

趣·谈·英·语·系·列

[英] 约翰·考蒂斯 著
钟红英 译

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Bluff Your Way
in Management

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趣谈英语系列

管 理 秘 诀

Bluff Your Way in Management

约翰·考蒂斯 著
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INTRODUCTION

Management has many facets. It is about style, techniques, theories, functions, tools and leadership. How can you grasp them all? Fortunately you do not have to.

The essence of bluffing is to retain control of a situation, or at least your position in it, without enough data, assets or power to justify that retention. That, as it happens, is also the essence of management.

In some ways management should need no introduction. Most people who delve into this book are exposed to it in one way or another. Even if you are not an employee, every aspect of daily life results from somebody managing something. You may not notice this, because it is only mismanagement which forces itself upon your attention. Late trains? Management failure. Lost post? Ultimately management failure. Industrial action? In the final analysis it usually arises from management failure, now or long past. We are all affected.

It follows that the readership may include hereditary managers, real managers, bluffers, victims and their various spouses. Some are born managers, some achieve management and some have management thrust upon them. You should be profoundly suspicious of those who believe they were born managers, unless their fathers owned the place. Hereditary managers are instantly recognisable by their total ignorance of management,

引 言

管理涉及许多方面,诸如风格、技术、理论、职能、工具和领导才能等。你怎么可能掌握所有这些呢?幸运的是,根本不需要。

牢牢控制局势,或者至少维持你在其中的地位,即使没有足够的资料、资产和权力的支持。这便是取巧的秘诀,恰恰也是管理的精华所在。

从某种意义上来说,管理本无需介绍。许多钻研这本书的人早已通过这样或那样的途径接触了管理。即使你不在某公司上班,你也会发觉日常生活的各个方面都是某人管理某事的结果。你可能还没有注意到这一点,因为管理只有出了问题才会引起人们的注意。火车误点?是没管理好。邮件丢失?主要是管理失误。产业诉讼?最终分析下来,往往还是归咎于现在或很久以前的管理失误。管理影响到我们每个人。

所以,这本书的读者可能包括家族式经营者、真正的经理、取巧者、被管理者以及他们不同的家庭成员。有些人天生是经理,有些人则靠自己努力获得管理职位,还有些人是管理职位找上了门。那些自认为天生是经理的人是非常值得怀疑的,除非他老子是老板。家族式的经营者一眼就能认出来,他们不懂管理又自以为是。他们的危害性仅稍逊

coupled with total confidence. They are only just less dangerous than those who believe their management skills are congenital.

How can a bluffer pass as a real manager? Remarkably easily. Very few managers think enough about their actions, objectives and motives. Anyone devoting even a fragment of the working day to some thought about managing properly can rise above the norm, particularly if he or she displays some evidence of sincerity. On this point we are indebted to Mr George Burns who has been saying longer than any other living Thespian:

‘Sincerity is everything. If you can fake that, you’re made.’

于那些相信自己有天生管理才能的人。

一个取巧者怎样才能做得像个真正的经理呢？简单极了。任何人只要用零星的工作时间来考虑如何恰当地管理，他就高人一筹了，特别是如果他又能表现得真诚些。因为，很少有经理会仔细考虑他们的行为、目标和动机。在此，我们得感谢乔治·波恩斯先生，在谈论真诚这方面，他比现在任何其它演员都讲得透彻。他说：

“真诚就是一切。如果你能表现得真诚，你就会成功。”

MANAGEMENT FUNCTIONS

Management teams are split into various functions and the permutations of responsibility are endless. So are the subdivisions in the structure below senior management level. It is important to know what happens in each functional area so you can delegate tasks, objectives and specific responsibilities properly. Bad managers usually need this data so they can allocate blame. Good managers don't blame-they merely find out what went wrong so they can train or plan to avoid recurrence.

The key functions include purchasing, production, sales and finance. In a service or trading company which does not manufacture there will still be an operational core which makes the business proceed and indeed a lot of people call a service 'the product'. People who do this are usually in advertising or marketing. Marketing (*q. v.*) is assumed by sales staff to be part of sales. Marketing people know that sales is part of total marketing.

