàofù	aspiration, ambition	他年轻的时候很有抱负。 When he was young he had big ambitions.
志气	zhìqì	aspiration, backbone	人穷，志气不能穷。 You can be poor in money, but never poor in spirit.
志向	zhìxiàng	aim, aspiration	她从小的志向就是当医生。 Ever since she was little, she's wanted to be a doctor.
志愿	zhìyuàn	wish, choice; to volunteer	考大学的时候，我的第一志愿是北京的一所大学。 When I applied to university, my first choice was a university in Beijing.
野心	yěxīn	ambition (often negative)	这家公司野心很大，想成为行业第一。 The company is very ambitious: it wants to be number one in the industry.
使命	shǐmìng	mission	医生的使命是救死扶伤。 A doctor's mission is to heal the sick and save the dying.
前程	qiánchéng	future, prospects	祝你前程远大！ Wishing you a bright future!
出息	chūxi	promise, prospects (spoken)	这孩子从小就爱学习，以后一定有出息。 This kid has loved learning since he was little: he's sure to go far.
成才	chéngcái	to become a useful person	父母都希望孩子成才。 All parents want their children to make something of themselves.
励志	lìzhì	inspiring; to resolve to succeed	这是一部很励志的电影。 It's a very inspiring film.
谋求	móuqiú	to seek, strive for	两家公司都在谋求合作。 Both companies are looking to work together.
谋取	móuqǔ	to seek, gain (often for oneself)	他利用工作的方便，为自己谋取好处。 He used his position to get things for himself.
自立	zìlì	to stand on one's own feet	孩子长大了，要学会自立。 Once children grow up, they need to learn to stand on their own feet.
自理	zìlǐ	to take care of oneself	爷爷九十岁了，生活还能自理。 Grandpa is ninety, but he can still look

			after himself.
自主	zìzhǔ	to decide for oneself; independent	选什么专业，应该让孩子自主决定。 Children should decide for themselves what to study.
担当	dāndāng	to take on (responsibility)	出了问题，领导要敢于担当。 When things go wrong, a leader must be willing to take responsibility.
本分	běnfèn	one's duty; honest, decent	做好自己的工作，是每个人的本分。 Doing your own job well is everyone's duty.
秉承	bǐngchéng	to carry on (a tradition)	我们秉承“顾客第一”的传统。 We carry on the tradition of putting the customer first.
秉持	bǐngchí	to uphold (a principle)	他一直秉持公平的原则。 He has always upheld the principle of fairness.
坚守	jiānshǒu	to hold fast to, stand by	大雪中，医生们坚守在自己的岗位上。 Through the snowstorm, the doctors stayed at their posts.
守信	shǒuxìn	to keep one's word	做生意一定要守信。 In business you have to keep your word.
如一	rúyī	to be the same throughout	他三十年如一日，每天早上六点起床。 For thirty years, without fail, he has got up at six every morning.
言行	yánxíng	words and deeds	父母的言行对孩子影响很大。 What parents say and do has a big effect on their children.
为人	wéirén	the way one treats people; character	他为人很正直，大家都相信他。 He's an upright person: everyone trusts him.
处事	chǔshì	to handle affairs	她处事很冷静。 She handles things very calmly.
作风	zuòfēng	style (of work), way of doing things	新经理的工作作风很踏实。 The new manager has a very down-to-earth way of working.
作为	zuòwéi	accomplishment; to make a mark	年轻人应该有所作为{zuo4wei2-7}。 Young people should make their mark.
姿态	zītài	posture; attitude, stance	我们要以开放的姿态欢迎新同事。 We should welcome new colleagues with an open attitude.
胆量	dǎnliàng	courage, guts	一个人去国外创业，要有很大的胆量。 Starting a business abroad on your own takes a lot of guts.
胆小鬼	dǎnxiǎoguǐ	coward, scaredy-cat	别当胆小鬼，去试试吧！ Don't be a scaredy-cat: go on, give it a try!
魄力	pòlì	boldness, drive	新董事长很有魄力，一上任就做了大改革。 The new chairman is very bold: she launched big reforms the moment she took office.
气魄	qìpò	boldness of vision, grandeur	这座桥设计得很有气魄。 The bridge has a grand, bold design.
豪迈	háomài	bold and generous, heroic	他说话很豪迈，一点儿也不怕困难。 He speaks with great boldness, not the least bit afraid of difficulty.

英勇	yīngyǒng	heroic, brave	消防员们英勇地冲进了大火。 The firefighters bravely rushed into the blaze.
逞强	chěngqiáng	to show off one's strength, push too hard	身体不舒服就休息，别逞强。 If you're not feeling well, rest: don't try to tough it out.

pattern all, every, only: scope adverbs, and 不瞒你说 back again

who or what | **均 / 皆 / 一概 / 统统 / 唯独 / 大体** | **the rest of the sentence**

Written Chinese marks how far something reaches. All: 均, 皆 (written), 统统 / 通通 (spoken, "the whole lot"), 一概 (without exception, often with 不). Only: 唯独 (all except), 唯有……才…… (only … can …). By and large: 大体. 不瞒你说 ("not hiding it from you") opens an honest confession.

两家公司的条件均不错，唯独发展的机会不一样。 **liǎng jiā gōngsī de tiáojiàn jūn búcuò wéidú fāzhǎn de jīhuì bù yíyàng** Both companies offer good terms; only the chances to grow are different.

我爸爸的原则是：病人的事一概不能马虎。 **wǒ bàba de yuánzé shì bìngrén de shì yígài bù néng mǎhu** My dad's rule is: nothing to do with patients is ever done carelessly.

家里的收音机、电视统统被他拆过。 **jiā lǐ de shōuyīnjī diànshì tǒngtǒng bèi tā chāi guo** He took apart every radio and TV in the house.

不瞒您说，我有点儿害怕。 **bù mán nín shuō wǒ yǒudiǎnr hàipà** To be honest with you, I'm a little scared.

dialogue what you wanted to be at ten

xiaoming 王老师，不瞒您说，我今天来是想听听您的意见。有一家公司想聘我去当技术负责人。

Wánglǎoshī bù mán nín shuō wǒ jīntiān lái shì xiǎng tīng ting nín de yìjiàn yǒu yì jiā gōngsī xiǎng pìn wǒ qù dāng jìshù fùzérén · Teacher Wang, to be honest, I've come for your advice. A company wants to hire me as their technical lead.

teacher wang 好事啊！你从小就有志气。我记得你十岁的时候说，你的志向是当工程师。

hǎo shì a nǐ cóngxiǎo jiù yǒu zhìqì wǒ jìde nǐ shí suì de shíhou shuō nǐ de zhìxiàng shì dāng gōngchéngshī · That's great news! You've always had spirit. I remember that at ten you told me you wanted to be an engineer.

xiaoming 是啊。家里的收音机、电视统统被我拆过。考大学的时候，我的第一志愿也是工程。

shì a jiā lǐ de shōuyīnjī diànshì tǒngtǒng bèi wǒ chāi guo kǎo dàxué de shíhou wǒ de dì yī zhìyuàn yě shì gōngchéng · That's right. I took apart every radio and TV in the house. When I applied to university, engineering was my first choice too.

teacher wang 你那时候就很执着，东西修不好就不吃饭。那你现在担心什么？怕吃苦吗？

nǐ nà shíhou jiù hěn zhízhuó dōngxi xiū bu hǎo jiù bù chī fàn nà nǐ xiànzài dānxīn shénme pà chīkǔ ma · Even then you never gave up: if you couldn't fix something, you wouldn't eat. So what's worrying you now? Afraid of hard work?

xiaoming 不瞒您说，我有点儿害怕。我怕换工作是野心太大，也怕自己是个胆小鬼，没有胆量离开熟悉的地方。

bù mán nín shuō wǒ yǒudiǎnr hàipà wǒ pà huàn gōngzuò shì yěxīn tài dà yě pà zìjǐ shì gè dǎnxiǎoguǐ méiyǒu dǎnliàng líkāi shúxi de dìfang · To be honest, I'm a little scared. I'm afraid changing jobs is too ambitious, and I'm also afraid I'm a coward with no nerve to leave somewhere familiar.

