

《商战英语阅读》丛书

治企业， 莫让企业治你

|(美)琳达·雷·弗兰西斯 著 陈雅莲 节译|

Run Your Business so it doesn't Run You

《治企业，莫让企业治你》——
为创业者提供商战指导
为SOHO一族提供理论与案例借鉴
为中小企业管理者提供商业社会小百科



科学出版社

www.sciencep.com

★商战英语阅读★

RUN YOUR BUSINESS SO IT DOESN'T RUN YOU

治企业，莫让企业治你

(美) 琳达·雷·弗兰西斯 著

陈雅莲 节译

科 学 出 版 社

北 京

图字:01-2008-1059 号

Run Your Business So It Doesn't Run You

© 2000 Linda Leigh Francis

First published in English by Borah Press under the title *Run Your Business So It Doesn't Run You* by Linda Leigh Francis. This edition has been published by Science Press under license from Borah Press.

All Rights Reserved.

This edition is authorized for sale only in the People's Republic of China.

内 容 简 介

作者采用幽默而辛辣的语言和大量事例,介绍了包括领导和管理、计划、销售、人事、财务等多方面的经营管理小知识。旨在使读者体会如何作为事业的主动者,而不是被动地被事业牵着走。本书旨在面向众多的创业者、小企业管理者及自由职业者,在相对自由、系统性较弱的环境里,帮助读者更快地掌握管理的系统性思维。

图书在版编目(CIP)数据

治企业,莫让企业治你 = *Run Your Business So It Doesn't Run You*: 英文/ (美)琳达·雷·弗兰西斯 (Francis, L. L.), 著. —节译本. —北京: 科学出版社, 2008

(商战英语阅读)

ISBN 978-7-03-022021-9

I. 治… II. 弗… III. ①英语 - 语言读物②企业管理 - 经验
IV. H319.4; F

中国版本图书馆 CIP 数据核字 (2008) 第 071749 号

责任编辑: 胡升华 张懿璇 / 责任校对: 曾 茹

责任印制: 钱玉芬 / 封面设计: 张 放

科 学 出 版 社 出 版

北京东黄城根北街 16 号

邮政编码: 100717

<http://www.sciencep.com>

骏 杰 印 刷 厂 印 刷

科学出版社发行 各地新华书店经销

2008 年 6 月第 一 版 开本: B5 (720 × 1000)

2008 年 6 月第一次印刷 印张: 13 3/4

印数: 1—5 000 字数: 385 000

定价: 26.00 元

(如有印装质量问题, 我社负责调换〈环伟〉)

Praise for Linda Leigh Francis

对本书及其作者的评论

“A GREAT READ! Linda is an astute business person whose method of teaching is laced with humor and insight. Her book is the best I’ve read on common sense solutions for your business. It’s loaded with wise and practical methods of making your way in this fast paced, sometimes befuddling business world.”

一本好书！这本书是我见过的最好的大众商业书籍，既有智慧的点子，又有通向捷径的方法。

— Sue Salinas, Executive Director,
Sonoma County Executive Association

“Over the course of two years, Linda Francis coached me on the principles outlined in her book. I have wished since then that I had a handy resource that I could refer to when the going gets tough. Thanks to you, Linda, for putting it all in writing in one place.”

在两年的课程中，琳达教给我们这本书中的主要理念。谢谢琳达把它们公之于众，我很高兴看到它们出版。

— Dave Carter, Owner, Great Harvest Bakery

“Linda has taught the class that is the basis of this book at the Builders Exchange since 1991. In this time she has educated over 100 construction companies — on how to run their companies successfully and profitably. It’s all here in her book.”

琳达从 1991 年起将这本书的基本思想教给学生，至今她已经为超过 100 家企业提供了教育服务，指导他们如何成功和获利。她的经验全在这本书中。

— Larry Dashiell, Owner, Summit Electric
and President of North Coast Builders Exchange

“I am delighted that Linda has put her course into book form. The ‘Time Management’ segment was worth the whole course for me. It helped me establish priorities and organize my life and business in a way that increased my earnings considerably. I continue to refer to my notes and to use them as a refresher course on an annual basis.”