These and other functions will be explored as follows:

Making Decisions

One of the problems about being a manager is that you feel obliged to take decisions from time to time. This can be very troublesome. However, there are several ex-

管理职能

管理队伍可分成各种职能部门,其职责排列起来无穷无尽。高级管理层以下的分支机构也是如此。重要的是你要知道每个职能部门做些什么,这样你就能正确部署任务、指标和特殊职责了。不会管理的人需要这方面的材料以便把错误归咎于他人。而善于管理的人从不指责别人——他们只是找出问题所在,作为教训和参考,以避免日后重犯。

管理的主要职能包括采购、生产、销售和融资。服务公司或贸易公司虽然不制造产品,但仍然有一个操作核心管理商务进程。事实上许多人把服务叫做“产品”。这些人往往是广告部或市场营销部的。销售人员以为市场营销(另见)是销售部门的一部分。而营销人员知道销售是总的市场营销的一部分。

这些职能以及其他职能将会在下列各章节中研究。

决策

做经理的一大难题是你感到必须得经常作出决策。决策会很麻烦。但是,有那么几条相当不错

tremely respectable reasons for avoiding decisions without appearing indecisive.

The first is merely a pair of philosophical quotations: 'If a decision is not necessary, it is very necessary not to take a decision'; and 'If you can keep your head when all about are losing theirs and blaming it on you, you'll be a manager.' They lead naturally to the Kepner-Tregoe theory of problem analysis which suggests that you should not attempt any decisions until you have analysed the problem thoroughly. Most panic decisions address themselves to symptoms and not the underlying problems.

The next line of defence is delegation. Most managerial jobs should involve a high level of delegation to your subordinates. You can buy time and look very professional by delegating large areas of responsibility to subordinates on the basis that they need only consult you about exceptional cases. This is good management practice.

The next problem comes when you are brought the exceptional case. Plan A is to ask "What choices do you feel we have?" and then "Which would you recommend?" because half the time the problem is not insuperable, they just want you to ratify their decision for comfort or security. If they don't have a solution, Plan B is to find out how long you can defer the decision without adverse consequences, in the hope that when the time runs out the situation could have changed.

的理由可以让你避免决策同时又不会显得没有决断力。

第一条只不过是两句哲学引语：“如果没有必要作决定,那么就非常有必要不作决定”;“在周围人都不知所措责难于你时,只要你保持清醒,你就会成为经理。”这两句话让人自然想到凯伯纳·特雷哥的问题分析理论。他指出,在你彻底摸清问题之前,尽量不要作出决定。许多莫名其妙的决策往往只针对问题的表象,而不是问题的本质。

另一条防御措施是授权。大多数管理工作应该高度授权下属。你把大部分责任托付给下属,让下属仅就特殊情况向你咨询。这样你能获得大量时间,并且显得很有专业水准。这是一种行之有效的管理方法。

下一个问题出现在你面临特殊情况的时候。你有两种对策,第一种是先问下属:“你觉得我们有哪些选择?”然后再问:“你建议选择哪一个?”因为在一般情况下,不是问题克服不了,而是下属想要你确认他们的决定,以寻求安心或保障。第二种对策用在下属没有解决办法的时候,你看看在避免引起不良后果的前提下,能把决策时间推迟多久,也许到时候情况已经改变了。

Meeting

It is said that 'Managers only have meetings when they don't know what to do'. This is not wholly true. Managers also have them when they do know what to do, but don't want to do it; or want someone else to do it, or someone else to suggest it.

Other things being equal, meetings which involve more than two people are inherently inefficient. Bluffers should avoid them. It is easy to disguise your ignorance or explain it casually in a 'one-to-one' situation, but virtually impossible in committee.

Communicating

This all-embracing word appears to cover everything from transport to data transmission. Getting a simple message accurately through a large department is actually very difficult. People read what they want to believe, hear what they wish to hear and generally behave like peasants who have not fully mastered the English tongue and do not plan to.

Good managers have every right to insist that presentations of all kinds, within and without the organisation, be presented in words of few syllables which a child of four could understand.