teacher wang 野心和抱负不一样。野心是什么都想要；抱负是想把一件事做好。你想做的无非是做好技术，这叫抱负。

yěxīn hé bàofù bù yíyàng yěxīn shì shénme dōu xiǎng yào bàofù shì xiǎng bǎ yí jiàn shì zuò hǎo nǐ xiǎng zuò de wúfēi shì zuò hǎo jìshù zhè jiào bàofù · Greed and ambition aren't the same. Greed is wanting everything; ambition is wanting to do one thing well. All you want is to do good engineering: that's ambition.

anna 刘经理很赏识小明。她说，这个位子唯有能担当的人才能做好。

Liújīnglǐ hěn shǎngshí Xiǎomíng tā shuō zhège wèizi wéiyǒu néng dāndāng de rén cái néng zuò hǎo · Manager Liu thinks highly of Xiaoming. She says only someone who can take responsibility will do this job well.

teacher wang 年轻人应该有所作为。你父母都希望你成才、有出息。

niánqīng rén yīnggāi yǒusuǒ zuòwéi nǐ fùmǔ dōu xīwàng nǐ chéngcái yǒu chūxi · Young people should make their mark. Your parents both want you to make something of yourself.

xiaoming 我爸爸常说，做好自己的本分最重要。他从来不在乎什么头衔和职称。

wǒ bàba cháng shuō zuò hǎo zìjǐ de běnfèn zuì zhòngyào tā cónglái bú zàihu shénme tóuxián hé zhíchēng · My dad always says doing your own job well matters most. He never cared about titles or rank.

teacher wang 你爸爸为人正直，处事冷静，三十年言行如一。他一直秉持一个原则：病人的事一概不能马虎。

nǐ bàba wéirén zhèngzhí chǔshì lěngjìng sānshí nián yánxíng rúyī tā yìzhí bǐngchí yí gè yuánzé bìngrén de shì yígài bù néng mǎhu · Your dad is an upright man who handles things calmly, and for thirty years he's practised what he preaches. He has always held to one principle: nothing to do with patients is ever done carelessly.

xiaoming 我也想秉承这个传统。做人要守信，答应别人的事要坚守到底。

wǒ yě xiǎng bǐngchéng zhège chuántǒng zuò rén yào shǒuxìn dāying biérén de shì yào jiānshǒu dàodǐ · I want to carry on that tradition. You have to keep your word, and stand by what you promise to the end.

teacher wang 那你就要想清楚：去新公司，是为了谋求更大的发展，还是为了给自己谋取好处？

nà nǐ jiù yào xiǎng qīngchu qù xīn gōngsī shì wèile móuqiú gèng dà de fāzhǎn háishi wèile gěi zìjǐ móuqǔ hǎochù · Then think it through: are you going to the new company to seek more room to grow, or to get something for yourself?

xiaoming 当然是为了发展。两家公司的条件均不错，工资大体差不多，唯独发展的机会不一样。

dāngrán shì wèile fāzhǎn liǎng jiā gōngsī de tiáojiàn jūn búcuò gōngzī dàtǐ chàbuduō wéidú fāzhǎn de jīhuì bù yíyàng · To grow, of course. Both companies offer good terms, and the pay is roughly the same: only the chances to grow are different.

teacher wang 你去了新公司，要充当什么角色?

nǐ qù le xīn gōngsī yào chōngdāng shénme juésè · What role would you play at the new company?

xiaoming 技术负责人，还要兼任一个新团队的经理。

jìshù fùzérén hái yào jiānrèn yí gè xīn tuánduì de jīnglǐ · Technical lead, and I'd also manage a new team on the side.

teacher wang 你十八岁就离开家，生活全靠自己，早就学会了自立，生活也能自理。这次的决定，也要你自主做，别人的意见只是参考。

nǐ shíbā suì jiù líkāi jiā shēnghuó quán kào zìjǐ zǎo jiù xuéhuì le zìlì shēnghuó yě néng zìlǐ zhè cì de juédìng yě yào nǐ zìzhǔ zuò biérén de yìjiàn zhǐshì cānkǎo · You left home at eighteen and stood on your own feet: you learned long ago to be independent and look after yourself. This decision is yours to make too: other people's opinions are just for reference.

anna 刘经理的工作作风很踏实。她希望新同事有干劲，以开放的姿态加入团队，人人皆知她最讨厌说空话。

Liújīnglǐ de gōngzuò zuòfēng hěn tāshi tā xīwàng xīn tóngshì yǒu gànjìn yǐ kāifàng de zītài jiārù tuánduì rén rén jiē zhī tā zuì tǎoyàn shuō kōng huà · Manager Liu is very down-to-earth in how she works. She wants new colleagues to have drive and come in with an open attitude, and everyone knows she hates empty talk.

teacher wang 换工作要有一点儿魄力。当年我辞掉了安稳的工作，一个人办这所学校，没有人相信能成功。办学校也需要气魄。

huàn gōngzuò yào yǒuyìdiǎnr pòlì dāngnián wǒ cí diào le ānwěn de gōngzuò yí gè rén bàn zhè suǒ xuéxiào méiyǒu rén xiāngxìn néng chénggōng bàn xuéxiào yě xūyào qìpò · Changing jobs takes a bit of boldness. Back then I gave up a secure job and started this school on my own, and nobody believed it would work. Starting a school takes vision too.

anna 王老师的故事真励志，您是一个人拼搏出来的。您学校的使命就是让每个学生都能用中文跟世界交流，对吧?

Wánglǎoshī de gùshi zhēn lìzhì nín shì yí gè rén pīnbó chulai de nín xuéxiào de shǐmìng jiùshì ràng měi gè xuéshēng dōu néng yòng Zhōngwén gēn shìjiè jiāoliú duì ba · Your story is so inspiring, Teacher Wang: you fought your way up on your own. Your school's mission is for every student to be able to talk to the world in Chinese, isn't it?

teacher wang 对！不过有胆量不等于逞强。英勇的人也懂得克制，知道什么时候该停下来。

duì búguò yǒu dǎnliàng bù děngyú chěngqiáng yīngyǒng de rén yě dǒngde kèzhì zhīdào shénme shíhou gāi tíng xialai · Right! But having nerve doesn't mean pushing too hard. Brave people also know how to hold back, and when to stop.

xiaoming 听您这么一说，我也想豪迈一回！

tīng nín zhème yì shuō wǒ yě xiǎng háomài yì huí · Hearing you say that, I want to be bold for once!

teacher wang 哈哈，去吧。祝你前程远大！

hā hā qù ba zhù nǐ qiánchéng yuǎn dà · Ha ha, off you go. Wishing you a bright future!

write it trace the grey, then write your own

秉
bǐng
hold

逞
chěng
show off

good to know · Ambition, three shades: 抱负 and 志向 (positive aims), 野心 (often greedy ambition). 志气 is backbone; 出息 is what parents hope you'll have. Character words for interviews: 为人正直 (upright), 处事冷静 (handles things calmly), 言行如一 (practises what they preach), 守信 (keeps their word), 有担当 (takes responsibility).

