

英汉对照管理袖珍手册

管理变革



本书中的各种技巧
和工具能帮您更有效地
管理变革，应对变革

Neil Russell-Jones 著
刘 恋 译

上海交通大学出版社



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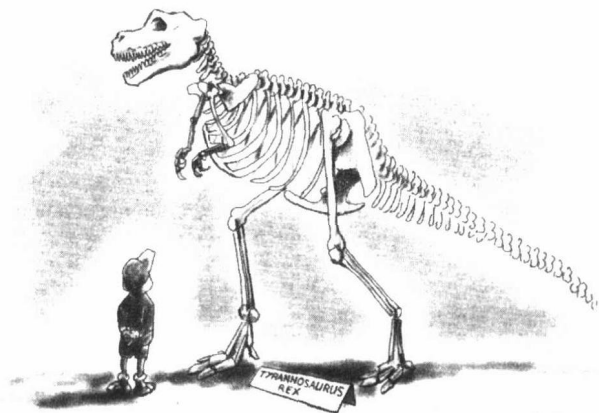
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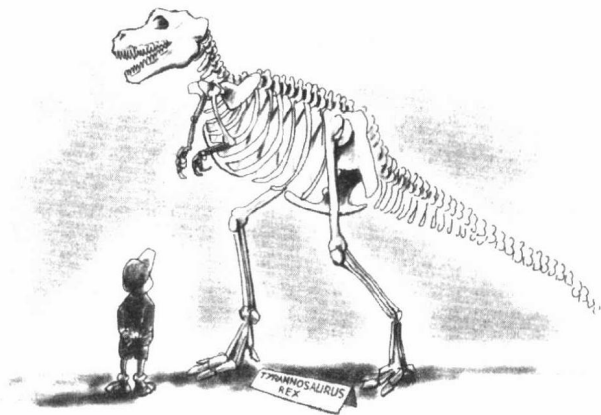
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Dinosaurs died out! Mammals did not!



Instead they embraced change and survived.

恐龙灭绝了! 哺乳动物没有!



相反它们接受了变革并存活至今。

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INTRODUCTION

导 言

INTRODUCTION



Change is with us and **will** always be here, and there are two **ways of** dealing with it:

- **Reactively**, by responding **only** when one has to, **usually too late**
- **Proactively**, by planning for **change** and **trying to keep**, if **not** one step ahead, then at least in the vanguard of **change**

Of course, there is a third option - **ignore it and hope it will go away**. This was the course followed by dinosaurs, dodos **and many companies that could** not read the writing on the wall (eg: British motor bike manufacturers **which were devoured by** the Japanese onslaught).



变革将永远存在,并且与我们形影相随。对待变革的方式有两种:

- **应激反应**,只在迫不得已时才作出反应,往往已经为时过晚
- **超前反应**,为打造变革提前计划准备并且持之以恒,即使不能够领先一步,至少也要成为变革的先驱

当然还有第三种选择——完全无视变革,希望它会自行消失。这也正是已经灭绝了的恐龙、渡渡鸟(产于毛里求斯的一种巨鸟,已绝种,译注)和许多对颠覆的征兆熟视无睹的公司所选择的道路(例如:在日本同类产品的猛烈进攻之下遭受毁灭性打击的英国摩托车制造业)。

INTRODUCTION



Change and change programmes are, however, necessarily difficult and complex to manage, and even, sometimes, to understand.

The objective of this book is to clarify the key elements in the process, including the problems, pitfalls, solutions and the assistance available to those involved in change programmes. You may be an active participant, or on the receiving end, or you may just wish to understand more about it.

This book will not make you into a change expert but it will, we hope, give a good understanding of the basics and serve as an introduction to the process of change.



然而,成功地实施变革以及变革的方案必定艰难而复杂,有时甚至理解它们都很困难、很复杂。

本书着力于阐明整个变革过程中的诸多关键因素,包含问题、陷阱、解决方案以及具体实施步骤中可能获得的帮助。你可以是一个管理变革的积极参与者,也可以只是一味地接受变革,或者你仅仅希望对变革了解得更多一些。

本书并不能够将你塑造成为一个变革专家,但是我们希望它能够把管理变革的基本原理阐释得清楚明白,并且成为一本关于变革过程的入门初阶。

NOTES

笔 记





WHAT IS CHANGE?

变革是什么？

WHAT IS CHANGE?

DEFINITIONS



Noun - Making or becoming different
- Difference from previous state
- Substitution of one for another
- Variation

Verb - To undergo, show or subject to change
- To make or become different

The emphasis is on making something different. This could be a major change or merely incremental. Whichever it is implies a difference:



变革是什么？



定义

名词——制造或呈现出的差异
——与先前不同的状态
——一对一的替换
——变化

动词——承受、展现成顺应变化
——制造或呈现差异

重点在于使事物变得不同。下图可以说是一个突破式的变革或者仅仅是一些分步完成的变化,但不管怎么说它都意味着差异:

