

HUMAN RESOURCE MANAGEMENT

新视界商务英语系列教材

人力资源管理

总 顾 问 ◎ 叶兴国 王立非

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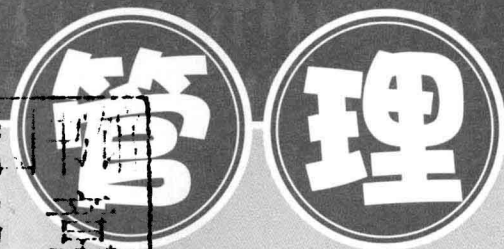
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总序

2010 年是中国经济的里程碑,因为在这一年中国的国内生产总值达到 58 786 亿美元,超过了日本的 54 742 亿美元,成为世界第二大经济体。而按照美国高盛公司的预测:中国的国内生产总值在 2041 年将达到 28 万亿美元,超过美国的 27.9 万亿美元,成为世界最大的经济体。中国经济的腾飞带动了高等教育的快速发展,中国在校大学生数量目前已经达到 2 900 万,位居世界第一。与经济密切相关的学科发展更是令人瞩目,商务英语就是这样一个学科。从 20 世纪 90 年代诞生以来,经过短短 20 年的发展,已经有 400 多所高校设立了商务英语本科、专科专业或方向。虽然“小荷才露尖尖角”,但由于其定位是培养具有国际视野的复合型应用型人才,因此备受社会欢迎,就如同改革开放以来的中国经济一样,表现出了强大的发展势头和潜力。

按照教育规律,教材是一个学科发展的基石,就如同地基对于摩天大楼;没有精品教材,就不可能培养出适应社会发展的精英。为此,中国人民大学出版社与时俱进,决定陆续推出一套大型的商务英语系列教材,打造适合中国学生学习和成长的一流教材。

一流教材,必须有一流的编写队伍。为此,我们特聘请两位在中国商务英语领域乃至中国外语界卓有影响的权威专家担任本套教材的总顾问,他们分别是:中国国际商务英语研究会会长、上海对外贸易学院副校长、教育部高等学校外语专业教学指导委员会委员叶兴国教授;中国国际商务英语研究会副会长、教育部商务英语国家级教学团队负责人、对外经济贸易大学英语学院院长、博士生导师王立非教授。本套教材的总主编由山东省国际商务英语学会会长刘白玉教授担任,30 多位具有丰富教学、实践经验的大学专家教授担任本套教材的编委。这些编委,不仅有多从事商务英语一线教学的经验,而且具有多年从事国际商务的实践经验,甚至很多到过英国、美国等国家教学、工作、留学,对发达国家有比较全面的了解和独到的见解,这无疑保证了教材的编写质量。

一流教材,必须有一流的内容。一流的内容包括系统性和新颖性。和其他版本的商务英语系列教材相比,本套教材有一大亮点:内容系统地涵盖了商务英语的主要领域,同时增加了中国企业从事国际商务的成功和失败案例,这是大胆的尝试和创新性的贡献。

一流教材,必须有一流的语言。为保证学生学到原汁原味的英语,教材的资料全部选自英美书籍、报纸、杂志、网站。英语语言规范是英语教材的基础。



一流教材，必须有一流的教辅。作为一线教师，编者深知教辅对教师的重要性。对此，教材配套编写了全部练习答案、PPT 课件和相应的试题，解除了任课教师的后顾之忧。

本套教材第一批包括中国国内专家学者自主研发编写的《商务英语阅读》(上、下册)、《国际商务英语实务写作》、《国际贸易实务》和《国际商务谈判》，后续种类还会不断扩大。同时，我们还会在本套教材中增加优秀的国外原版商务英语类教材，使这套教材自编版与引进版交相辉映，相互补充，成为一个有机权威的体系。

