



激励团队

员工、个人、团队激励培训计划

Developing Yourself and Your Staff

身为经理人，你必须记住：员工是你最大的财富源泉。你是在替员工干活，因为他们正在创造利润，所以，培训是一种高回报的投资！但是，企业到底需要培训什么？

该在何时培训？

对谁进行培训？

如何进行系统化培训？

怎样评估培训的效果？

.....

[英] 大卫·厄温 编著 / 曹琼 熊金才 译

本书即是你的有效培训指南，现在就打开第一页，开始制定你的培训计划！



激励团队

让员工个人和团队共同成长

Developing Yourself and Your Team

如何激励团队、提高团队凝聚力、增强团队执行力、提升团队战斗力

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引言

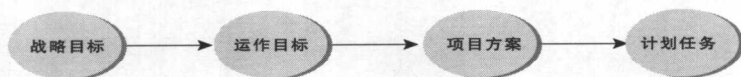
人的重要性

要有效地管理企业，你必须掌握两个要素：人和管理过程。而两者之中人更为重要。这是很浅显的道理。企业的发展靠员工——靠他们的技术、经验、动机和士气。

如果人是正确的而过程有误，人可以把错误的步骤纠正过来。你也许怀疑会出现过程正确而人却出错的情况。但这是不大可能的，因为如果过程进展良好的话，那么人力因素必然也运作正常。

激励员工取得好绩效的一个重要方法是制定一个提供培训和个人发展机会的持续计划。在此基础上，提升他们的专业技能，激励和刺激他们在工作上更有作为。

从远景展望到发展需要



从商业角度来看，若要使培训取得效果，就必须强化企业目标。而且，企业的日常目标还应有助于实现企业的战略目标。此外，这些目标必须以工作任务的形式加以详细说明。当然，要想圆满完成任务，还必须在明确个人目标的前提下给员工分派任务。而你和你的员工也

Introduction

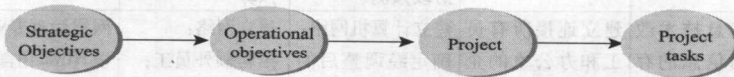
The importance of people

To manage your business effectively you must manage two elements: people and processes. The greater of the two is people. It makes sense doesn't it? All businesses are dependent on people - on their skills, experience, motivation and morale.

If the people are right and the processes wrong, people can make the processes right. You might ask what if the processes are right and the people wrong? That is unlikely, because if the processes are working well, the people must be too.

One important way to stimulate staff to perform well is to offer a programme of continuing professional development, stimulating and challenging them to achieve more in their work, but backing that up with opportunities for training and personal development.

From vision..... to development needs



Not surprisingly, if training is going to be effective from the business's point of view, it has to reinforce the business's objectives. Furthermore, the day to day objectives of the business have to help it progress towards achieving its strategic objectives. In turn, those objectives have to be defined in terms of

应该经常协调目标并保持任务的一致性。

有三种有效的方法助你确定企业的发展需要。

首先，发展需要源于战略的制定。例如要引进 ISO 9000 国际认证体系，你不但要有一个培训计划来向员工介绍全面质量管理（TQM）和 ISO 9000 体系的要求，还需要配备内部审计员。你可以通过培训员工或者购买内部审计服务来满足这一需求。

再者，发展需求也源于运作目标。假如要以国家职业资格（NVQ）作为你管理培训的一部分内容，你需要配备评估人员和审核人员。你可以购买这些服务或者成立一个被认可的发展中心来培养员工的技能。

