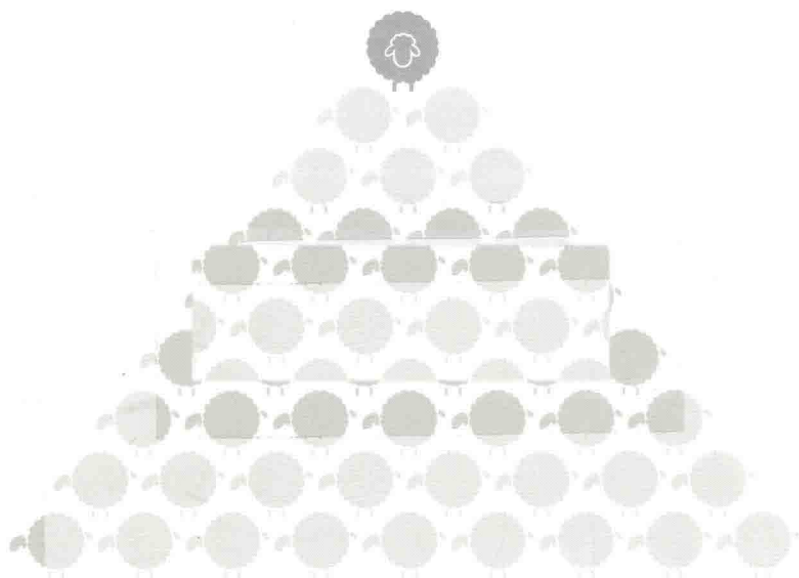


BE A MANAGER IN 66 DAYS
International Approach to Build a Team

66天学会做高管

跨国企业这样带团队

[英] Gareth Magowan / 著
谢羽香 / 译



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目录 Contents

引言		
Introduction		002
第 1—11 天	团队领导者	
From Day 1 to Day 11	Team Leader	009
第 12—22 天	招兵买马	
From Day 12 to Day 22	Recruiting	057
第 23—33 天	设定期望	
From Day 23 to Day 33	Set Expectations	079
第 34—44 天	双向沟通	
From Day 34 to Day 44	Two-way Communication	099
第 45—55 天	信息反馈	
From Day 45 to Day 55	Feedback	117
第 56—66 天	事后评估	
From Day 56 to Day 66	After Action Reviews (AARs)	197
参考文献		
Bibliography		216



Introduction

In this book we'll be looking at all the vital elements needed for you to establish yourself as a successful team leader who is able to create, lead, inspire and maintain a disciplined team that achieves all that is asked of it and more.

Discipline *noun* \ˈdi-sə-plən\

Merriam-Webster online dictionary:

- control that is gained by requiring that rules or orders be obeyed and punishing bad behavior
- a way of behaving that shows a willingness to obey rules or orders
- behavior that is judged by how well it follows a set of rules or orders

When you put the words “team” and “discipline” together people can have very different concepts of what team discipline entails. It could be the traditional military approach of a team that unquestionably follows orders from its leaders or it could be of a tight knit team that works together with each member having equal say in how they progress. So what is team discipline?

In their book “The Discipline of Teams”, Katzenbach and Smith define “...two key principles of small group performance: the team discipline and the single-leader

引言

在本书中，我们将一一介绍出色的团队领导者在修炼时所需的各个关键要素。一名出色的团队领导应具备的能力包括：组建、带领、激励团队，维持团队纪律，让团队达到甚至是超越预期目标。

Discipline（纪律） *noun* \ˈdi-sə-plən\

韦氏在线词典：

- 通过要求他人遵守规则或命令，惩罚不良行为而获得的控制力；
- 表示愿意遵守规则或命令的行为方式；
- 根据遵规守矩的程度来评判的行为。

若把“团队”和“纪律”放在一起讲，人们对于这一概念可能会有不同的理解。它可以指采用军事管理的团队，即无条件服从领导者命令的团队；也可以指紧密融合的团队，其中的成员团结协作且每位成员都能为团队发展建言献策，不分等级。由此说来，到底何谓团队纪律？

卡岑巴赫和史密斯在其《团队修炼》一书中作了如下定

discipline.” Standing alone, there are pros and cons with each discipline and much depends on company culture, group experience, group dynamics and the task at hand. In reality a balance between a single leadership and group accountability is usually essential for a team to succeed, as at times different scenarios and tasks can often require one or the other. After all, where would a team be without someone to give it focus and direction or on the other hand, could a team really be called a team if there is no group accountability?

