

第14講 日常生活(4)



次の英文を読んで、あとの問いに答えなさい。(目安時間 11分)

We are in the midst of a revolution in the way we work: giving people more choice about where and when they work instead of demanding to meet face-to-face at the office and rewarding those who spend the most hours there. Although working from home is becoming the new normal for many, some managers may find their roles more difficult than before.

5 Managers accustomed to a traditional workplace find it a great challenge to trust remote employees. According to a July 2020 Harvard Business Review study, about 40% of 215 supervisors and managers expressed low self-confidence in their ability to manage employees remotely. Twenty-three percent of managers didn't agree with the statement "I am confident I can manage a team of remote workers" and another 16% were unsure about their ability to do
10 so. In addition, a similar proportion of managers to those who denied this ability or were unsure agreed that remote workers usually perform worse than those who work in an office. Twenty-two percent were unsure. Although not all managers who participated in the survey shared this belief, with 40% disagreeing, the fact that more than half the respondents agreed with this view or were unsure suggests that many managers still hold rather negative views
15 about remote work.

For some managers, keeping close tabs on workers is a way to ensure the job is done right. The fact that they don't think their employees will perform unless they keep a close eye on how they do the job has been a problem since before the spread of remote work. Managers who cannot monitor their employees directly, sometimes struggle to believe that they are indeed
20 working. This can create a vicious circle in which manager mistrust leads to micromanagement, which then reduces employee motivation, further impairing productivity.

In order for all workers to adjust to and succeed in the new way of working, what should managers do? First, they should understand workers' personal situations. For instance, some workers may live alone. Others may have small children to take care of. Assuming everyone
25 has a quiet place to work where he or she can concentrate sets unrealistic expectations and pressures workers. Managers are required to put themselves in the shoes of their workers and understand their perspectives. Acknowledging each worker's position is crucial to building mutual respect and trust.

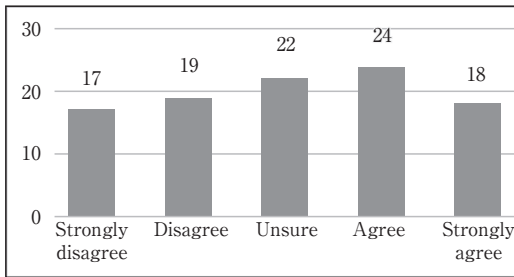
Second, they should maintain contact with workers. A lack of face-to-face communication
30 will be strongly felt by remote workers. Managers have to consider which communication tools, such as e-mails, phone calls, and video chats, best fit their employees and the frequency of communication. It's important that communication be regular, scheduled and the occasion in which employees voice their concerns and questions and consult with their managers. Additionally, managers have to note that many physical expressions such as gestures and body
35 language are invisible. They need to be extra careful about what they intend to communicate to avoid causing a misunderstanding.

Above all, they must trust their employees. Do they need to monitor their employees' activities or screens with software? Are they always watching their screens at the office? Probably not. One survey found that 49% of employees who were strictly monitored reported
40 severe anxiety. They should trust their employees to work without micromanagement,

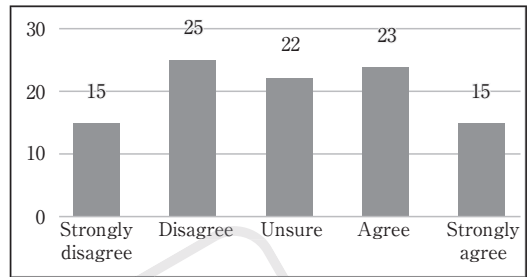
focusing on (A) rather than (B). When their employees do a good job, managers should appreciate and praise them as they do at the office. Strong bonds characterized by trust and appreciation are needed more in a remote work context. (約 580 語)

- (1) 第 2 段落の内容に基づき, “Percentage of Managers Who Agree / Disagree that Remote Workers Usually Perform Worse than In-Office Workers” というタイトルのグラフとして, 最も適切なものをア～エから選び, 記号で答えなさい。 ()

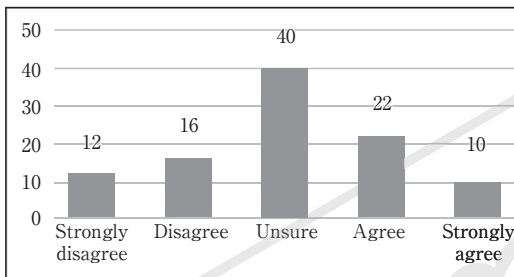
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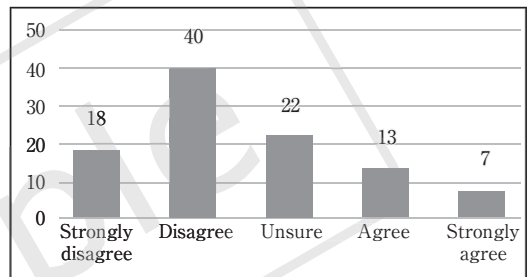
イ.



ウ.



エ.



- (2) 下線部とはどのような悪循環か, 日本語で答えなさい。

- (3) 筆者は, 管理職とリモートワークをする従業員のコミュニケーションはどのような機会であるべきだと述べているか。日本語で答えなさい。

- (4) A と B の () に入る語の組み合わせとして最も適切なものをア～エから選び, 記号で答えなさい。

ア. A : results B : activities イ. A : activities B : results

ウ. A : efforts B : talents エ. A : talents B : efforts ()

Further Reading 下線部の内容を日本語で答えなさい。

In August 2017, Hurricane Harvey hit Houston, Texas. An oil and gas company there was forced to close its offices, which required employees to work remotely for an extended period. A research team collected information on employees' computer usage before, during and after Hurricane Harvey. The team found that although employees' computer use declined during the hurricane, it returned to pre-hurricane levels during the seven-month period of working remotely after the hurricane. This finding suggests that remote work doesn't have a negative impact on workplace productivity.