然后，你可以把商业总体目标、战略目标、运作目标和计划任务连同已确定的发展需求用下面的表格总结出来。

组织发展计划

策略目标	目的	运作目标	计划任务	发展需求
通过合资企业来开拓新市场	建立跨国合资企业	确定合适的合作伙伴； 预备商业计划和财政预测	确定合适的产品和服务； 准备详尽的成本预算	了解地方法规； 掌握外语
通过信息技术改进公司信息的存储和修复方式	建立连接所有员工和办公室的企业内部互联网	建立计算机网络； 确定经调整后的员工需求； 培训员工	建立网络； 招聘额外员工； 建立员工培训计划； 转化现有制度； 启用内部互联网	网络管理专业化； 以 HTML 语言编程； 全体员工了解如何最大限度地从系统中获益
持续增进员工效率	取得人力投资者认可资格	引入持续性专业发展	修改评估体系以反映团体计划与发展的要求； 引入个人发展日志	培训各级管理者的评估能力

work tasks. Satisfactory completion of tasks, of courses, require that members of staff are assigned to those tasks, with specific personal objectives. Objectives and tasks should be agreed regularly between you and your staff. There are, effectively, three ways in which a business identifies development needs. Firstly, they will arise from strategic decisions. The decision to introduce ISO 9000 for example requires not only a training programme to introduce all staff to the requirements of TQM and ISO 9000, but also a need to have internal auditors. You might address this need by training staff, or you could buy in an internal audit service.

Secondly, development needs will arise from operational objectives. The decision to offer NVQs as part of your management training programmes, for example, may require assessors and verifiers. You could buy them in or you could choose to become an approved delivery centre, training your own staff to provide those functions.

The business's goals, strategic objectives, operational objectives and project tasks can then be summarised in a table, as shown over, together with the identified development requirements.

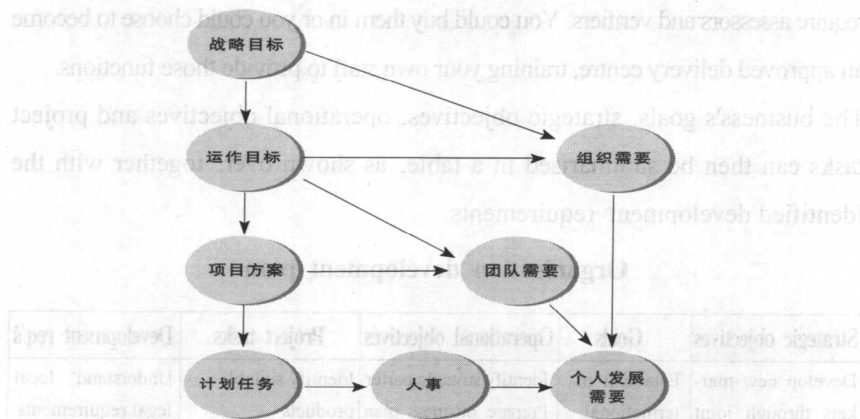
Organisation development plan

Strategic objectives	Goals	Operational objectives	Project tasks	Development req's
Develop new markets through joint ventures	Establish international joint venture	Identify suitable partner Prepare business plan and financial forecasts	Identify suitable products Identify appropriate markets Prepare detailed costings	Understand local legal requirements Learn foreign language
Improve means of storing and retrieving information throughout company through use of information technology	Establish intranet linking all staff and offices	Install computer network Identify revised staffing needs Train staff	Install network Recruit additional staff Set up staff training Programme Transfer existing systems Set up for use as intranet	Expertise in network administration Programming using HTML languages All staff to understand how to maximise benefit from system
Continuously improve effectiveness of staff	Achieve recognition as an Investor in People	Introduce continuing professional development	Revise appraisal system to reflect requirements of CPD Introduce personal development logs	Train line managers in appraisal skills

与组织发展相关的需求可以用不同的方法来满足，比如购买设备、服务，招聘有相关技能的员工，又或者是对现有员工进行培训。

当然，要完成任务还必须向员工分派任务。有时候分派计划任务要和改进人事结合起来。

发展需求还有第三个出处，那就是员工和 / 或他们的直线经理就其当前任务的工作方式上所发现的不足或者发展需求，以及他们对未来（比如说 6~18 个月后的）任务当中需要预先进行培训或人事改进的地方作出的预测。