Praise for Linda Leigh Francis 对本书及其作者的评论

我很高兴琳达将她的课程汇编出版。其中“时间管理”的部分是我认为最有价值的。不仅仅使我有效安排工作，更让我有效安排生活。

— April Tweddell, GRI, Co-Owner, Pacific Properties.

“Linda’s book is a straightforward and sensible business approach that gives you the strategies you need to run your business, simply and effectively. We know. We did it!!!.”

琳达的书将商业成就变得简单易懂，使读者能够简单有效地治理企业。在她的指导下，我们成功了！

— Art and Mary Crane, Crane and Son Plumbing and Heating

“Running a retail business requires making tough decisions every day. This book is like having a business consultant at your fingertips. It is a constant resource on my shelf. It’s so reassuring to have simple direct answers to the everyday questions. It is must reading for every manager who wants to improve their business while improving their lives.”

这本书就像手头上的顾问一样，帮助我在商业活动中做决策。这是一本日常商业领域的常备参考书，值得每个想在生意和生活中做出成绩的管理者阅读。

— Nancy Hensley, Manager Real Goods Retail Store
at the Solar Living Center, Hopland CA.
“The Country Store of the Future.”

“This book is an excellent practical guide for starting or growing a business. I strongly recommend it as a ‘must read’ for those who are in business or about to start a new venture. It offers a step by step plan for being organized and being successful. Many of us are searching for ways to improve our businesses and the economic health of our communities. I recommend this book as a good place to begin the search.”

这是一本优秀的实战指导，尤其是对于初涉商场的人来说。我们都从这本书中找到了让生意越做越好的经验。

— Patti Campbell, Fourth District Supervisor, Mendocino County

“One of the biggest advantages to Linda’s seminars was identifying and systematizing what is incredibly obvious, but is always overlooked. Specifically, I am referring to the job descriptions being intricately tied to the performance review. That service was worth enough to pay for the entire

Praise for Linda Leigh Francis 对本书及其作者的评论

consulting contract I had with Linda. You will find specific details on how to make this program work inside.”

我要特别推荐书中的职业描述部分，与商业实践有多种联系。这是我和琳达学到的最重要的一课。你也将从这本书中找到合适的实践方法。

— *Richard P. Selzer, Realty World-Seizer Realty*

Contents

目 录

Introduction	1
写在前面	
Chapter 1 You and Your Business	
第一章 你和你的企业	
Small Businesses are Growing.....	7
成长中的小生意	
Do You Know the Difference Between an Owner and a Worker?.....	8
你是否知道雇主与雇员的区别?	
Your Job Description as an Owner.....	9
雇主该做的事	
Your Leadership Role.....	12
领导者的角色	
Make Sure the Business Meets Your Needs.....	13
确信企业能满足你的需要	
Your "TO DO" List.....	14
现在就做	
Chapter 2 Do You Have the Time?	
第二章 你有时间吗?	
What is Time?.....	17
时间是什么?	
Setting Your Goals.....	19
设定目标	
Your Basic Time Management Principles.....	20
最基本的时间管理原则	
"TO DO" List: Managing Your Time #1.....	26
现在就做: 管理你的时间 #1	

Chapter 3 Time Management Techniques You Can Use

第三章 实用的时间管理技术

Your Brain and Your Perfect Week.....	27
大脑中的约会计划和你的完美一周	
Yes, You Can Delegate!.....	31
开始分派任务	
Is Procrastination Your Problem?.....	34
你是否有延迟耽搁的问题?	
Making Your Meetings Work.....	36
充分利用会议	
Making Telephone, Fax, and E-mail Work for You.....	40
充分利用电话、传真与 E-mail	
Paper Handling.....	41
纸上功夫	
Interrupt Interruptions.....	43
排除干扰	
Rearrange Your Office.....	45
整理办公室	
Finally.....	45
最后一步	
"TO DO" List: Managing Your Time #2.....	45
现在就做: 管理你的时间 #2	