Ambition, integrity, nerve: you can now talk about who you want to become, in Chinese.
Do this day interactively, with audio and games, free at **wishyou.today/learning**

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day 153 reputation and honour

Chinese HSK 7–9 in 193 days
unit 20 · the workplace

Talk about reputation, honour and role models, and share big feelings with 别提多……了 and 纵然……

Awards, reputations and the people we look up to: the language of speeches, news stories and proud families.

words

word	pinyin	meaning	example
名声	míngshēng	reputation	这家饭店的名声很好。 This restaurant has a good reputation.
名誉	míngyù	reputation, good name; honorary	他是这所大学的名誉教授。 He's an honorary professor at this university.
声望	shēngwàng	prestige, standing	王老师在这一带很有声望。 Teacher Wang is highly respected around here.
声誉	shēngyù	reputation, fame (of an institution)	这所医院在全国享有很高的声誉。 This hospital is highly regarded across the country.
信誉	xìnyù	credibility, good faith	做生意，信誉最重要。 In business, credibility matters most.
威望	wēiwàng	prestige, authority	他在村里很有威望，大家有事都找他。 He's highly respected in the village: everyone goes to him with their problems.
威信	wēixìn	credibility, authority (of a leader)	说话不算数，领导就没有威信了。 A leader who doesn't keep their word loses all credibility.
美誉	měiyù	good name, fine reputation	杭州有“人间天堂”的美誉。 Hangzhou is famed as “paradise on earth”.
名利	mínglì	fame and fortune	他把名利看得很淡。 He cares little for fame and fortune.
光荣	guāngróng	glorious, honoured; honour	能代表公司去比赛，我感到很光荣。 I feel honoured to represent the company in the competition.
荣耀	róngyào	glory, honour	这块奖牌是全队的荣耀。 This medal is the whole team's glory.
体面	tǐmiàn	dignity, face; respectable	他想找一份体面的工作。 He wants a respectable job.
尊严	zūnyán	dignity	每个人都有自己的尊严。 Everyone has their own dignity.
尊贵	zūnguì	honourable, distinguished	欢迎各位尊贵的客人！ Welcome, distinguished guests!
高贵	gāoguì	noble	她有一颗高贵的心。 She has a noble heart.

身价	shēnjià	social standing; market value (of a person)	他出名以后，身价一下子高了好几倍。 Once he became famous, his market value shot up several times over.
显赫	xiǎnhè	illustrious, eminent	这个家族在清朝很显赫。 This family was very illustrious in the Qing dynasty.
驰名	chímíng	to be famous (far and wide)	这里的茶叶驰名全国。 The tea from here is famous all over the country.
著称	zhùchēng	to be noted for	杭州以西湖著称。 Hangzhou is noted for West Lake.
出众	chūzhòng	outstanding	她能力出众，很快就当上了经理。 She's outstandingly able and soon became a manager.
功	gōng	merit, achievement	这次能成功，他的功最大。 He deserves the most credit for this success.
功劳	gōngláo	credit, contribution	这次成功是大家的功劳。 This success is down to everyone.
立功	lìgōng	to perform a meritorious deed	他抓住了小偷，立功|了。 He caught the thief and was praised for it.
事迹	shìjì	deeds, achievements	报纸上登了这位老师的事迹。 The paper ran a story on this teacher's achievements.
生平	shēngpíng	life story	这本书介绍了他的生平。 This book tells the story of his life.
生涯	shēngyá	career	他三十年的医生生涯里，救了很多人。 In thirty years as a doctor, he has saved many lives.
泰斗	tàidǒu	leading authority, grand master	他是中国书法界的泰斗。 He's a grand master of Chinese calligraphy.
楷模	kǎimó	model, example	他是我们学习的楷模。 He's a model for us all.
典范	diǎnfàn	model, paragon	这座老房子是传统建筑的典范。 This old house is a classic example of traditional architecture.
模范	mófàn	model (worker); exemplary	她被评为{wei2-5b}全市的模范教师。 She was named a model teacher for the whole city.
表率	biǎoshuài	example (to others)	父母要给孩子做表率。 Parents should set an example for their children.
先锋	xiānfēng	vanguard, pioneer	他是网上卖茶的先锋。 He was a pioneer of selling tea online.
栋梁	dòngliáng	pillar (of society)	年轻人是国家的栋梁。 Young people are the pillars of the nation.

pattern 别提多……了 and 纵然……也…… for big feelings

who or what | 别提（有）多 | adjective | 了

别提多……了 means “don’t even ask how …”: a warm, spoken way to say a feeling is huge. Put a bare adjective or feeling between 多 and 了. 纵然……也…… (from day 148) says even the biggest “if” changes nothing: 纵然没有人知道，也要做 “even if no one knows, you still do it”.

爸爸得了奖，我们别提多高兴了！ **bàba de le jiǎng wǒmen bié tí duō gāoxìng le** Dad has won an award: you can’t imagine how happy we are!

上台的时候，我心里别提有多紧张了。 **shàngtái de shíhou wǒ xīnlǐ bié tí yǒu duō jǐnzhāng le** When I went up on stage, I was more nervous than you can imagine.

纵然没有人知道，该做的事也要做。 **zòngrán méiyǒu rén zhīdào gāi zuò de shì yě yào zuò** Even if nobody knows, you still do what has to be done.

dialogue a model doctor

little sister 爸爸被评为全市的模范医生，我们别提多高兴了！
bàba bèi píng wéi quán shì de mófàn yīshēng wǒmen bié tí duō gāoxìng le · Dad's been named a model doctor for the whole city: you can't imagine how happy we are!

ms zhang 报纸上还登了他的事迹，林编辑也写了一篇文章。这是我们全家的荣耀，我为他感到光荣。
bàozhǐ shàng hái dēng le tā de shìjì Línbiānjí yě xiě le yì piān wénzhāng zhè shì wǒmen quán jiā de róngyào wǒ wèi tā gǎndào guāngróng · The paper ran a story on him, and Editor Lin wrote a piece too. It's an honour for the whole family: I'm so proud of him.

little sister 爸爸年轻的时候就投身医学，一直很刻苦。
bàba niánqīng de shíhou jiù tóushēn yīxué yìzhí hěn kèkǔ · Dad threw himself into medicine when he was young, and he's always worked hard.

editor lin 李医生三十年的医生生涯里，一直坚守在一线，救了很多病人。他是年轻医生学习的楷模。
Lǐyīshēng sānshí nián de yīshēng shēngyá lǐ yìzhí jiānshǒu zài yíxiàn jiù le hěn duō bìngrén tā shì niánqīng yīshēng xuéxí de kǎimó · In thirty years as a doctor, Dr Li has always stayed on the front line and saved many patients. He's a model for young doctors.

dr li 过奖了。这是整个科室的功劳，不是我一个人的功。
guòjiǎng le zhè shì zhěnggè kē shì de gōngláo bú shì wǒ yí gè rén de gōng · You flatter me. The credit belongs to the whole department, not just me.

editor lin 您太谦虚了。去年大雪封路，是您走了两个小时到医院做手术，大家都说您很英勇，为医院立功了。
nín tài qiānxū le qùnián dà xuě fēng lù shì nín zǒu le liǎng gè xiǎoshí dào yīyuàn zuò shǒushù dàjiā dōu shuō nín hěn yīngyǒng wèi yīyuàn lìgōng le · You're too modest. Last year, when the snow closed the roads, you walked two hours to the hospital to operate: everyone says you were heroic and did the hospital a great service.

anna 叔叔兢兢业业几十年，是我们大家的表率。
shūshu jīngjīngyèyè jǐ shí nián shì wǒmen dàjiā de biǎoshuài · Uncle, after decades of conscientious work, you're an example to us all.

dr li 当医生不是为了名利。纵然没有人知道，该做的事也要做。
dāng yīshēng bú shì wèile mínglì zòngrán méiyǒu rén zhīdào gāi zuò de shì yě yào zuò · Being a doctor isn't about fame and fortune. Even if nobody knows, you do what has to be done.

xiaoming 我爸爸看病，从来不看病人的身价，有钱没钱都一样对待。他常说，每个病人都有自己的尊严。
wǒ bàba kànbìng cónglái bú kàn bìngrén de shēnjià yǒu qián méi qián dōu yíyàng duìdài tā cháng shuō měi gè bìngrén dōu yǒu zìjǐ de zūnyán · When my dad treats someone, he never looks at what they're worth: rich or poor, they're treated the same. He always says every patient has their own dignity.

editor lin 所以他在科室里很有威信，在这一带也很有声望，病人中间名声特别好。老病人都说，李医生的威望比院长还高。
suǒyǐ tā zài kē shì lǐ hěn yǒu wēixìn zài zhè yídài yě hěn yǒu shēngwàng bìngrén zhōngjiān míngshēng tèbié hǎo lǎo bìngrén dōu shuō Lǐyīshēng de wēiwàng bǐ yuànzhǎng hái gāo · That's why he has real authority in his department, he's highly respected around here, and he has a wonderful reputation among patients. His long-time patients say he's more respected than the hospital director.