本套教材既可供商务英语专业本科、专科学生使用，也可作为高校选修课教材供非商务英语专业的学生使用，同时也可供企业、事业单位培养外向型人才使用。

相信本套教材的出版，将成为商务英语学科百花园里的一朵奇葩，香飘四溢，历久弥新。

刘白玉 教授

2011 年 6 月于烟台黄海之滨



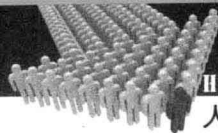
前言

企业最宝贵的财富不是金钱，不是领导，甚至不是客户，而是员工。作为企业最宝贵的财富，人力资源越来越受到领导和专家的重视，人力资源管理成为企业所有管理的核心，而精通人力资源管理的人才则成为社会急需人才。为了适应这一社会发展的需要，我们精心编写了这部《人力资源管理》教材。本教材既适用于商务英语专业、人力资源管理专业、MBA 专业教学，又适用于全校选修课，同时也适用于政府管理部门和企业人力资源培训。

本教材具有以下 7 个特色：（1）系统性：本教材分为 7 章，基本涵盖了人力资源的主要领域。从人力资源的主要理论到实际工作过程中的主要环节，最后着眼于国际视野，可谓在深度上和广度上都有所扩展。（2）语言规范性：所有的内容均选自国外的原版教材、报纸杂志及官方网站等，保证语言的原汁原味，培养学生的英语思维。（3）前沿性：所选用的材料均是近几年人力资源领域的权威核心理论和相关理念，以及企业最新的案例资料，确保内容的时代性和前沿性。（4）育人性：所编写的内容除了正文部分，还设置了幽默一刻、名人名言等环节，让学生在学之余也能从中吸取乐观向上的正能量。（5）案例式教学：每章都设有 1~2 个经典案例，引导鼓励学生主动积极参与，培养分析问题和解决问题的能力。（6）跨文化性：从跨文化视角分析各个国家和地区在人力资源管理领域的异同，吸收先进经验，用于本国本单位的人力资源实践。同时，也有助于培养学生的国际视野和对外合作能力。（7）教辅齐全：本书配套 PPT 课件、课后练习答案、5 套试题及答案（请登陆中国人民大学出版社外语分社网站 <http://www.crup.com.cn/wy> 在“资源下载”栏目下下载）。

本教材设计供一个学期使用，需 32~36 课时；教学顺序建议先讲部分背景资料，然后 Section A、案例分析、课后练习，Section B 和 Section C 为扩展部分；教学方法建议采用最受欢迎也最有效的小组讨论式，教师适当讲授基本知识





后，将学生分成几组，讨论案例，情景模拟，教师当场点评。

本教材由刘白玉、韩小宁任主编，由 11 位具有丰富一线大学教学经验和人力资源管理经验的教授、专家等组成编委。具体分工是：第一章，刘白玉、刘夏青；第二章，韩小宁、刘璐丝；第三章，潘海会、王建波；第四章，矫永芹、穆国华；第五章，扈珺；第六章，朱晓静、张超；第七章，包芳、李科。

本教材的编写和出版得到了中国人民大学出版社外语出版分社的鼎力支持，在此表示由衷的谢意！

到目前为止，人力资源管理英语教材由外国专家“一统天下”，国内专家编写的教材本教材为第一部。尽管编者已经竭尽全力，但纰漏在所难免，还希望专家学者斧正，提前表示感谢！

刘白玉

2013 年 6 月 1 日



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Chapter One

Theories on Human Resource Management

The most valuable asset in an organization is not money, not leaders, not customers, but employees.

—Liu Baiyu



Warming-up

1. Why can employee recognition lead a company to higher quality, better growth, and improved profitability?
2. Do you think participation is a good motivating method? Why?
3. Can you name five ways to motivate employees?

Section A Team Reward



You want your team to be more than simply a bunch of individuals. So how do you achieve that end? Today, companies no longer need to prove that teams can generate great gains in productivity and quality. They widely employ special-project, cross-functional, ad-hoc teams to find ways to cut costs, develop new products, realign production processes, and engage in all sorts of problem-spotting and -solving activities. But whether and how to share the financial gains with workers: Should teams be compensated? In this day of pay-for-performance, the answer seems obvious. But do you pay them as individuals or as a group? The solution hinges on the answer to another question: Which way will make teams perform better?