Chapter 4 Understanding and Using Your Financial Information

第四章 财务信息的理解与应用

True Confessions.....	47
真心坦白	
Choosing an Outside Accountant.....	48
选择外聘会计	
Why Your Numbers are Important.....	49
数字的重要性	
Your Balance Sheet.....	50
资产负债表	
Ratios.....	53
比率	
Your Profit and Loss Statement.....	54
你的盈亏账目报表	

Understanding and Using the Gross Profit Margin to Manage Your Business.....	57
理解并使用毛利率来管理你的企业	
Problems to Solve.....	60
需要解决的问题	
Your Annual Budget.....	62
年度预算	
Your “TO DO” List: for the Next Three Months.....	67
现在就做：三个月的任务	
Chapter 5 Cash is King	
第五章 现金为王	
Sales do not Mean Money in Your Hand.....	69
销售额并不意味着你手中的现金	
Cash Flow Projections.....	70
如何规划现金流	
Aging Reports.....	73
账龄分析	
Job/Product Costing.....	74
工作 / 产品成本计算	
In Summary.....	76
结论	
Your “TO DO” List: Forevermore.....	78
现在就做：坚持下去	
Chapter 6 Planning Your Future	
第六章 规划未来	
Why You Need to Plan.....	79
为什么要规划	
Before You Start Your Planning There are a Few Things You Need to do... ..	80
在开始规划之前，需要做几件事	
Your Planning Process.....	86
规划的过程	
A Real Life Example of Why You Should Plan.....	94
关于怎样计划的实例	
“TO DO List: Your Plan for Planning.....	96
现在就做：为计划而做计划	

Chapter 7 Opening Your Books With Open Book Management

第七章 用财务资讯共享管理来公开你的账簿

An Overview: Is This for You?..... 99

概述：适合你吗？

Resources Available to You..... 102

一些有用的资源

How You Get Started and How You do it..... 102

怎样开始？怎样进行

In Summary..... 108

结论

“TO DO” List: Open Book Management..... 109

现在就做：财务资讯共享管理

Chapter 8 Who do You Need?

第八章 你需要什么样的人？

Your People Make it Work..... 111

发挥人的作用

Creating Your Organization Chart..... 115

制定组织图表

Creating Your Job Descriptions..... 117

工作描述

“TO DO” List: Getting to the People You Need..... 121

现在就做：得到你需要的人

Chapter 9 Finding the Right People

第九章 找到最优人选

Your Hiring Practices..... 123

用人习惯

Your Hiring Procedure..... 124

雇用程序

You Can do Great Interviews..... 129

你可以进行极棒的面试

“TO DO” List: What it Takes To Find Great Employees..... 133

现在就做：找到好员工的必要条件

Chapter 10 Keeping the Best of the Bunch**第十章 保持团队的最佳状态**

Your New Employee Orientation.....	135
新员工的定位	
How to Pay Your Employees.....	139
怎样付酬	
Other Ways to Compensate Your Employees and Why.....	142
为什么也要有其他报酬	
Doing Your Performance Reviews.....	145
回顾你的表现	
Creating Your Own Evaluation Tools.....	145
建立自己的评价工具	
Conducting the Performance Review.....	154
行为评定的管理	
How and When to Give Your Employees Raises.....	157
加薪的时间与方法	
Training.....	157
培训	
"TO DO" List: What it Takes to Keep Great Employees.....	161
现在就做：留住好员工的必要条件	