ms zhang 他们医院在全国享有很高的声誉，以心脏科著称，还有“病人的第二个家”的美誉。一个医院的信誉，靠的就是这样的医生。
tāmen yīyuàn zài quán guó xiǎngyǒu hěn gāo de shēngyù yǐ xīnzàng kē zhùchēng hái yǒu bìngrén de dì èr gè jiā de měiyù yí gè yīyuàn de xìnyù kào de jiùshì zhèyàng de yīshēng · His hospital is highly regarded nationwide and noted for its heart department; it's even known as "the patients' second home". A hospital's good name rests on doctors like him.

xiaoming 爸爸一直秉持一个原则：病人第一。
bàba yìzhí bǐngchí yí gè yuánzé bìngrén dì yī · Dad has always held to one principle: patients come first.

little sister 我们大学也请爸爸去当名誉教授！学校里有一位老教授，是心脏病研究的泰斗，驰名全国。
wǒmen dàxué yě qǐng bàba qù dāng míngyù jiàoshòu xuéxiào lǐ yǒu yí wèi lǎo jiàoshòu shì xīnzàng bìng yánjiū de tàidǒu chímíng quán guó · And my university has invited Dad to be an honorary professor! There's an old professor there who's the grand master of heart research, famous all over the country.

dr li 他是我的老师，能力出众，一辈子潜心研究，是医学界的典范。他的生平就是一部医学的历史。
tā shì wǒ de lǎoshī nénglì chūzhòng yíbèizi qiánxīn yánjiū shì yīxué jiè de diǎnfàn tā de shēngpíng jiùshì yí bù yīxué de lìshǐ · He was my teacher: outstanding in every way, devoted to research all his life, a model for the whole medical world. His life story is a history of medicine in itself.

editor lin 您年轻的时候，是医院里第一批去山区看病的医生吧？听说你们几个医生轮换着去，一去就是半年。
nín niánqīng de shíhou shì yīyuàn lǐ dì yī pī qù shānqū kànbìng de yīshēng ba tīngshuō nǐmen jǐ gè yīshēng lúnhuàn zhe qù yí qù jiùshì bàn nián · When you were young, you were among the first doctors from the hospital to go and treat people in the mountains, weren't you? I heard a few of you took turns to go, half a year at a time.

dr li 对，那时候我们是先锋，觉得这是医生的使命。现在年轻医生才是国家的栋梁。
duì nà shíhou wǒmen shì xiānfēng juéde zhè shì yīshēng de shǐmìng xiànzài niánqīng yīshēng cái shì guójiā de dòngliáng · Yes, back then we were the pioneers, and we felt it was a doctor's mission. Now it's the young doctors who are the pillars of the country.

anna 叔叔，颁奖典礼的时候紧张吗？
shūshu bānjiǎng diǎnlǐ de shíhou jǐnzhāng ma · Uncle, were you nervous at the award ceremony?

dr li 别提多紧张了！台上坐着很多尊贵的客人。我穿了一身新衣服，体面是体面，就是不舒服。
bié tí duō jǐnzhāng le tái shàng zuò zhe hěn duō zūnguì de kèrén wǒ chuān le yìshēn xīn yīfu tǐmiàn shì tǐmiàn jiùshì bù shūfu · You can't imagine! There were so many distinguished guests on stage. I wore a brand-new suit: respectable, sure, but so uncomfortable.

ms zhang 他这个人处事低调，最不喜欢这种场合。我们家不是什么显赫的家庭，就是普通人。可是他言行如一，他的为人比什么都高贵。
tā zhè gè rén chǔshì dīdiào zuì bù xǐhuan zhè zhǒng chǎnghé wǒmen jiā bú shì shénme xiǎnhè de jiātíng jiùshì pǔtōng rén kěshì tā yánxíng rúyī tā de wéirén bǐ shénme dōu gāoguì · He keeps a low profile, and he really doesn't like occasions like this. We're not a grand family: just ordinary people. But he practises what he preaches, and the kind of man he is, that's nobler than anything.

xiaoming 爸爸，明天我就去面试了。纵然这次不成功，我也要像您一样，有担当，把工作做好。
bàba míngtiān wǒ jiù qù miànshì le zòngrán zhè cì bù chénggōng wǒ yě yào xiàng nín yíyàng yǒu dāndāng bǎ gōngzuò zuò hǎo · Dad, I have my interview tomorrow. Even if it doesn't work out, I want to be like you: take responsibility and do my work well.

dr li 好！有志气！去吧，别逞强，就做你自己。
hǎo yǒu zhìqì qù ba bié chěngqiáng jiù zuò nǐ zìjǐ · Good! That's the spirit! Go on, don't try too hard: just be yourself.

write it trace the grey, then write your own

涯
yá
edge, span

泰
tài
Mount Tai

good to know · Reputation, by who has it: a person has 名声, 声望, 威望 (respect) and 威信 (authority); a company or hospital has 声誉 and 信誉 (credibility); a place has a 美誉 (a fine nickname). Role models: 楷模, 典范 and 表率 (an example to follow), 模范 (model worker, often an official title), 先锋 (pioneer), 栋梁 (pillar of society), 泰斗 (grand master of a field).

Honour, reputation and the people we look up to: you can now give praise, and accept it, in Chinese. Do this day interactively, with audio and games, free at **wishyou.today/learning**

day 154 mission: the job interview

Follow a whole job interview in Chinese: the job advert, the questions about your career, pay, effort and character, and the phone call afterwards.

Everything in this unit meets in one room: hiring, bosses and teams, pay and performance, willpower, ambition and reputation.

chapter 1 chapter 1: the job advert

xiaoming （读）“招聘启事：本公司因业务扩张，人手不够，现在招募技术负责人一名。职位：物流项目技术负责人，掌管十二人的技术团队，向项目经理请示、上报工作。
dú zhāopìn qǐshì běn gōngsī yīn yèwù kuòzhāng rénshǒu búgòu xiànzài zhāomù jìshù fùzérén yì míng zhíwèi wùliú xiàngmù jìshù fùzérén zhǎngguǎn shíèr rén de jìshù tuánduì xiàng xiàngmù jīnglǐ qǐngshì shàngbào gōngzuò · (reading) “Job advert: as our business is expanding and we are short of staff, we are recruiting one technical lead. Post: technical lead of the logistics project, in charge of a twelve-person tech team, reporting to the project manager.

xiaoming 要求：资深工程师，在一线工作过，有带队的经验，能胜任繁重的工作，能兼顾技术和管理。年薪三十万到四十万，具体薪酬面谈；出差费用可以报销。
yāoqiú zīshēn gōngchéngshī zài yíxiàn gōngzuò guo yǒu dàiduì de jīngyàn néng shèngrèn fánzhòng de gōngzuò néng jiāngù jìshù hé guǎnlǐ niánxīn sānshí wàn dào sìshí wàn jùtǐ xīnchóu miàn tán chūchāi fèiyong kěyǐ bàoxiāo · Requirements: a senior engineer with front-line experience and experience leading a team, able to handle a heavy workload and balance technology with management. Annual salary 300,000 to 400,000; exact pay to be discussed at interview; travel expenses can be claimed back.

xiaoming 本公司秉承‘客户第一’的传统，重用年轻人，晋升均看业绩，不看资历。欢迎敬业、守信、有担当的人加入我们。”
běn gōngsī bǐngchéng kèhù dì yī de chuántǒng zhòngyòng niánqīng rén jìnshēng jūn kàn yèjì bú kàn zīlì huānyíng jìngyè shǒuxìn yǒu dāndāng de rén jiārù wǒmen · Our company carries on the tradition of putting customers first. We give young people real responsibility, and all promotion is based on results, not length of service. We welcome dedicated, trustworthy people who take responsibility.”

little sister 年薪三十万！哥哥，这份工作又体面，报酬又高，你一定要去。
niánxīn sānshí wàn gēge zhè fèn gōngzuò yòu tǐmiàn bàochou yòu gāo nǐ yídìng yào qù · Three hundred thousand a year! Big brother, it’s respectable and well paid: you have to go.