In my experience a disciplined team is a group of individuals who have shared objectives and are brought together in a way that allows them to make a positive contribution to the team’s goals. So, what are the common elements of a disciplined team and how is team performance achieved?

Common elements of a disciplined team

- Commitment – There is a common purpose.
- Focus – There are clear performance goals, roles and responsibilities.
- Accountability – The team has individual and team accountability.
- Skills – The team comprises of a group with complementary skills.
- Communication – There is effective communication with each other and any outside individuals or teams.
- Trust – They have trust in each other and their leader.

义：“团队机制和单一领导制是团队业绩的两个关键原则。”单独来看，两种机制各有利弊，且很大程度上依赖于公司文化、团队经历、团队活力以及当前的任务。在现实情况下，团队成功的要诀通常是在单一领导和团队责任中间找到平衡，因为有时不同的情境和任务对二者的需求并不相同。毕竟，一个团队很难撇开制定主题和方向的人，或者从另一个角度说，如果不存在团队责任，那么“团队”一称真的可以算是名副其实吗？

以我的经验来看，一个有纪律的团队是指一群拥有共同目的且以一种彼此能为团队的目标做出积极贡献的方式聚在一起的人。那么，有纪律的团队有哪些共性？团队业绩又如何实现？

有纪律的团队之共性：

- 承诺——拥有共同的目的。
- 专注——拥有明确的绩效目标、角色和责任。
- 责任——团队中既有个人责任也有团队责任。
- 技能——团队中包含互补的技能。
- 沟通——彼此之间、与外部人员和团队之间能够有效沟通。
- 信任——对团队领导者信任，以及队员之间彼此信任。

Team performance in a disciplined manner

Below are the main areas you should consider when forming, developing and maintaining an effective and disciplined team.

1. Team Leader – Lead from the front, set the tone and take care of the basics.
2. Recruiting – Build the right team based on skill and skill potential.
3. Set expectations – Performance standards, direction, targets and sense of urgency.
4. Two-way Communication – Consistently clear, concise, group interaction.
5. Feedback – Recognition, reward, guidance and being directive.
6. After Action Reviews – Review team performance and learn from the good and bad.

In this book, let's spend some time with John, newly promoted to the position of National Manager, Operations, as he seeks advice from his longtime mentor Ethan.

建立在纪律之上的团队业绩

在组建、发展和管理一支高效有序的团队时需注意以下几点：

1. 团队领导者——前方领路、确立基调、兼顾根本。
2. 招兵买马——根据技能及潜在技能组建合适的团队。
3. 设定期望——行为标准、发展方向、预期目标和紧迫感。
4. 双向沟通——始终如一、明确简洁的团队互动。
5. 信息反馈——表扬、奖励、引导及指令。
6. 事后评估——总结团队业绩及经验教训。

在本书中，我们将与新任大区运营经理约翰一道，向指导他许久的伊森寻求建议。

第1—11天
► From Day 1
to Day 11

团队领导者

前方领路、确立基调、兼顾根本

Team Leader

Lead from the front, set the tone
and take care of the basics.

Next week was to be John's first day in his new position as National Manager of Operations. He'd joined the company as a Regional Manager two years ago quickly establishing himself as a solid, reliable and conscientious leader. When offered the promotion he'd quickly accepted, but had concerns that he'd be moving out of his comfort zone. Not only would he be expected to manage people who were his current peers, he'd also be expected to interact with much more senior management. He felt confident that he had the respect of his peers, but he also felt trepidation of what they and others would think of his performance and how he could prove himself. It was definitely a challenge for him.

John was in a café sitting across from his long time mentor Ethan. When John had first started work he'd been placed in a team managed by Ethan. After a few months Ethan had moved to another company and on his last day John had picked up the courage to ask if Ethan would mind be contacted if he needed any advice. He'd been surprised and pleased when Ethan had said yes. Surprise turned to being impressed as every once in a while Ethan had more than kept his promise by always finding the time to meet up. As soon as John's got the nod he'd been promoted, he'd naturally contacted Ethan to ask for a meeting. He really wanted to see what Ethan thought of his promotion and the skills he needed to succeed.