Chapter 11 Keeping Your Company Legal**第十一章 维持公司的合法经营**

Your Personnel Policies.....	163
人事政策	
Your Personnel Files.....	166
人员档案	
How to Discipline and Terminate an Employee.....	168
怎样惩戒和解雇员工	
Your "TO DO" List: Staying Legal.....	172
现在就做：合法经营	

Chapter 12 Now You Have to Sell it**第十二章 现在开始销售！**

Who? Me? I'm Not a Salesperson!!.....	175
谁？我？我不是推销员！！	

Moments of Truth.....	177
真实的时刻	
What Makes a Star Salesperson?.....	177
怎样成为星级销售者?	
The Selling Process.....	179
营销的过程	
Determining Need.....	181
明确需求	
Building Value and Creating Desire.....	182
构建价值和需求体系	
Making the Sale.....	182
开展营销工作	
Your Sales “TO DO” List.....	184
现在就“销”	
Chapter 13 Taking the Leap	
第十三章 达到顶峰	
It’s Your Attitude that Makes the Difference!!!.....	187
态度造成差异!!!	
An Approach.....	190
一条捷径	
One Last True Confession.....	192
最后的真诚告白	
Time for You to Take the Leap.....	193
让你达到顶峰的时间	
“TO DO” List: Taking the Leap!.....	193
现在就做: 达到顶峰!	
Glossary.....	195
术语表	
Bibliography.....	201
供进一步阅读的参考资料	
About the Author.....	203
作者简介	

Introduction

写在前面



To a weary horse, even his tail is a burden.

对于疲倦的马来说，尾巴都是负担。

—Czech proverb

捷克谚语

Sue and Steve Baker have taken care of the heating, cooling and plumbing problems in their small town for over 15 years. Their yellow page ad informs customers they've been "In Business for over 50 Years", because Steve's dad founded Baker and Sons that many years ago. When the old man retired, Steve and his wife took over the helm.

At first, the company provided the Bakers and their six employees with a decent living, but running the busy service company soon became all work and no play. Sue and Steve began wondering if they were really getting ahead or just treading water. Running the office consumed all of Sue's time, and because Steve was so busy doing service calls, he barely had the time to do estimates. They couldn't even think about changing-over to the latest technology or doing ongoing employee training. To make matters worse, some of Sue and Steve's employees made as much money as they, and the employees didn't take any work home with them at night!

15年来，Sue 和 Steve Baker 一直很关心他们小镇的热力、降温和水暖问题。他们的黄页广告告诉消费者他们“在业界已经有 50 年之久的历史了”，因为 Steve 的父亲许多年前就开办了 Baker and Sons 公司。当这位老人退休之后，Steve 和妻子接管了公司。起先，公司为 Baker 夫妇和六位员工提供了不错的生活条件，但是，不久之后经营这样的繁忙的服务公司成为全部的工作，并且没有收入。Sue 和 Steve 开始怀疑他们是否获得成功或者仅仅是初步涉及。管理办事处占用了 Sue 所有的时间，而且因为 Steve 总是忙于争取服务业务，所

Introduction 写在前面

以他几乎没有时间做一些评估工作。他们甚至不能考虑引进最新技术或者培训员工。而更糟糕的是，一些员工的报酬与 Sue 和 Steve 的一样，而且晚上员工不需要带任何工作回家！

Then one dreadful day, a long term employee called in and quit, just like that. To make matters worse, he was their nephew. "Your business is so disorganized," he said. "Why, I can do it better myself." And in fact, he was going out to do just that.

终于，可怕的一天到来了，长期合同的员工集体辞职，以及诸如此类的事件。更坏的事情是，他们的侄子对他们说：“你们的经营太混乱了，为什么呢，我自己能干得更好。”而实际上他也辞职了。

Sue and Steve were stunned. "He never even complained," Sue said. "He never told us anything was wrong."