xiaoming 我不是为了名利。这个项目我上次帮过忙，我想把它做好。
wǒ bú shì wèile mínglì zhège xiàngmù wǒ shàng cì bāng guo máng wǒ xiǎng bǎ tā zuò hǎo · It’s not about fame or money. I helped with this project last time, and I want to do it properly.

dr li 说得好。面试的时候别逞强，也别当胆小鬼，就做你自己。
shuō de hǎo miànshì de shíhou bié chěngqiáng yě bié dāng dǎnxiǎoguǐ jiù zuò nǐ zìjǐ · Well said. In the interview, don’t push too hard, and don’t be a coward either: just be yourself.

ms zhang 穿这件衬衫吧，又干净又体面。我们家的人都很争气，这不，你爸爸刚被评为模范医生！
chuān zhè jiàn chènshān ba yòu gānjìng yòu tǐmiàn wǒmen jiā de rén dōu hěn zhēngqì zhè bù nǐ bàba gāng bèi píng wéi mófàn yīshēng · Wear this shirt: it’s clean and smart. Our family always does us proud: look, your dad’s just been named a model doctor!

little sister 哥哥这几天别提多刻苦了，天天六点起来跑步，晚上看书到十二点。
gēge zhè jǐ tiān bié tí duō kèkǔ le tiān tiān liù diǎn qǐlái pǎobù wǎnshang kàn shū dào shíèr diǎn · You can’t imagine how hard my brother has worked these last few days: running at six every morning, reading until midnight.

xiaoming 纵然这次不成功，我也学到了很多。走了！
zòngrán zhè cì bù chénggōng wǒ yě xué dào le hěn duō zǒu le · Even if it doesn’t work out this time, I’ve learned a lot. I’m off!

chapter 2 chapter 2: who are you?

anna 刘经理，小明是我的朋友，今天的面试我就不参加了。
Liújīnglǐ Xiǎomíng shì wǒ de péngyou jīntiān de miànshì wǒ jiù bù cānjiā le · Manager Liu, Xiaoming is my friend, so I won't sit in on today's interview.

manager liu 好。小明，请坐。公事公办：纵然你是安娜引荐的，我也只看能力。
hǎo Xiǎomíng qǐng zuò gōngshì gōngbàn zòngrán nǐ shì Ānnà yǐnjiàn de wǒ yě zhǐ kàn nénglì · Fine. Xiaoming, have a seat. This is business, by the book: even though Anna introduced you, I only look at ability.

xiaoming 我明白。我在现在的公司任职五年了，是技术骨干，现在还在职，一边工作一边读完了硕士。
wǒ míngbai wǒ zài xiànzài de gōngsī rènzhí wǔ nián le shì jìshù gǔgàn xiànzài hái zàizhí yìbiān gōngzuò yìbiān dú wán le shuòshì · I understand. I've held a post at my current company for five years and I'm one of its key technical people. I'm still employed there, and I did my master's while working.

manager liu 你的职称和级别是什么？
nǐ de zhíchēng hé jíbié shì shénme · What's your professional title and grade?

xiaoming 我的职称是工程师，级别不高，名片上也没有什么头衔。我刚工作的时候在工厂的一线上了两年夜班。
wǒ de zhíchēng shì gōngchéngshī jíbié bù gāo míngpiàn shàng yě méiyǒu shénme tóuxián wǒ gāng gōngzuò de shíhou zài gōngchǎng de yíxiàn shàng le liǎng nián yèbān · My title is engineer; my grade isn't high, and there aren't any fancy titles on my card. When I started out I did two years of night shifts on the factory front line.

manager liu 为什么想跳槽？听说你们公司最近在裁员。
wèi shénme xiǎng tiàocáo tīngshuō nǐmen gōngsī zuìjìn zài cáiyuán · Why do you want to change jobs? I hear your company has been cutting jobs.

xiaoming 我暂时没事，饭碗还在。可是新经理上任以后，很多老同事被辞退了，有的自己辞了工作。我想去一个能做事的地方，不想只为了谋生。
wǒ zànshí méishì fànwǎn hái zài kěshì xīn jīnglǐ shàngrèn yǐhòu hěn duō lǎo tóngshì bèi cítuì le yǒude zìjǐ cí le gōngzuò wǒ xiǎng qù yí gè néng zuò shì de dìfang bù xiǎng zhǐ wèile móushēng · I'm fine for now: my job's safe. But since the new manager took over, lots of old colleagues have been let go, and some have quit. I want to go somewhere I can get things done, not just earn a living.

xiaoming 我们的现任经理是从总部调来的。前任经理被免职以后，自己交了辞呈。
wǒmen de xiànrèn jīnglǐ shì cóng zǒngbù diào lái de qiánrèn jīnglǐ bèi miǎnzhí yǐhòu zìjǐ jiāo le cíchéng · Our current manager was moved in from head office. After the previous one was removed from his post, he handed in his resignation himself.

manager liu 我们公司有两千多名雇员，雇主和员工的关系，我们很重视，工会也很活跃。新闻里说的那种罢工，我们这儿从来没有发生过。
wǒmen gōngsī yǒu liǎngqiān duō míng gùyuán gùzhǔ hé yuángōng de guānxì wǒmen hěn zhòngshì gōnghuì yě hěn huóyuè xīnwén lǐ shuō de nà zhǒng bàgōng wǒmen zhèr cónglái méiyǒu fāshēng guo · We have over two thousand employees, and we take the relationship between employer and staff seriously; the union is very active too. The kind of strike you see in the news has never happened here.

xiaoming 我的同事老张被解雇以后，去了一家劳务公司，帮从农村出来务工的人找工作。
wǒ de tóngshì lǎo zhāng bèi jiěgù yǐhòu qù le yì jiā láowù gōngsī bāng cóng nóngcūn chūlái wùgōng de rén zhǎo gōngzuò · After my colleague Lao Zhang was let go, he went to a labour agency, helping people who come from the countryside find work.

manager liu 如果我们决定聘你，公司会正式聘任你为技术负责人，你可以出任项目的技术顾问。去年我们还雇了两个外国工程师，团队很国际化。
rúguǒ wǒmen juédìng pìn nǐ gōngsī huì zhèngshì pìnrèn nǐ wéi jìshù fùzérén nǐ kěyǐ chūrèn xiàngmù de jìshù gùwèn qùnián wǒmen hái gù le liǎng gè wàiguó gōngchéngshī tuánduì hěn guójì huà · If we decide to take you on, the company will formally appoint you technical lead, and you could become the project's technical adviser. Last year we hired two foreign engineers too: the team is very international.

manager liu 你跟上司和下属的关系怎么样？
nǐ gēn shàngsi hé xiàshǔ de guānxì zěnmeyàng · How do you get on with your boss and the people under you?

xiaoming 我的上司很器重我，有大项目常常让我牵头。下属有问题，我会带头解决，不推卸责任。

wǒ de shàngsi hěn qìzhòng wǒ yǒu dà xiàngmù chángcháng ràng wǒ qiāntóu xiàshǔ yǒu wèntí wǒ huì dàitóu jiějué bù tuīxiè zérèn · My boss thinks highly of me and often puts me in charge of big projects. When the team has a problem, I lead the way in solving it: I don't pass the buck.

manager liu 我们公司的创始人是董事长，明年卸任。接班人还没定，董事会正在物色人选。公司变化很大，你能接受吗?

wǒmen gōngsī de chuàngshǐrén shì dǒngshìzhǎng míngnián xièrèn jiēbānrén hái méi dìng dǒngshìhuì zhèngzài wùsè rénxuǎn gōngsī biànhuà hěn dà nǐ néng jiēshòu ma · Our founder is the chairman, and he steps down next year. His successor hasn't been chosen: the board is looking for candidates. There's a lot of change here: can you handle that?

