

职业成功必读书架
Career Success

如何做一名 成功的主管

How to Be a Great Coach

(美) 马歇尔·库克 (Marshall J. Cook) 著
许晋福 译

推荐专家

清华大学经济管理学院 赵纯均教授

Professor Zhao Chunjun
School of Economics and Management
Tsinghua University

英汉对照 附送 CD

清华大学出版社



Mc
Graw
Hill

Education

职业成功必读书架
Career Success

如何做一名 成功的主管

How to Be a Great Coach

(美) 马歇尔·库克 (Marshall J. Cook) 著

许晋福 译

推荐专家

清华大学经济管理学院 赵纯均教授

Professor Zhao Chunjun
School of Economics and Management
Tsinghua University

英汉对照 附送 CD

清华大学出版社

北京

版权所有，翻印必究。举报电话：010-62782989 13501256678 13801310933

本书封面贴有McGraw-Hill公司防伪标签，无标签者不得销售。

图书在版编目 (CIP) 数据

如何做一名成功的主管/ (美) 马歇尔·库克 (Cook, M. J.) 著; 许晋福译. —北京: 清华大学出版社, 2006.6

(职业成功必读书架)

书名原文: How to Be a Great Coach

ISBN 7-302-13022-1

I. 如… II. ①库… ②许… III. 企业领导学: 英、汉 IV. F272.91

中国版本图书馆CIP数据核字 (2006) 第047864号

北京市版权局著作权合同登记号 图字: 01-2005-5692

Marshall J. Cook

How to Be a Great Coach

EISBN: 007-143529-8

Copyright © 2005 by McGraw-Hill Education (Asia).

Original language published by McGraw-Hill Education (Asia) Inc. All rights reserved. No part of this publication may be reproduced or distributed by any means, or stored in a database or retrieval system, without the prior written permission of the publisher.

The English-Chinese bilingual edition is published and distributed exclusively by Tsinghua University Press under the authorization by McGraw-Hill Education (Asia) Co., within the territory of the People's Republic of China only (excluding Hong Kong, Macao SAR and Taiwan). Unauthorized export of this edition is a violation of the Copyright Act. Violation of this Law is subject to Civil and Criminal Penalties.

本书英汉对照版由美国麦格劳·希尔教育出版 (亚洲) 公司授权清华大学出版社在中华人民共和国境内 (不包括中国香港、澳门特别行政区和中国台湾地区) 独家出版发行。未经许可之出口视为违反著作权法, 将受法律之制裁。未经出版者预先书面许可, 不得以任何方式复制或抄袭本书的任何部分。

出版者: 清华大学出版社

<http://www.tup.com.cn>

社总机: 010-62770175

地址: 北京清华大学学研大厦

邮编: 100084

客户服务: 010-62776969

封面设计: 北京行走出版咨询有限公司

版式设计: 北京行走出版咨询有限公司

印刷者: 清华大学印刷厂

装订者: 三河市李旗庄少明装订厂

发行者: 新华书店总店北京发行所

开本: 148 × 210 印张: 5.125 字数: 127千字

版次: 2006年6月第1版 2006年6月第1次印刷

书号: ISBN 7-302-13022-1/H · 763

定价: 24.00元 (附赠送CD光盘2张)

CONTENTS 目录

出版说明	1
------------	---

前言：如何做一名成功的主管

How to be a great coach	2
-------------------------------	---

1 当教练

Be a coach	8
------------------	---

2 激励员工

Motivate them	14
---------------------	----

3 征询员工的意见

Ask for their opinions	20
------------------------------	----

4 承认错误

Admit your mistakes	26
---------------------------	----

5 平易近人

Be accessible	32
---------------------	----

6 当个好听众

Be a good listener	38
--------------------------	----

7 询问有益的问题

Ask good questions	44
--------------------------	----

8 欢迎发牢骚

Welcome complaints	50
--------------------------	----

9 一对一地指导

Coach one-on-one	58
------------------------	----

10 注意谴词用句

Watch your language	64
---------------------------	----

11 鼓励求新求变

Celebrate the differences	70
---------------------------------	----

12 培养独立自主的员工

Empower independent employees	76
-------------------------------------	----

13 做决定	
Make the call	82
14 合力解决问题	
Solve problems together	88
15 亲自宣布坏消息	
Deliver the bad news personally	94
16 不要乱发脾气	
Don't act out of anger	100
17 避免公文泛滥	
Avoid memo mania	106
18 进行会议管理	
Manage meetings	112
19 训练员工	
Train them	118
20 使用正面的措辞	
Stress the positive	124
21 给予适当的奖励	
Reward what you want	132
22 提供积极的反馈	
Provide positive feedback	138
23 当员工的靠山	
Advocate for your employees	144
24 立即行动	
Just get started	150
词汇表	
Glossary	156