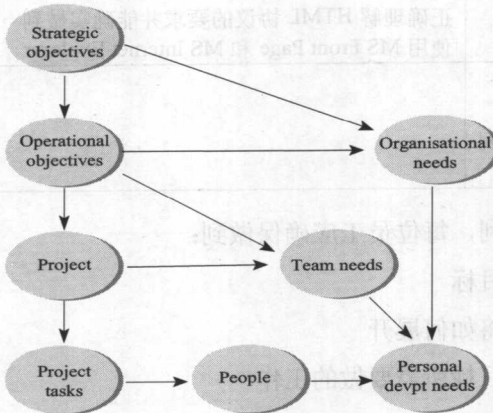


因此，为了使个人发展计划与企业目标相联系，促使全体员工开始了解并赞成短期和中期目标就显得非常重要了。随着各项工作进程的正常推移，中期目标会转变为短期目标——虽然中期目标可能也要求有一个短期的发展计划。

为了获取每个员工的个人发展计划并证明该计划与企业目标的关联性，你可将个人发展计划作为员工工作鉴定过程的一部分，这样就

As far as organisational development is concerned requirements may be addressed in a number of ways, perhaps by buying in equipment, or by buying in a service, or by recruiting staff with appropriate skills, or by training existing members of staff. For activities to be accomplished, of course, requires people to be allocated to tasks. In some cases, the allocation of a project task and a personal development need to go hand in hand.

There is a third way in which development needs arise. That is where members of staff and/or their line managers identify weaknesses or development needs relating to the way those staff are carrying out current activities and where they are forecasting likely activities, say 6-18 months ahead, which may require training or personal development in advance.



It is important therefore, for all members of staff to set out and agree both short and medium term targets and objectives and to link a personal development plan to those objectives. In the normal course of events medium term objectives will become short term objectives -though medium term objectives may require a short term development plan.

To capture everyone's personal development plan and to demonstrate a plan's relevance to your business's objectives you may find it helpful to set out per-

可能需要在您使用的计划表中添加一些相应的文字框，如下图所示。

个人发展计划

组织目标	个人发展计划	
	目标	审查
短期 (0~6个月) 信息化战略 的充分准备	使用 Windows NT 操作系统改装电脑网络系统	二月
建立网络	为其他员工提供适当的技术辅导	四月
设立员工 培训计划	妥善管理临时员工	四月
转换现有系统	正确理解 HTML 协议的要求并能确实做到 使用 MS Front Page 和 MS Internet Explorer	二月 一月
中期 (6~12个月) 创建企业内部互联网		

若要工作进展顺利，每位员工应确保做到：

- 有明确的工作目标
- 能认识到工作将如何展开
- 了解实现工作目标所需要做的工作

- 接受与他们工作相关的培训，并防止滋生只为参与而参与的心态

对于大多数人来说，个人提升可能有赖于：

- 在职指导和工作经验
- 参加正式的课程

尽管与建立明确的发展目标没有多少直接关系，但专业发展还可以从

sonal development plans as part of the appraisal process, perhaps including relevant boxes on the form that you use, such as those illustrated below.

Personal development plan

Organisational objectives	Personal development plan	Review	
	Objectives		
Short term (0-6 months) Complete preparation of IT strategy	Be able to reconfigure computer network to use Windows NT	February	
	Install network	Be able to provide appropriate support to rest of staff	April
	Setup staff training programme	Be able to manage additional staff	April
	Transfer existing systems	Understand requirements of HTML and to be able to use MS Front Page and MS Internet Explorer	February January
Medium term (6-12months) Set up network for use as intranet			

If this is done properly, it should ensure that every member of staff:

- Has clear work objectives
- Can see how their job is likely to develop
- Understands what development work is required to help achieve their work objectives
- Undertakes training that is relevant to their job and avoids participating in programmes just for the sake of it

For most people, development is likely to come about through:

- Work based, on the job, instruction and work experience
- Participation in formal training courses