manager liu 我们的首席工程师也是董事，你要直接跟他配合。他是公司的元老，也是这个领域的领军人物。董事长掌舵十五年，明年谁来接班，大家都很关心。

wǒmen de shǒuxí gōngchéngshī yě shì dǒngshì nǐ yào zhíjiē gēn tā pèihé tā shì gōngsī de yuánlǎo yě shì zhège lǐngyù de lǐngjūn rénwù dǒngshìzhǎng zhǎngduò shíwǔ nián míngnián shéi lái jiēbān dàjiā dōu hěn guānxīn · Our chief engineer is also a director: you'd work directly with him. He's one of the company's founding members and a leading figure in the field. The chairman has been at the helm for fifteen years, and everyone wants to know who'll take over next year.

xiaoming 能。我会以开放的姿态加入团队。前任负责人调到上海了，我愿意接替他，跟他好好交接，尽快接手。

néng wǒ huì yǐ kāifàng de zītài jiārù tuánduì qiánrèn fùzérén diào dào Shànghǎi le wǒ yuànyì jiētì tā gēn tā hǎohǎo jiāojiē jǐnkuài jiēshǒu · Yes. I'd join the team with an open attitude. The previous lead has moved to Shanghai: I'm happy to replace him, do a proper handover, and take over as quickly as possible.

manager liu 我们很重用年轻人。这不，安娜三十出头就带队去上海参加博览会了。董事长很赏识她，提拔得很快。

wǒmen hěn zhòngyòng niánqīng rén zhè bù Ānnà sānshí chūtóu jiù dàiduì qù Shànghǎi cānjiā bólǎnhuì le dǒngshìzhǎng hěn shǎngshí tā tíbá de hěn kuài · We give young people big jobs. Look at Anna: just over thirty and she led the team to the Shanghai expo. The chairman really appreciates her, and she's risen fast.

manager liu 十年前，我率一个三个人的小组拿下了第一个大客户。上级和下级之间，我们说话都很直接。每年年会，董事长都感谢各位同仁。

shí nián qián wǒ shuài yí gè sān gè rén de xiǎozǔ ná xià le dì yī gè dà kèhù shàngjí hé xiàjí zhījiān wǒmen shuōhuà dōu hěn zhíjiē měi nián nián huì dǒngshìzhǎng dōu gǎnxiè gèwèi tóngrén · Ten years ago I led a three-person team that landed our first big client. Between levels, we all speak our minds here. Every year at the annual party, the chairman thanks all his colleagues.

xiaoming 我妹妹在学生会当干事，她的老师是一个学会的理事。她说，开个会要先问好几个人。

wǒ mèimei zài xuéshēng huì dāng gànshi tā de lǎoshī shì yí gè xuéhuì de lǐshì tā shuō kāi gè huì yào xiān wèn hǎo jǐ gè rén · My sister is an officer in her student union, and her teacher sits on the council of an academic society. She says holding a meeting means asking several people first.

manager liu 哈哈，我们这儿没那么复杂。很多年轻人毕业以后想到我们公司就职，就是因为这一点。

hā hā wǒmen zhèr méi nàme fùzá hěn duō niánqīng rén bìyè yǐhòu xiǎng dào wǒmen gōngsī jiùzhí jiùshì yīnwèi zhè yìdiǎn · Ha ha, it's not that complicated here. That's exactly why many young people want to work for us after they graduate.

chapter 3 chapter 3: pay, performance and effort

manager liu 我们每半年做一次绩效考核，评审小组看业绩、看指标。完成得好，公司会奖赏整个团队。

wǒmen měi bàn nián zuò yí cì jìxiào kǎohé píngshěn xiǎozǔ kàn yèjì kàn zhǐbiāo wánchéng de hǎo gōngsī huì jiǎngshǎng zhěnggè tuánduì · We do a performance review every six months: the review panel looks at results and targets. If you do well, the company rewards the whole team.

xiaoming 要是没完成呢?

yàoshi méi wánchéng ne · And if the targets aren't met?

manager liu 那要找原因。管理不力的，会受处分；可是我们从来不会因为一次失败就开除人。

nà yào zhǎo yuányīn guǎnlǐ búlì de huì shòu chǔfèn kěshì wǒmen cónglái bú huì yīnwèi yí cì shībài jiù kāichú rén · Then we look for the reason. Weak management gets disciplined, but we never fire anyone for one failure.

xiaoming 这个工作很繁重吧?

zhège gōngzuò hěn fánzhòng ba · The work must be demanding?

manager liu 很繁重。你要担负整个技术团队，还要兼任客户的技术顾问。项目由我们公司牵头，我们肩负着一个重任。

hěn fánzhòng nǐ yào dānfù zhěnggè jìshù tuánduì hái yào jiānrèn kèhù de jìshù gùwèn xiàngmù yóu wǒmen gōngsī qiāntóu wǒmen jiānfù zhe yí gè zhòngrèn · Very. You'll carry the whole tech team, and also act as technical adviser to clients. Our company is leading the project: it's a big responsibility on our shoulders.

manager liu 博览会的时候，安娜什么都干，给张女士打下手，还充当翻译。我们团队的每个人都要能兼做几件事。开会不能随便缺席。

bólǎnhuì de shíhou Ānnà shénme dōu gàn gěi Zhāngnǚshì dǎ xiàshǒu hái chōngdāng fānyì wǒmen tuánduì de měi gè rén dōu yào néng jiān zuò jǐ jiàn shì kāihuì bù néng suíbiàn quēxí · At the expo Anna did everything: she helped Ms Zhang out and acted as interpreter too. Everyone on our team has to be able to do several jobs at once. And you can't just skip meetings.

xiaoming 我不怕吃苦。上次修系统，我在视频里忙活了两个小时。我比较好胜，问题不解决，我就睡不着。

wǒ bú pà chīkǔ shàng cì xiū xìtǒng wǒ zài shìpín lǐ mánghuo le liǎng gè xiǎoshí wǒ bǐjiào hàoshèng wèntí bù jiějué wǒ jiù shuì bu zháo · I'm not afraid of hard work. When I fixed the system last time, I was at it for two hours on the video call. I'm quite competitive: if a problem isn't solved, I can't sleep.

manager liu 我记得。我们跟你非亲非故，你却一分钱报酬也没要。你是一个很执着、很坚韧的人。

wǒ jìde wǒmen gēn nǐ fēi qīn fēi gù nǐ què yì fēn qián bàochou yě méi yào nǐ shì yí gè hěn zhízhuó hěn jiānrèn de rén · I remember. You owed us nothing, yet you didn't ask for a cent. You're very persistent and tough.

xiaoming 我爸爸说，要强是好事，可是也要学会克制、有节制。我这几年也收敛了很多。

wǒ bàba shuō yàoqiáng shì hǎo shì kěshì yě yào xuéhuì kèzhì yǒu jiézhì wǒ zhè jǐ nián yě shōuliǎn le hěn duō · My dad says being driven is good, but you also have to learn self-control and moderation. I've toned it down a lot in recent years.

manager liu 做研究需要毅力和韧性，还要有坚强的意志。这个工作要耐得住压力。

zuò yánjiū xūyào yìlì hé rènxìng hái yào yǒu jiānqiáng de yìzhì zhège gōngzuò yào nài de zhù yālì · Research takes willpower and resilience, and a strong will. This job means standing up to pressure.

xiaoming 我爸爸在医院兢兢业业干了三十年，我们家的人都很勤俭、节俭。我跑步的时候，最后一公里总是奋勇向前，斗志最强。

wǒ bàba zài yīyuàn jīngjīngyèyè gàn le sānshí nián wǒmen jiā de rén dōu hěn qínjiǎn jiéjiǎn wǒ pǎobù de shíhou zuìhòu yì gōnglǐ zǒngshì fènyǒng xiàng qián dòuzhì zuì qiáng · My dad worked conscientiously at the hospital for thirty years, and our family has always worked hard and spent carefully. When I run, I always push hardest in the last kilometre: that's when my fighting spirit is strongest.

manager liu 你这股劲，这种劲头，正是我们需要的。我们力求简单，力争明年把系统卖给一百家公司。

nǐ zhè gǔ jìn zhè zhǒng jìntóu zhèng shì wǒmen xūyào de wǒmen lìqiú jiǎndān lìzhēng míngnián bǎ xìtǒng

mài gěi yìbǎi jiā gōngsī · That drive, that enthusiasm, is exactly what we need. We aim to keep things simple, and to sell the system to a hundred companies next year.

