

英汉对照管理袖珍手册

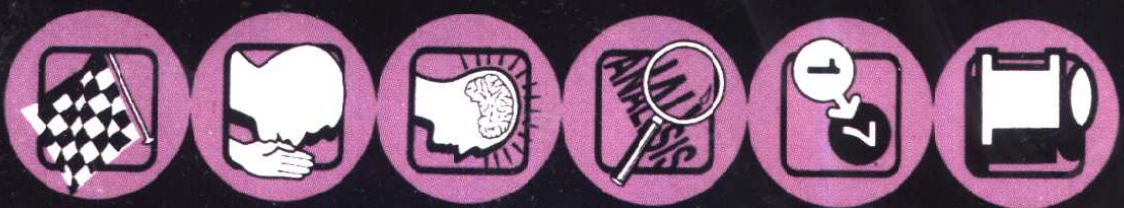
决策

# 决策

本书中各种技巧和工具能帮您针对需求和实际问题做出合理选择，使决策风险最小化，增加价值

Neil Russett-Jones 著  
雷秀云 译

上海交通大学出版社



英汉对照管理袖珍手册

# 决策

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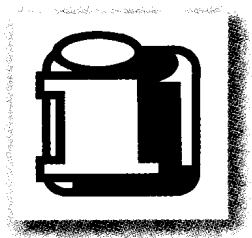
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INTRODUCTION

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导 论

## INTRODUCTION

# CONGRATULATIONS



Congratulations! You have (probably) made several decisions that have led you to this page:

- To enter a bookshop
- To look in the business section
- To pick up a book on decision-making
- And now you may possibly decide to buy it!

Most of these decisions will have been made subconsciously unless you went out proactively (consciously) with the objective of buying a book on decision-making.

The majority of decisions we make are subconscious, made without deep analysis and often on 'auto-pilot' - but always affected by a wide range of factors depending on the situation. In a typical morning, we will make decisions about what clothes to wear, what to have for breakfast, how to get to work, etc.

At work we make another set of decisions - some work-related, some personal. Certainly, work-related decisions will be taken within a set formulaic manner, whether formal or informal, that allows us to influence the outcome in some way.

导论

恭喜



恭喜！你(可能)已经作了几个决定，于是你看到了本页：

- 走进一家书店
- 看看商业图书展区
- 拿起一本关于决策的书
- 而此时你可能决定买这本书

这些决定大都是在潜意识中作出的，除非你是有意识地、目的明确地为了买一本决策方面的书而出门的。

我们所作的大多数决策都是下意识的，不经深思熟虑，并且经常是“信马由缰”的——不过总是受到具体情景下诸多因素的影响。某个早晨，我们可能要决定穿什么，早餐吃什么，怎么去上班，等等。

在工作中，我们要作另一套决策——有些跟工作有关，有些是私事。当然了，与工作有关的决策，不论是正式的或非正式的，都有固定的程式化的特点。这使我们可以一定程度上控制事情的结局。

## INTRODUCTION

### HOW THIS BOOK IS STRUCTURED



This book is about decision-making - or **how** to decide between choices.

It is structured into two parts:

- The first part (chapters 1 and 2) consists of an **introduction**, with a definition of what a decision actually is, and a **framework** for taking and making decisions
- Part two (chapters 3 to 6) explores the **substance** behind the framework and considers group dynamics, methodologies and tools, how to communicate a decision, and concludes with some tips

导论

## 本书的结构



本书是关于决策制定——或者如何作出选择的。

由两部分组成：

- 第一部分(第 1、2 章)是前言,介绍了决策的确切含义,以及决策的框架
- 第二部分(第 3 到 6 章)探讨框架背后的实质,考查群体动态、方法和工具及如何就一项决策进行沟通,本书的最后是若干决策技巧。

## INTRODUCTION

# WHAT IS A DECISION



**What it is** - According to the dictionary, the verb 'decide' means 'to determine, to end, to resolve, to settle and to make up one's mind', while the noun 'decision' is 'the act of settling, making up one's mind', etc. Someone in a position of power is said to be a 'decision-maker' and we refer to those who do make up their mind as 'resolute' or 'decisive'.

The Latin root of the word means to 'cut away'. This points to **what a decision really is**: to cut away the surrounding clutter, to enable one to see a path to an objective and, by taking a decision (or a series of decisions), to follow that path with all of its implications.