Sue 和 Steve 被这一打击弄得目瞪口呆，Sue 说：“他甚至从未抱怨过，他从未告诉我们哪些事情是错的。”

Steve chimed in, "He's my nephew, where's his sense of loyalty? Besides, he's a plumber. He doesn't know how to run a service business. He'll ruin us both!"

Steve 附和道：“他是我的侄子，他的忠诚感在哪里呢？此外，他是一名水管工人。他不知道如何经营一家服务公司。他会使我们都破产的！”

"He's right about morale though," Sue remarked. "Everyone is so down. I thought owning a business was going to be fun. What went wrong? Why are we working so hard and getting nowhere? We deserve better than this." Sue 补充道：“虽然他对于士气的看法是对的，但是，每个人都会有情绪低落的时候。我认为开办公司将会是有趣的事情。哪里出了差错呢？为什么我们如此努力工作还是毫无结果？我们的状况应该比现在好啊。”

Steve and Sue are not alone. Thousands of business owners and managers work long hours, earn meager profits or sustain mounting losses, endure unreliable employees, and suffer burnout and fatigue. They are great at their skill or trade and produce great products and services, but they finally give it up, because it all becomes just too much.

Sue 和 Steve 碰到的并非个案。数以千计的公司所有者和管理者都会工作很长时间，获得的利润很少或者持续亏损，忍受不可靠的员工，以及经受疲惫不堪。他们都十分擅长技术或者贸易、生产大宗产品和服务，但是，最终他们都放弃

了，因为情况都变得太糟糕了。

Fortunately, Sue and Steve decided to do something about their problems. They knew they had to do things differently, and they were determined to succeed. They decided it was time to *run their business so it didn't run them*. 幸运的是，Sue 和 Steve 决定解决他们的问题。他们知道必须做一些不同的事情，而且他们下定决心一定要成功。他们决定了什么时机经营公司，同样也决定了什么时机不经营公司。

In my seminars and consulting relationships I have met hundreds of people like Sue and Steve. They've told me that they wished they'd had the information contained in this book years ago. I wrote this book for them. I want to reach them before they spend any more sleepless nights worrying about whether their employees have security or their enterprise has any kind of future at all.

在我的研讨会和咨询业务中，我见过成百上千的像 Sue 和 Steve 这样的人。他们告诉我许多年前他们就希望从这本书中获得所需的信息。这本书是为他们而写的。我希望：在他们更多的夜晚无休无眠地担心员工是否安全可靠或者他们的企业有什么样的前景之前，能够与他们取得联系。

Even though writing this book took a lot of time, energy, and dedication, there was no stopping it. I kept seeing the looks of anguish on the faces of Sue and Steve when they registered for one of my seminars. I knew that with a little direction from me, and a great deal of diligence on their part, they could turn their business around and enjoy life. So can you.

即使写作本书花费了大量的时间、精力和奉献，这项工作也不会停止。我一直记得 Sue 和 Steve 在登记注册我的一个研讨会时他们脸上所露出的痛苦和苦恼。我相信从我这里获得了一点点指导，再加上他们自身不懈地努力，他们会扭转经营状况，并且快乐生活。你们每个人都可以做到。

I've had the privilege of working with plumbing contractors and tile contractors, manufacturers and engineers, energy experts and electricians, Realtors, roofers, retailers, insurance agents, auto repair people, accountants and employment counselors, and builders and bakers. I have seen highly skilled people working in chosen professions enjoying the fruits of their labor.

我与管道承包者和砖瓦承包者、制造商和工程师、能源专家和电学家、房地产经纪、人、屋面工、零售商、保险代理人、汽车维修人员、会计师和雇佣顾问，

以及建筑商和面包师等都有合作的特权。我见到过许多技艺高超的人在所从事的行业中享受自己的劳动成果。

I have also met fine people working *too* hard, who are not smiling enough nor having enough to show for their years of labor. I have met people who felt used, abused, and unappreciated by their employees, people without enough time to enjoy their families, friends, spouses, and hobbies, and people stressed-out and burned-out.