There are three most effective ways for team rewards.

No. 1: Recognition

Money isn't everything, even when you're rewarding teams, and managers and consultants agree that the various other ways of saying "thank you" constitute the best incentive over the long run. You can select from the many forms of non-monetary recognition—small gifts, vacation trips, and dinners with company officers. But, above all, give with sincerity. That is why, perhaps, some managers find it easier to pay someone in money. They can't muster up a genuine sense of closeness to the recipient in expressing appreciation for his performance.

When managers do try to give recognition, they may fall into the same traps again and again. If they give an outing to a ball game as an award, for example, they may be overlooking the fact that not everyone likes ball games. And they may fail to ensure that someone from management acts as a personal host—another important ingredient. A little investigation into an individual's tastes and backgrounds will help you select the most meaningful forms of recognition.

The where and when of granting recognition is all-important, too. If you give the right recognition but do it two months late, you shoot yourself in the foot. You have to give people recognition in a way that they feel is timely and make sure you don't do it only in public or the guy is going to view you as **grandstanding**. You first have to give the recognition in private, then in public.

What worked best was recognition and celebration. Recognize the team. Let the team members speak to management or the whole plant and tell how they organized, how they **implemented** their idea, what results they had.

Over the long haul, recognition is the best form of compensation. People value each other and their relationships. People want to know they're valued by the company. You've got to celebrate a team's success. Create an event. Shut down the plant. But be sure you're sincere.

No. 2: Participation

Sometimes after-the-fact recognition may involve money—not enough to change a person's living standards but, rather, a gift of appreciation. Monetary awards have significant achievements, but team members are not the only ones **eligible** for them. On a team or not, people are recognized for their individual performance.

But hundreds of managers can tell you from experience that expressing recognition in monetary terms invites complaints. Take the case of an international team made up of a half-dozen people representing different businesses from different regions. When they successfully completed their project, the organization decided it would give each individual a \$1,000 after-tax bonus. Three of the six members felt the money was unnecessary. "We've already had the satisfaction of being on the team, having the recognition of being able to report back to the senior staff." They said another key reward had been the opportunity to travel to different regions of the world as they were doing their work.

These people were further disturbed by the fact that, irrespective of the level they were in the



organization, each received the same dollar amount. “We want to be rewarded for the effort we put in as individuals,” they said. Treating members as a block of interchangeable parts is not good. We’ve got to focus on the individual and how the individual is performing within that team. People don’t want to be rewarded for team results; they know some pull more weight than others.

Management needs to be careful about anything that may be viewed as “buying.” If I’m stuck on the side of the road and you stop and help me change a flat tire, and I give you \$10, you are insulted. But if I send your wife a bouquet of flowers, you are complimented. On the other hand, some people assume that anything done in the workplace is a tradeoff for money. An often-heard complaint from persons who receive an award is like this, “We saved the company millions and they gave me only a thousand.” When you encounter this kind of thinking, be especially careful to divorce good performance from dollars and find other ways to say “thank you.”

Management often overlooks the powerful **intrinsic** rewards that come from team participation and being part of the corporate decision-making process. Recognize that team participation takes people to new heights—a step up psychologist Abraham Maslow’s hierarchy of needs toward fulfillment in non-monetary terms. As much as people may want or need money, receipt of dollars after doing a good job can sometimes strike a sour note. Industrial psychologist Frederick Herzberg pointed out nearly four decades ago that people make comparisons about who got what, and dollars can become non-satisfiers.

No. 3: A collective sense of responsibility

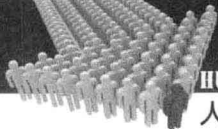
Corporate life would be so much easier if every worker were an island. Just give each individual a job description and an appropriate pay package, right? Compensation specialists will tell you it’s not that easy, and the growing use of teams makes motivating people through pay even tougher. What will make your stars shine yet keep the supporting players involved in the project?

Let’s cut to the chase: Do you motivate a team by a collective reward, or do you try to motivate individual by individual?

Well, the question I always ask is: What kind of team is this? Is it a soccer team where we constantly play off against each other? Or is it a golf team, where we add up the individual scores at the end of the day? If it’s a highly interactive team, you’re probably better off rewarding the team as a whole. You might want to recognize a “most valuable player” with an extra award. Or use a group process which is tricky where group members decide on different rewards for different members. Something similar to the way sports teams have the players divide shares of playoff bonus money.

Let’s take for example a group of salesmen who have a territory but basically have individual accounts within that territory. If you say there’s going to be a bonus plan for the territory as a whole, you cause the team members to lose line of sight for their compensation system. There’s a less direct connection between what each team member does and what he’s rewarded for.

Going back to the highly interactive team, how do you rate the contribution of the individuals who form the team? Or would the peer-assessment process handle that for you? In many team environments, the



only well-informed judges about each other's performance are other team members. Usually no one else sees the individuals' performance. Others see the performance of the team as a whole in the end product, but they don't see the contributions of individuals that led to that end product. So you almost have to go to some form of peer-rating system.

Peer rating also usually handles the problems of poor performers on the team. The argument goes that if you have a system that individualizes the reward, you're happy to have the team **slowpokes** just tag along because they'll get their just desserts in the end—nothing. The more valuable contributors will get theirs. That's what typically happens when the members of the team do some sort of peer rating. You might have the project manager look the team over and say, this person did or didn't contribute, but ideally, the team divides the money.

In terms of compensation, is there a distinction between a permanent team and an ad-hoc or project team? Very definitely. The easiest teams to deal with are permanent teams. You just build team compensation into the normal job description or role description. You can study the skills that are needed and put a compensation plan in place. Regardless of the type of team, do you pay for results or activities? Do you pay teams that take risks and fail for their efforts?

There are really three ways you can reward teams. You can reward individuals for what they contribute to the team. That's probably the most common thing that goes on in the United States right now. Next is to reward the team as a whole for a performance. But as for the third one, more and more firms are going to end up saying "We can't do this." When people are on five or six teams, trying to track what each team member did or didn't do is almost impossible—unless you want to build an incredible database that tells you that Joe spent 25 percent of his time on this team, 15 percent on that, two of his teams folded during the year, three more started up. At the end of the year you say, "How do we reward Joe?" It's an administrative nightmare. A lot of organizations like the Motorola and the HP pay people for the success of the business that they're in and give them stock and individual pay based on measures of their competencies, capabilities, and skills.

Earlier you used the phrase "line of sight" when talking about team compensation. How does that tie in with managing a team's performance? Teams perform best when the head of the team has reward power over members for the time they work together. If the primary reward power rests back at the home base, people don't make the effort and commitment to the team that they need to make. They're always looking back at their functional boss and saying, "Gosh, if I give in on this point, what will my boss in marketing say?" So that's a very relevant issue, and it needs to be clear to the team members that the project manager has that reward power from the beginning of the team activity.

What about non-monetary rewards? Things like dinners, trophies, and tickets to concerts or ball games? Do you think those things motivate team members as well as or better than cold, hard cash? By and large, people who manage rewards for teams are much more favorable toward non-financial rewards than are team members. It turns out they cost less than financial rewards. But you've got to be careful when somebody tells you what somebody else wants.



That said human beings differ a lot in what they value. Some people would rather have a dinner honoring their team, be congratulated by the CEO, who says, “This is the greatest team we’ve ever had.” There are people who would rather have that event than a \$5,000 bonus. No question about it. How many there are is an interesting question.

Particularly, the whole history of the quality-circle movement was built on non-financial recognition. People got a kick out of the T-shirts, hats, and newsletters with their pictures in them. Which brings us back to motivating the individual team member?

