

# 管理初步

本书中的各种技巧与工具将使刚刚踏上管理岗位的你增强自信并为今后的成功打下基础

Patrick Forsyth 著  
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上海交通大学出版社



英汉对照管理袖珍手册

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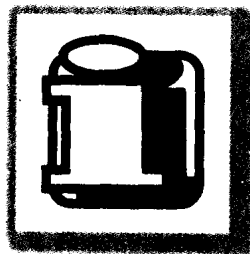
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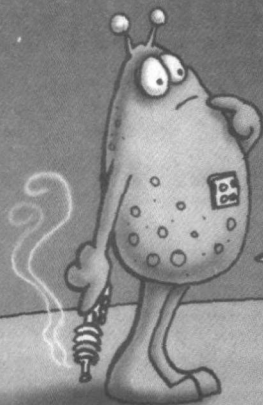
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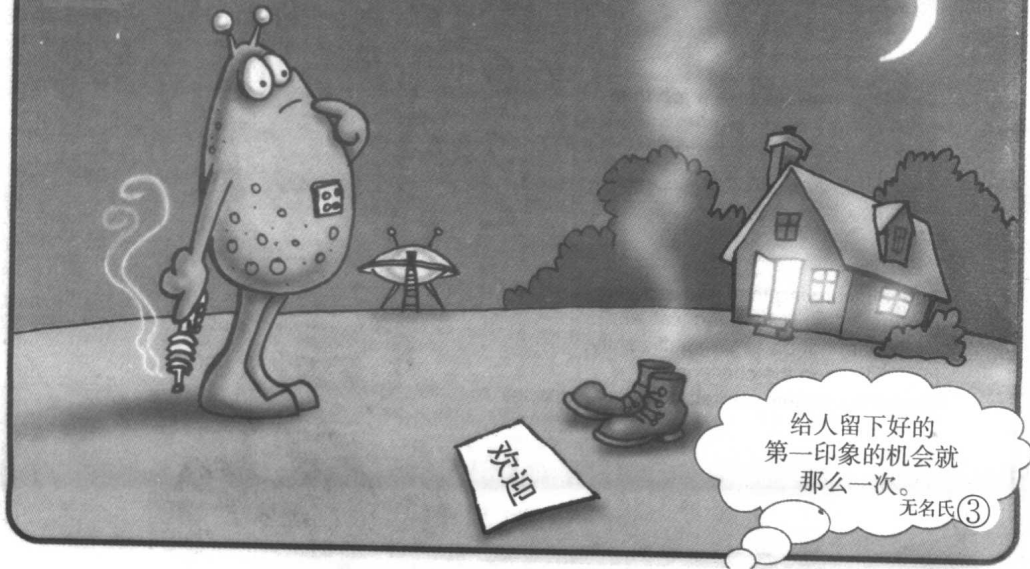


You only  
get one chance to make  
a good first impression

Anon

引言

至理名言



给人留下好的  
第一印象的机会就  
那么一次。

无名氏③



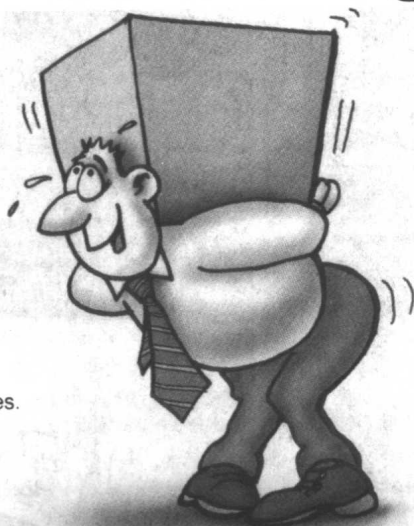
## INTRODUCTION

### MORE WISE WORDS



*Always take a job that  
is too big for you*  
Harry Emerson  
Fosdick

Are you worrying that you've done just that? Great! Anything less and you would not be aiming sufficiently high. Rising to the challenge is rewarding, as this pocketbook underlines.