**What it is not** - A decision is not allowing events to take their course willy-nilly. If you did, an outcome would still occur - but one not influenced or decided upon with due regard to the surrounding circumstances. Such an outcome represents an inability or lack of desire to analyse and reach a conclusion; control has been surrendered. This might not matter - for example, when merely choosing what perfume to wear - but can be of major consequence where commercial or other vital decisions are required.

## 什么是决策



**什么是决策**——根据词典的定义,动词“决策”是“决定、终止、解决、安排和打定主意”的意思,而名词“决策”是“安排、决心等行为”的意思。处于掌权地位的人称为决策者,而那些能拿定主意的人被认为坚决或果断。

“决策”一词拉丁词根的意思是“砍掉”。这说明了什么是**真正的决策**:除去周围杂乱无章的东西,使人看到达到目标的途径,通过采取一个(或一系列)决定,遵循这条意义深远的路径。

**什么不是决策**——决策不允许事件随心所欲地发展。如果任其自然,也会有结果产生——但不是对周围环境深思熟虑的决策的结果。任其自然说明人没有能力通过分析得出结论、或因缺乏这种愿望而放弃了控制权。这样做可能无关紧要——比如在选择使用什么香水时——但涉及到商业或其他关键决策时,则非同小可。

## INTRODUCTION

# WHAT IS A DECISION



*'To be, or not to be, that is the question' (Hamlet)*

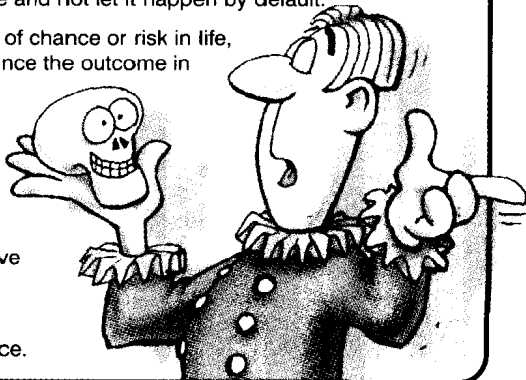
Decision-making is about **deliberately opting** for one choice from two or more, **proactively** to optimise a situation or outcome and not let it happen by default.

It is also about trying to minimise the element of chance or risk in life, by taking decisions and actions that will influence the outcome in one's favour.

To sum up, decision-making is:

- The selection of an option over others (which could include no action)
- Under conditions that are uncertain
- Which exposes you to a risk
- In order to reach a specified goal, objective or outcome.

There must be a choice and it must be taken  
⑧ proactively, otherwise it is merely an occurrence.



导论

## 什么是决策



“生存还是死亡,这是个问题”(《哈姆雷特》)

决策是有意地从一个或多个备选方案中作出选择的行为,有意地优化某个情况或结果,而不任其发展。

决策也是通过采取有利于自己的决定或行动,尽量减少生活中的偶然性或风险的学问。

总之,决策是:

- 从诸多备选方案中选择一个方案(包括选择不采取任何行动)
- 是在条件不确定的情况下进行的
- 需要冒险
- 为的是要达到特定的目的、目标或得出特定的结果

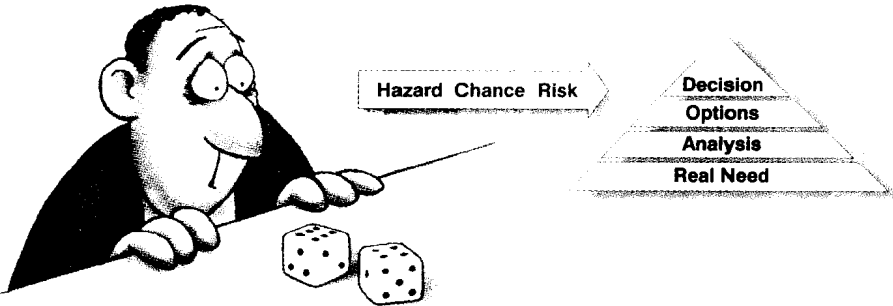
必须得作出选择,而且选择必须是主动作出的,否则事情不过是偶发事件而已。

## INTRODUCTION

## KEY COMPONENTS



The process involves getting from an identified need to a decision that addresses the need and the real issues. At the same time it is necessary to minimise the risks of the issues and the consequences of the decision.



导论

## 主要组成部分



决策是一个由明确的需求开始到作出一个满足需求并针对实际问题的决定为止的过程。作决策时必须尽可能减少风险及决策的不良后果。