One issue you’ve got to look at in this whole area is national culture. In the United States we have an individualistic national culture. If you ask people on teams what they think is fair—being rewarded as a team, or being rewarded as individuals—they typically say, “Both. Why should I give up one?” In other places in the world, particularly in Asia, people are much more comfortable saying, “We’re all in this together, we ought to all sink or swim together.”

Team-based organizations work best if you get a collective sense of responsibility. You want your people saying, “I’m responsible for what I do, but I’m also responsible for what you do. And I need to encourage you; I need to criticize you if you’re not doing anything.” So the question sometimes of paying teams is, do you go with the national culture? Or do you go with what would be indicated by the structural nature of the team that you’re trying to create? That’s the challenge for corporate.



Joyful Moment

Salary Negotiation

Reaching the end of a job interview, the human resources person asked a young applicant fresh out of business school, “And what starting salary are you looking for?” The applicant said, “In the neighborhood of \$125,000 a year, depending on the benefits package.”

The interviewer said, “Well, what would you say to a package of five weeks’ vacation, 14 paid holidays, full medical and dental, company matching retirement fund to 50 percent of your salary, and a company car leased every two years, say, a red Corvette?”

The applicant sat up straight and said, “Wow! Are you kidding?”

And the interviewer replied, “Yeah, but you started it.”

Section B Diversity Can Benefit Organizations



When recruiting candidates for a job position, managers should not discriminate based on factors that are unrelated to potential job performance. First, discrimination is illegal. Second, discrimination many



reduce the efficiency of the employees in the workplace.

While the U.S. federal laws can penalize firms for discriminating, many organizations now recognize the potential benefits of a more diverse workplace. These firms strive for diversity not just to abide by the laws, but because it can enhance their value.

Diversity can benefit firms in three ways. First, studies have shown that employees who work in a diverse workplace tend to be more innovative. Second, employees in a diverse workplace are more likely to understand different points of view and are capable of interacting with a diverse set of customers. The proportion of a firm's customer base that consists of minorities will continue to increase. Third, a larger proportion of eligible employees will be from minority groups in the future.

Data from the U.S. Census Bureau illustrate how the number of minority customer and eligible minority employees has grown and will grow in the future. During the period 1990—2000, the white population in the United States increase by 3.4 percent; the African-American population increased by 16 percent; the native American population, by 15 percent; and the Hispanic population, by 50 percent. Thus, the U.S. population growth is heavily dominated by minority groups. Together, these three minority groups represent 25 percent of the U.S. population now, and by the year 2050, they are expected to represent 38 percent.

By the year 2025, minority groups will in **aggregate** represent the majority of the population in some states. The total college-age population in the United States is expected to grow by 16 percent by the year 2015, and minorities will account for 80 percent of this growth. Hispanics will account for half of the growth in the minority college-age population, while African-Americans and native Americans will make up the reminder. Thus, firms that create a diverse workplace will be able to match the more diverse customer base that will develop over time and will have better access to the pool of eligible employees.

Some of the firms like McDonald's and PepsiCo have made much progress in establishing a more diverse workplace. These firms not only have recently hired minorities, but also have achieved diversity among their managers, and even among their board members. These firms demonstrate that diversity in the workplace can be accomplished and that firms with diverse sets of employees can be successful. Some of the largest firms in the United States, including Merrill Lynch, American Express, and Symantec, now have minorities serving as Chief Executive Officer (CEO).

Firms in the United States have also been making efforts to hire and promote more women. Women now occupy about 46 percent of all managerial and administrative positions in U.S. firms. In addition, they hold about 14 percent of all Board member position. These percentages are much higher than those in most other countries.

A survey of human resource managers conducted by the Society of Human Resource Management found that 85 percent of the managers surveyed expect to see more opportunities for women in the future and 79 percent expect to see more opportunities for minorities.

Let's see two very successful companies: PepsiCo and IBM.