xiaoming 我愿意投身这个项目，潜心把系统做好。经过不懈的努力，我相信能做到。

wǒ yuànyì tóushēn zhège xiàngmù qiánxīn bǎ xìtǒng zuò hǎo jīngguò búxiè de nǔlì wǒ xiāngxìn néng zuò dào · I'd be glad to throw myself into this project and devote myself to getting the system right. With steady effort, I believe we can do it.

manager liu 我们希望员工积极进取。每年年会，董事长都会感谢每一位辛勤工作的同事。

wǒmen xīwàng yuángōng jījí jìnqǔ měi nián nián huì dǒngshìzhǎng dōu huì gǎnxiè měi yí wèi xīnqín gōngzuò de tóngshì · We want staff who push ahead. Every year at the annual party, the chairman thanks every colleague for their hard work.

manager liu 团队里有人怠工，你怎么办?

tuánduì lǐ yǒu rén dàigōng nǐ zěnme bàn · What would you do if someone on the team was slacking?

xiaoming 先忍耐，先听他的理由。可是我不能容忍有人把自己的工作推给别人。工作要大家分担。

xiān rěnnài xiān tīng tā de lǐyóu kěshì wǒ bù néng róngrěn yǒu rén bǎ zìjǐ de gōngzuò tuī gěi biérén gōngzuò yào dàjiā fēndān · First I'd be patient and hear his reasons. But I can't tolerate people pushing their work onto others. Work should be shared.

manager liu 薪酬方面，年薪三十五万，奖金跟绩效挂钩。你觉得怎么样?

xīnchóu fāngmiàn niánxīn sānshíwǔ wàn jiǎngjīn gēn jìxiào guàgōu nǐ juéde zěnmeyàng · On pay: three hundred and fifty thousand a year, with a bonus linked to performance. What do you think?

xiaoming 大体可以。不过我更看重的是能做事，钱可多可少。

dàtǐ kěyǐ búguò wǒ gèng kànzhòng de shì néng zuò shì qián kě duō kě shǎo · That's broadly fine. But what matters more to me is being able to get things done: the money can be more or less.

manager liu 这不，你又说到我心里去了。这几年你在工厂、在项目里磨炼，拼搏了这么多年，刻苦、勤快、有干劲，就是我们要的人。

zhè bù nǐ yòu shuō dào wǒ xīnlǐ qù le zhè jǐ nián nǐ zài gōngchǎng zài xiàngmù lǐ móliàn pīnbó le zhème duō nián kèkǔ qínkuai yǒu gànjìn jiùshì wǒmen yào de rén · See, you've said just what I was thinking again. All these years of being toughened up in the factory and on projects, going all out, working hard, keen and full of drive: you're exactly who we want.

chapter 4 chapter 4: ambition and character

manager liu 最后几个问题。你的志向是什么？五年以后想做什么？
zuìhòu jǐ gè wèntí nǐ de zhìxiàng shì shénme wǔ nián yǐhòu xiǎng zuò shénme · A few final questions. What are your aims? What do you want to be doing in five years?

xiaoming 不瞒您说，我十岁的时候就想当工程师，考大学的第一志愿也是工程。我的抱负是做一个真正好用的物流系统，让小公司也能跟巨头抗衡。
bù mán nín shuō wǒ shí suì de shíhou jiù xiǎng dāng gōngchéngshī kǎo dàxué de dì yī zhìyuàn yě shì gōngchéng wǒ de bàofù shì zuò yí gè zhēnzhèng hǎo yòng de wùliú xìtǒng ràng xiǎo gōngsī yě néng gēn jùtóu kànghéng · To be honest, I wanted to be an engineer at ten, and engineering was my first choice for university. My ambition is to build a logistics system that really works, so small companies can stand up to the giants.

manager liu 这是抱负，不是野心。我们公司的使命也是这样。你怎么看名声和信誉？
zhè shì bàofù bú shì yěxīn wǒmen gōngsī de shǐmìng yě shì zhèyàng nǐ zěnme kàn míngshēng hé xìnyù · That's ambition, not greed. It's our company's mission too. What do you think about reputation and credibility?

xiaoming 一个公司的声誉，靠的是守信。我爸爸三十年言行如一，在医院很有威望，在这一带也很有声望。他是我的楷模。
yí gè gōngsī de shēngyù kào de shì shǒuxìn wǒ bàba sānshí nián yánxíng rúyī zài yīyuàn hěn yǒu wēiwàng zài zhè yídài yě hěn yǒu shēngwàng tā shì wǒ de kǎimó · A company's good name rests on keeping its word. My dad has practised what he preaches for thirty years: he has real standing at the hospital and he's highly respected around here. He's my role model.

manager liu 我看了报纸，李医生是全市的模范，他的事迹很励志。在医学界，这是很高的荣耀。
wǒ kàn le bàozhǐ Lǐyīshēng shì quán shì de mófàn tā de shìjì hěn lìzhì zài yīxué jiè zhè shì hěn gāo de róngyào · I saw the paper: Dr Li is one of the city's model doctors, and his story is very inspiring. In medicine, that's a great honour.

xiaoming 他说，这是整个科室的功劳。他为人正直，处事冷静，从来不看病人的身价，说每个病人都有尊严。
tā shuō zhè shì zhěnggè kē shì de gōngláo tā wéirén zhèngzhí chǔshì lěngjìng cónglái bú kàn bìngrén de shēnjià shuō měi gè bìngrén dōu yǒu zūnyán · He says the credit belongs to the whole department. He's an upright man who handles things calmly, never looks at what a patient is worth, and says every patient has their dignity.

manager liu 你觉得自己是一个怎么样的人？
nǐ juéde zìjǐ shì yí gè zěnmeyàng de rén · What kind of person do you think you are?

xiaoming 我十八岁就自立了，什么事都能自主决定。我秉持一个原则：做好本分，答应的事一概做到。
wǒ shíbā suì jiù zìlì le shénme shì dōu néng zìzhǔ juédìng wǒ bǐngchí yí gè yuánzé zuò hǎo běnfèn dāying de shì yígài zuò dào · I've stood on my own feet since I was eighteen and I can make my own decisions. I hold to one principle: do my job well, and never fail to do what I've promised.

manager liu 你父母一定很为你骄傲。你成才了，也很有志气。
nǐ fùmǔ yídìng hěn wèi nǐ jiāoào nǐ chéngcái le yě hěn yǒu zhìqì · Your parents must be very proud of you. You've made something of yourself, and you've got backbone.

xiaoming 王老师说，年轻人应该有所作为。我爷爷九十岁了，生活还能自理，他常说要坚守自己的原则。
Wánglǎoshī shuō niánqīng rén yīnggāi yǒusuǒ zuòwéi wǒ yéye jiǔshí suì le shēnghuó hái néng zìlǐ tā cháng shuō yào jiānshǒu zìjǐ de yuánzé · Teacher Wang says young people should make their mark. My grandpa is ninety and still looks after himself, and he always says to stand by your principles.

manager liu 我们董事长当年一个人创业，很有气魄，说话也很豪迈。
wǒmen dǒngshìzhǎng dāngnián yí gè rén chuàngyè hěn yǒu qìpò shuōhuà yě hěn háomài · When our chairman started the company on his own, he had real vision and spoke with great boldness.

xiaoming 我不是什么英勇的人，可是遇到困难，我不会躲。
wǒ bú shì shénme yīngyǒng de rén kěshì yùdào kùnnan wǒ bú huì duǒ · I'm no hero, but I don't run from problems.

manager liu 你的工作作风很踏实。不过离开熟悉的地方要有胆量，也要有魄力。
nǐ de gōngzuò zuòfēng hěn tāshi búguò líkāi shúxi de dìfang yào yǒu dǎnliàng yě yào yǒu pòlì · You have a very down-to-earth way of working. But leaving somewhere familiar takes nerve, and boldness too.