我也遇到过许多出色的人工作太辛苦，他们很少有笑容，也没有足够重视自己多年的工作。我认识一些人，员工认为他们过时、虐待和不受欢迎的，这些人没有充足的时间陪伴家人、朋友、配偶，也没有充足的时间发展业余爱好，他们的压力过重，而且疲倦不堪。

By identifying problems and applying solutions learned from my workshops and consulting relationships, people like Sue and Steve experience “aha’s!”, the light going on, the smiles returning, and the energy and fun coming back to them and their business. They enjoy increased profitability, form partnerships with their employees, and see control returning to their lives and business. Most important, there is once again joy, fun, and camaraderie. 通过确认问题和应用在我的研讨会和咨询中学习到的解决方法，像 Sue 和 Steve 这样的人们都有茅塞顿开的经历，光明来临，笑容重现，精力和乐趣重回到他们的生活和事业中。他们收获了不断增长的利润、与员工正式的合作伙伴关系，并且能够重新掌控自己的生活与事业。最重要的是，他们又一次地体会到喜悦、快乐和友情。

What made the difference? They are great at their skill, producing their product, and supplying their service. What had been missing was how to manage the business of their business. They learned how to manage their time and their people, understand their financial information, and make a plan for where they wanted to be. Instead of constantly reacting, they learned how to create their future by being proactive in their actions. They began to make choices that worked for them. *Instead of reacting to what they got, they began going after what they wanted.*

什么造成了不同呢？他们都很擅长技艺、生产产品和提供服务。他们所缺失的是如何管理企业。他们学习了如何管理时间进程和员工，理解了金融信息，并且制定了计划。不依赖于咨询，而是掌握如何主动开创自己的未来。他们开始做出选择，并且实施计划。不是对所拥有的被动反应，而是他们开始追逐想要的。

These people chose to take the time to learn how to manage their business, and then they *applied* what they had learned.

这些人选择花时间来学习如何管理他们的公司，然后他们就能在实践中应用所学。

Learning how to manage your business will take time, energy, diligence, and discomfort. The results will pay you back for your efforts many times over. There will be times you don't think you can make the changes. But, what do you really have to lose? The headaches, the heartaches, and the heartburn? 学习如何管理企业是需要花费时间、精力、有奉献精神和经受困苦的。而付出了这么多，所得的结果会加倍奉还。这将是你不能想象地为你带来超值改变。但是，你确实需要失去什么？烦恼，伤心，还是嫉妒？

What do Sue and Steve have now? In four years their business has almost doubled in size. More important, it has increased its profitability. What they take home, their personal draw, has doubled. They now have ten employees. Sue manages the business more easily, and Steve now has the time to do estimates and to train employees. Their employees have learned what makes the business profitable and are all pulling in that direction.

现在 Sue 和 Steve 如何了？四年间，他们的公司规模差不多扩大了一倍。更为重要的是，他们的公司增加了利润。他们所积累的财富和个人的优势都翻了一倍。现在他们有十名员工。Sue 管理公司更加轻松，Steve 也有时间进行评估和训练员工。他们的员工学到了如何增加公司效益，并且都朝着这个目标努力。

However, the biggest difference is that Sue and Steve are in control and having a ball.

然而，最大的不同在于 Sue 和 Steve 能够掌控全局，并且非常开心。

I designed this book to be a tool for managing your business, because I want your business to meet your needs. More detailed and extensive books on business management are available, but my goal is to give you information in such a way that you can use it immediately to get control of your business and your life. Once you implement what is in this book, you might even have the time to read some books. I've listed some great ones in the bibliography. 我将这本书设计成管理企业的一项工具，因为我希望你的企业能够满足你的需要。更详细的、范围更广的书籍可以获得，但是，我的目标是提供给你可以立即应用于掌控企业和生活的信息。只要你实施这本书所介绍的方法，你甚至可