PepsiCo

In 2006 Indra Nooyi took the helm as CEO of PepsiCo, the largest American company by market capitalization to put a woman in charge. Given Pepsi's culture, that is no surprise. It is well known that diversity programs cannot succeed without commitment from the organization's top executive. Nooyi's predecessor, CEO Steve Reinemund, was certainly committed. He enforced aggressive hiring and promotion rules. Half of all new hires at Pepsi have to be either women or ethnic minorities. And managers now earn their bonuses, in part, by how well they recruit and retain them. Today, 25 percent of Pepsi's managers are women, up from 22 percent four years ago, and six of its top 12 executives are now women or minorities.

The diversity push is part of Pepsi's game plan to understand better the **disparate** tastes of new consumers as it continues to expand globally. To do that, it needs to tap the cultural and creative skills of a variety of employees and to sue those skills to improve company policies, products, and customer experiences. The Latino Employee Network at Frito-Lay, the snack-food division of PepsiCo, did just that. During the development, members of the network provided feedback on the taste and packaging to help ensure that the product would be regarded as authentic in the Latino community. Their insight helped make the guacamole-flavored Doritos one of the most successful new-product launches in the company's history, generating more than \$100 million in sales in its first year alone.

IBM

In 2010, Diversity Inc. named IBM the number one company for global diversity, and the company has made *Working Mother* magazine's list of 100 Best Companies for Working Mothers for more than 15 consecutive years, and is a member of the magazine's Hall of Fame. It continues to set lofty standards by researching new programs and policies, expanding and improving old ones, and extending such efforts worldwide. In keeping with its mission of becoming "the premier global employer for working mothers," IBM offers dependent care in 42 countries, and has spent \$263 million on dependent care since 1983. Its Global Partnership for Workforce Flexibility sponsors pilot projects on alternative work arrangements and examines cultural barriers.

In the United States, no company can top IBM's leave for childbirth, which gives mothers six weeks of paid leave; mothers and fathers are both eligible for three years of unpaid, job-guaranteed time off with benefits. (However, if business needs require it, parents may be asked to come back part time after one year.) With a dependent-care fund of \$8.3 million, IBM also ranks high on child care, supporting three on-site and 68 near-site centers—where employees' children have priority access—and more than 1,600 family child-care homes. If parents want to phase back gradually, they can reduce their work hours and take intermittent breaks during that three-year period. The company also offers a virtual support group for employees taking care of elderly parents.



Joyful Moment

Day Off, a Boss's Perspective

So, you want the day off?

Let's take a look at what you are asking for.

There are 365 days per year available for work. There are 52 weeks a year in which you already get 2 days off per week, leaving 261 days available for work. Since you spend 16 hours each day away from work, you have used up 170 days, leaving 91 days available. You spend 30 minutes a day on a coffee break. That accounts for 23 days each year, leaving only 68 days available. With one hour for lunch period each day you use up another 46 days, leaving only 22 days available to work. You normally spend 2 days a year for sick leave. This leaves you only 20 days available for work. We are off for 5 holidays per year, so your available working time is down to 15 days. We generously give you 2 weeks off for vacation per year. This only leaves 1 day available for work.

And I'll be darned if you're going to take that day off!!

Section C Thirteen Phrases You Should Never Say in the Office



In speaking with hundreds of executives and senior leaders over the past twenty years, certain phrases consistently come up as career-limiting phrases that **jeopardize** one's professional image and potential for promotion. To the speaker they may seem like harmless words, however, to the listener they reveal a more critical issue: In a workplace where employers must be cutting-edge, competitive, and cost-effective, employees who use these phrases will likely be replaced with those who convey a more positive attitude, collaborative spirit, **proactive** behavior and professional **demeanor**. Here are 13 phrases that should be banned from the office:

1. *"It's not fair."*

She got a raise, you didn't. He was recognized, you weren't. Some people have food to eat while others starve. Injustices happen on the job and in the world every day. Whether it's a troubling issue at work or a serious problem for the planet, the point in avoiding this phrase is to be proactive about the issues versus complaining, or worse, passively whining. Instead, document the facts, build a case, and present an intelligent argument to the person or group who can help you.