导言

## 更多的至理名言



在你看来越艰巨  
的任务越要去承担。  
哈里·爱默生·福斯迪克

你是否为一直只做自己认为太难的事感到担忧？很好！否则你的目标便不够远大。接受挑战会使你受益，这正是本手册要强调的。



## INTRODUCTION

### AN IMPORTANT STEP



So, now you're a manager. While it sounds good it also makes you think, or it should do. Becoming a manager may be a step up, but it is also wholly different from being in an executive role.

**Management:**

- Involves responsibility for others
- Is potentially very rewarding
- Is likely to be a challenge

The role demands specific approaches and skills, some of which you may not have used before. You need to adjust, and this pocketbook will help you do so - promptly, easily and with certainty. It provides guidelines to help you fit into your new role effectively and speedily, and achieve the results that you want.

**First rule: don't underestimate the change involved in your transition to management.**

导言

## 重要的一步



那么,现在你成为管理者了。这虽然听起来很不错,但也使你思考,或者说这应促使你思考。成为管理者或许算是更上了一层楼,但出任管理者与充当执行者可是完全不同的两码事。

管理:

- 意味着对他人负责
- 有潜在的回报
- 可能具有挑战性

该角色需要特殊的方法和技巧,其中一些可能你以前从未用过。你要做些调整,而该手册会帮你进行调整——迅速,简便,行之有效。它提供了指导方针来帮你迅速有效地进入角色,并取得你所希望的结果。

**第一条原则:不要低估进入管理层带给你的变化。**

## INTRODUCTION

### PAUSE FOR THOUGHT



Generally, progress within an organisation (including the rewards that can accompany it) is inherently linked to a management role. Thus:

- Success at one thing leads to promotion into a *different* role
- Some of the skills that made you successful in the past may not help you as a manager
- Additional skills demanded by management may not play to your strengths
- The job of managing people may be something you enjoy for its own sake rather than something you're prepared to do because it takes you further up the hierarchy

**Pause, reflect and consider: do you *really* want to be a manager? If not, consider other ways ahead. If you do, read on.**

导言

## 三思而后行



一般来讲,一个组织的进步(包括随之而来的回报)与管理者的作用密不可分。

因此:

- 在一件事上的成功使人升职,进入不同的角色
- 过去帮你成功的一些技巧不一定能帮你完成管理者的工作
- 管理所需的额外技巧可能不是你的所长
- 你喜欢管理员工的工作可能是因为本身的特征,而不是因为它能使你向上爬

停下来,考虑并判断一下:你真的想做管理者吗?如果不是,想点别的上进办法吧。  
如果是,那么接着往下读吧。

## INTRODUCTION



# HOW TO APPROACH YOUR NEW ROLE

The extent to which you succeed in your new role will be influenced radically by the attitude you take to it. You should:

- See it as something new, involving different approaches from those used in the past (though don't throw the baby out with the bath water: your prior experience will be necessary)
- Aim to learn surely and fast, keep an open mind, beware of making unwarranted assumptions and consciously define and adopt new approaches

The remainder of this book focuses on:

- Those actions you should take in the first days and weeks in office, and the attitude you should adopt, which make a difference to your ultimate effectiveness
- Those aspects of the management process that you need to get to grips with in the early days and which have a disproportionate effect on success



你在新角色中能取得多大成功取决于你对它所持的态度。你应该：

- 把它看成一件新工作，要用与以前不同的方法来对待它（不过不要把有价值的东西和不需要的东西一起扔掉：你过去的经验也很有用）
- 致力于有效并快速地学习，要眼界开阔，不要做没有根据的假设，要有意识地界定和采纳新方法

本书余下的部分集中讨论：

- 上任的前几天及前几周应采取的行动及应持有的态度，这些会使你取得非同寻常的最终结果
- 管理过程中你在初期需认真处理的对成功有巨大影响的几个方面



## INTRODUCTION

# MANAGEMENT DEFINED



Being a manager involves people - other people. You may still have your own work to do but, additionally, you have other people's work to consider.

At its simplest, management is:

- Achieving results *through* other people, with the aim of...
- Meeting specific, tangible, often financial, objectives

Management is *not* just about allocating work (deciding who does what); nor is it just about doing things *for* other people. The process of management takes time, effort and expertise.

**Others must think you have management potential, so you have to prove them right.**