Ethan sipped his coffee and continued talking about team leaders and leadership, "It's all about leading from the front, setting the tone and taking care of the basics. Far too many people think being a leader is all about standing at the front and inspiring people. That's fine for the likes of inspirational speakers, company owners and

约翰下星期便迎来作为大区运营经理走马上任的第一天。他两年前进入公司，当时的职位是区域经理，之后他迅速地发展起来，成为一名坚实可靠、认真负责的领导者。当上层提出给他升职后，他便很快接受了。不过，这样一来他就得离开舒适的环境，他对此有些不安。他不仅要管理原来的同事，还得和更高级的管理层打交道。他有自信赢得同事的尊重，但与此同时，他也为别人如何评价他的表现、他该如何证明自己的能力等事忧虑不已。对他来说，这确实是个挑战。

约翰现在在一家咖啡馆里，对面坐着的是他一直以来的导师伊森。当约翰还是职场新人的时候，他被分配到了伊森的团队里。数月后，伊森跳了槽。伊森离职的前一天，约翰鼓起勇气去问伊森，如果自己需要建议的时候能否联系他。出乎意料地，伊森答应了。之后每隔一段时间，伊森不仅信守承诺，还总是抽出时间与约翰见面，这让约翰从开始的惊讶变成了感动。当约翰升职的事情一确定下来，约翰自然而然地联系了伊森，约他出来见面。他特别想知道伊森对他升职的看法，以及他要做好这个工作所需的技巧。

伊森啜了一口咖啡，继续说着团队领导者和领导力这一话题：“团队领导者就是要在前方领路，确立基调，兼顾根本。有太多的人都觉得领导者就是要站在前面给大家鼓劲儿，这对于像是擅长鼓舞人心的演说家、公司老板和 CEO（首席执行官）们来说是可行的。团队的领导者与之差别甚远。一个真正

CEOs. A team leader is something very different. A true team leader needs to also be a solid manager. They need to be more like leader/manager hybrids.”

“So how do you differentiate between a leader and a manager?” asked John.

Ethan sat back and smiled. “Ah that’s easy,” he said holding his hands up, palms facing John and wriggling his fingers like a magician proving he had nothing in his hands or up his sleeves. “A pure leader is the magician. They develop a vision and then stand in front of the crowd weaving their magic and spellbinding everyone around them. They inspire by making people see how that vision can be achieved and how they all can be part of achieving it.” Ethan waved his hands about in the air like some ambidextrous painter splashing colours on huge canvas. “It’s all about creating attractive flashing images and then getting people to want to be a part of that picture...like a Pied Piper of sorts.” Ethan stopped moving his hands. “On the other hand, a pure manager is the one who translates the leader’s vision into reality by getting the right people together and guiding them on a daily basis to achieve set objectives. That’s where more of the solid basics come in.”

“So team leaders need to bring both of these skills together,” confirmed John. “They’re the ones who translate their company’s visions and objectives into achievable tasks and then lead and manage their team along the right path.”

“Exactly!” agreed Ethan. “See, I told you it was straightforward!” He leaned back, rested his elbows on the arms of his seat and brought his hands together as if praying. As he gently tapped his forefingers on his pursed lips he quietly added, “The explanation

的团队领导者同时也须是一名可靠的管理者。他们更像是领导者和管理者的综合体。”

“那么你如何区分领导者和管理者呢？”约翰问道。

伊森靠回椅背上，笑了。“很简单啊！”他一边说一边举起手，掌心对着约翰。他活动着手指，如同魔术师在跟观众们展示他手里或袖子里是没藏东西的一样。“一个纯粹的领导者就是一名魔术师。他们设立愿景，并在众人面前施展魔法，吸引住身边的每一个人。他们告诉人们怎样实现愿景，告诉他们如何参与其中，以此来鼓舞人心。”伊森在空中挥动着双手，如同心灵手巧的画家在巨大画布上喷洒着颜料一般。“这就像是创作出绚丽多彩、令人心驰神往的图画，然后让人们都向往画中的世界……跟魔笛手有点儿类似。”伊森停下了手上的动作。“另一方面，一个纯粹的管理者则是那个将领导者的愿景落入实际的人，他招兵买马，日日引导他们实现既定目标。这里更多需要的是稳固的基础。”

“因此，团队的领导者需要将这些技能都集于一身，”约翰重复了一遍，“他们要将公司的愿景和目标转化为可以实现的任务，管理团队，将团队带上正确的道路。”

“正是如此！”伊森点头称是，“看，我跟你说了这很容易理解吧！”他向后靠了靠，将手肘放到扶手上，以祈祷的姿势双手交握。他一边用指尖轻点自己撅起的双唇，一边轻声补充道：“这个解释起来很简单。而实际上，要想成为一名成功的团队领