Although less likely to be immediately relevant to specified development ob-

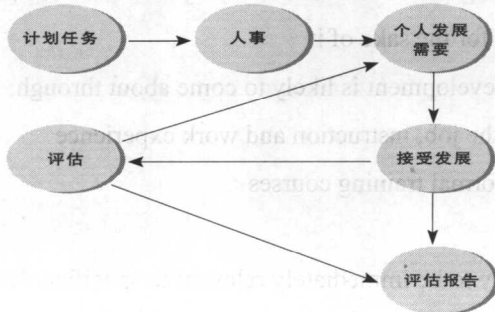
以下方面获得：

- 非正式活动，包括阅读相关书籍、专业刊物等
- 研究学术论文，准备培训材料，写书等
- 适当地参加研讨会或专业机构举办的会议等

所有这些活动都应被记录下来，也许可以纪录在一份“个人培训档案”中，既可给员工提供一个永久档案，更重要的是，又可作为下次绩效评估的基础并起提醒作用。

个人培训档案范例

发展目标：能够对计算机网络进行重新装配以便于使用 Windows NT 并为其他员工提供适当支持				
日期	活动内容	类型	持续时间	巩固方式
12月2号—5号	由 MARI 提供培训课程	正式培训课程	28天	参加研讨会和在职培训
12月	在职期间——介绍 Windows NT 和解决问题	在职培训	5天	参加研讨会和在职培训
1月	阅读微软使用手册和使用专业笔记	非正式个人发展培训	4天	



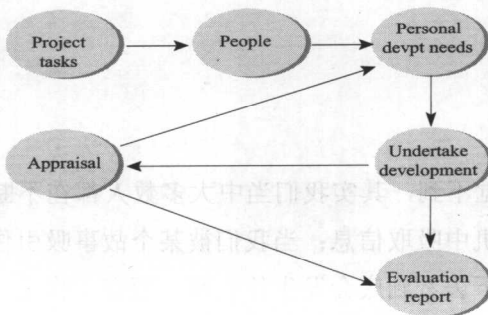
jectives, professional development will also come about through:

- Informal activities including reading of relevant books, professional journals, etc
- Researching academic papers, preparation of training materials, writing books etc and
- Attendance at (appropriate) conferences, meetings of professional institutions, etc.

All of these activities should be recorded perhaps in a 'personal training record' which will provide a permanent record for the member of staff -and, more importantly, a reminder which can act as the basis for a review of effectiveness at the next appraisal.

A personal training record

Development objective: to be able to reconfigure computer network to use Windows NT and to provide appropriate support to rest of staff				
Date	Activity	Type	Duration	Confirmed by
2-5/12	Training course provided by MARI	T	28	CW
Dec	On the job-introducing Windows NT and resolving problems	W	5	CW
Jan	Reading Microsoft manual and using TechNotes	I	4	



检验有效性和经济性

在每次培训计划后检验它的有效性是十分重要的。例如你可以让员工填写一份简单的评估表格来帮助你评估每次特定培训的即时效果。

在下一次的个人评估中，检验员工在完成发展目标过程中的进步以及这次培训如何提高员工的工作能力。他是否学有所用？他们的表现是否有所改进？

评估性面试也为检查个人任务及其进展情况以及检验和更新个人发展计划提供了机会。

你自然会相当关注培训的成本以及它是否物有所值。理想地说，你需要确定培训的成本（费用和时间）是否超出它所带来的好处（提高效益、生产率和有效性等等）。如果发展体现在获得某种实用技能上，有效性的衡量要相对容易些。而对于较主观的发展需求来说，其评测可以根据一系列综合因素进行，其中包括由个人和特定发展计划中的相关利益者作出的评估。相关利益者可以是评估人员、项目经理以及计划或任务中的外部顾客等。

学习过程

我们可能察觉不到，其实我们当中大多数人都在不断地学习。我们从电视和收音机中吸取信息；当我们被某个故事吸引住的时候，我们就会仔细地听下去看到底会发生什么事。而在工作上，大多数组织