xiaoming 我知道。王老师说，有胆量不等于逞强。我想去新公司谋求更大的发展，不是为自己谋取什么好处。
wǒ zhīdào Wánglǎoshī shuō yǒu dǎnliàng bù děngyú chěngqiáng wǒ xiǎng qù xīn gōngsī móuqiú gèng dà de fāzhǎn bú shì wèi zìjǐ móuqǔ shénme hǎochù · I know. Teacher Wang says having nerve isn't the same as pushing too hard. I want to come here to grow, not to get anything for myself.

manager liu 我们公司不是什么显赫的大公司，可是在物流软件方面有很好的美誉，以服务好著称。一个经理要有威信，说话就要算数。
wǒmen gōngsī bú shì shénme xiǎnhè de dà gōngsī kěshì zài wùliú ruǎnjiàn fāngmiàn yǒu hěn hǎo de měiyù yǐ fúwù hǎo zhùchēng yí gè jīnglǐ yào yǒu wēixìn shuōhuà jiù yào suànshù · We're not some grand, famous company, but we have a fine reputation in logistics software and we're known for good service. A manager needs authority, so she has to keep her word.

xiaoming 我听说你们的首席工程师是这个领域的泰斗，他的生平我在网上看过。
wǒ tīngshuō nǐmen de shǒuxí gōngchéngshī shì zhège lǐngyù de tàidǒu tā de shēngpíng wǒ zài wǎngshang kàn guo · I hear your chief engineer is a grand master in this field: I've read his life story online.

manager liu 对，他是我们的典范，也给年轻人做表率。他是国内最早做物流软件的先锋之一。
duì tā shì wǒmen de diǎnfàn yě gěi niánqīng rén zuò biǎoshuài tā shì guó nèi zuì zǎo zuò wùliú ruǎnjiàn de xiānfēng zhī yī · Yes, he's our model, and he sets an example for the young ones. He was one of the first pioneers of logistics software in the country.

manager liu 好。我们的面试就到这儿。所有的候选人里，唯独你帮过这个项目。有关事宜，我会先请示董事长。
hǎo wǒmen de miànshì jiù dào zhèr suǒyǒu de hòuxuǎnrén lǐ wéidú nǐ bāng guo zhège xiàngmù yǒuguān shìyí wǒ huì xiān qǐngshì dǒngshìzhǎng · Good. That's the end of the interview. Of all the candidates, only you have already helped with this project. I'll check the details with the chairman first.

chapter 5 chapter 5: the phone call

little sister 哥哥，怎么样？你别提多紧张了吧？
gēge zěnmeyàng nǐ bié tí duō jǐnzhāng le ba · So, big brother? You must have been terribly nervous?

xiaoming 刚开始很紧张，后来就好了。刘经理问得很细，可是很公平。
gāng kāishǐ hěn jǐnzhāng hòulái jiù hǎo le Liújīnglǐ wèn de hěn xì kěshì hěn gōngpíng · Very nervous at first, then it was fine. Manager Liu asked about everything in detail, but she was fair.

manager liu （打电话）小明，我是刘经理。董事长同意了，公司决定聘用你，任命你为物流项目的技术负责人。
dǎ diànhuà Xiǎomíng wǒ shì Liújīnglǐ dǒngshìzhǎng tóngyì le gōngsī juédìng pìnyòng nǐ rènmìng nǐ wéi wùliú xiàngmù de jìshù fùzérén · (on the phone) Xiaoming, it's Manager Liu. The chairman has agreed: the company has decided to hire you and appoint you technical lead of the logistics project.

xiaoming 太谢谢您了！
tài xièxie nín le · Thank you so much!

manager liu 不过我们知道，你现在的公司是合同制。纵然我们很希望你早一点儿上岗，也要等你跟现在的公司交接好。
búguò wǒmen zhīdào nǐ xiànzài de gōngsī shì hétóng zhì zòngrán wǒmen hěn xīwàng nǐ zǎo yìdiǎnr shànggǎng yě yào děng nǐ gēn xiànzài de gōngsī jiāojiē hǎo · But we know your current company works on contracts. However much we'd like you to start soon, we'll wait until you've handed over properly at your current company.

xiaoming 我明白。我得先跟我的上司谈谈，不能让老同事为难。
wǒ míngbai wǒ děi xiān gēn wǒ de shàngsi tán tan bù néng ràng lǎo tóngshì wéinán · I understand. I need to talk to my boss first: I can't leave my old colleagues in a difficult spot.

manager liu 好，你考虑一下，下个星期给我答复。我们欢迎你成为团队的栋梁。
hǎo nǐ kǎolǜ yíxià xià gè xīngqī gěi wǒ dáfù wǒmen huānyíng nǐ chéngwéi tuánduì de dòngliáng · Fine. Think it over and give me your answer next week. We'd love you to become a pillar of the team.

manager liu 你正式就任以后，下个月公司有一个活动，会有很多尊贵的客人，你也来。
nǐ zhèngshì jiùrèn yǐhòu xià gè yuè gōngsī yǒu yí gè huódòng huì yǒu hěn duō zūnguì de kèrén nǐ yě lái · Once you officially take up the post, there's a company event next month with lots of distinguished guests: you should come too.

anna （来到李家）我都听说了！你看，纵然你说不想跳槽，机会还是找上门来了。
lái dào Lǐ jiā wǒ dōu tīngshuō le nǐ kàn zòngrán nǐ shuō bù xiǎng tiàocáo jīhuì háishi zhǎo shàngmén lái le · (arriving at the Li family's home) I've heard everything! See, even though you said you didn't want to switch jobs, the chance came knocking anyway.

dr li 不管你最后怎么决定，我们都为你感到光荣。
bùguǎn nǐ zuìhòu zěnme juédìng wǒmen dōu wèi nǐ gǎndào guāngróng · Whatever you decide in the end, we're proud of you.

dr li 大学请我当名誉教授，我觉得没什么。在我的医生生涯里，最高兴的就是看到孩子们有出息。
dàxué qǐng wǒ dāng míngyù jiàoshòu wǒ juéde méi shénme zài wǒ de yīshēng shēngyá lǐ zuì gāoxìng de jiùshì kàn dào háizimen yǒu chūxi · The university asked me to be an honorary professor: that's nothing much. In my whole career as a doctor, nothing has made me happier than seeing my children make something of themselves.

ms zhang 先吃饭！今天我和小明的爸爸忙活了一下午，大家连吃带喝，好好庆祝一下。
xiān chī fàn jīntiān wǒ hé Xiǎomíng de bàba mánghuo le yí xiàwǔ dàjiā lián chī dài hē hǎohǎo qìngzhù yíxià · Dinner first! Xiaoming's dad and I have been busy all afternoon: let's eat, drink and celebrate properly.

ms zhang 我们公司的茶叶驰名全国，今天就喝最好的。你爸爸能力出众，大雪那天他立功的事，报纸上都登了，可是他从来不说是自己的功。
wǒmen gōngsī de cháyè chímíng quán guó jīntiān jiù hē zuìhǎo de nǐ bàba nénglì chūzhòng dà xuě nà tiān tā lìgōng de shì bàozhǐ shàng dōu dēng le kěshì tā cónglái bù shuō shì zìjǐ de gōng · Our company's tea is famous all over the country, so tonight we're drinking the best. Your dad is outstanding: the paper even wrote about the great service he did that snowy day, but he never says the credit is his.

little sister

爸爸说，一个人高贵不高贵，不看钱，看为人。

bàba shuō yí gè rén gāoguì bù gāoguì bú kàn qián kàn wéirén · Dad says whether a person is noble has nothing to do with money: it's about how they treat people.

little sister

哥哥，祝你前程远大！以后你有出息了，别忘了请我吃饭。

gēge zhù nǐ qiánchéng yuǎn dà yǐhòu nǐ yǒu chūxi le bié wàng le qǐng wǒ chī fàn · Big brother, here's to a bright future! When you've made it, don't forget to take me out to dinner.

A whole interview, from the advert to the phone call: you could sit on either side of that table in Chinese.
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