出版说明

在这个瞬息万变、竞争激烈的商业环境中，各行各业的人士若想要跟上时代的步伐，不断吸收新知识当属首要任务。面对当前形势，更惟有能够精通中英文，熟悉职场文化的人才，才能抢得先机，领先群伦。

有鉴于此，清华大学出版社精心策划引进了世界知名出版公司麦格劳-希尔（亚洲）教育出版公司全力打造的“职业成功必读书架”系列丛书，旨在为广大大志在职业生涯中取得成功的人士量身打造一套内容精要易懂、中英文对照的管理好书，让读者能以最短的时间、最快的速度，吸收当今有效的管理新知，并通过中英文对照、难词注释及配套的英文朗读，彻底掌握相关知识的地道英文表达，使您双倍受益，信心百倍地走入成功之道。

本套书在编排上独具特色。每章末尾都附有名言警句，读者除了可以吸收管理新知，更能从中领略到智慧与哲学的思考。同时，本套书在开本大小、中英文对照、生词醒目标记、中心思想重点提取等方面精心设计，以方便商务人士的携带，也方便他们利用运动休息之时、茶余饭后和会议休息之际，或者出差旅途之中花上不多的时间轻松阅读。

本系列丛书呈开放式，使得不同领域和职位的人士各取所需，找到最适合自己或自己最迫切需要的内容，使之成为准备或已经进入商务圈的人士必备的进修工具书和赢在起跑线上不可或缺的成功利器。

清华大学出版社外语分社

2006年初·北京

Preface

How to be a great coach

Each of the 24 lessons in this guide will take you only a few minutes to read, but they'll serve you well throughout your managerial career.

They'll help you become an effective coach.

That's right. We didn't say "boss" or "**supervisor**." These days, the effective manager reaches his or her goals by coaching employees to **peak performance**.

In these simple lessons, you'll learn the techniques for good one-on-one coaching, and you'll learn why coaching is the most effective way to improve your employees' **productivity** and attitudes.

You'll understand the three natural motivations that drive any worker—including

supervisor /sju:pəvaɪzə/

n. 指导者; 主管人

peak performance /pi:k

pə'fɔ:məns/ 达到最高绩效

productivity

/prɒdʌk'tɪvɪti/ n. 生产

(效) 率

前言

如何做一名成功的主管

本书共有24篇言简意赅的文章，虽然每一章只要花几分钟就可以读完，但是对你整个管理生涯却有很大的帮助。

它们将帮助你成为成功的教练。

没错，我们讲教练，而不讲“老板”或“上司”。今天，成功的管理者是通过指导员工发挥最佳绩效来达成目标的。

通过本书中浅显易懂的内容，你将学会如何有效地进行一对一指导，并了解为何指导工作能改善员工生产效率和工作效率的最有效途径。

此外，你也会了解推动员工（包括你）的三种自然动力，并学会如何把这些动力落实到当前的工作中。

你会发现，为什么应该少说多听，为什

今天，成功的管理者是通过指导员工发挥最佳绩效来达成目标的。

you—and learn how to focus those **motivations** on the job at hand.

You'll discover why you should talk less and listen more, issue challenges instead of orders, and prevent problems rather than wait to try to fix them.

You'll practice the art of asking good questions—and really hearing the answers—to get valuable input from the people closest to the job while boosting worker **morale**.

You'll encounter techniques for problem solving with your workers, **empowering** them to make decisions without losing your **authority**.

And when it comes time for you to make the tough call, this guide outlines a decision-making process and reveals the three things you don't have to be in order to make a good decision.

If that decision involves delivering bad news to your employees, we'll help you do that well, too.

Most employees think of memos and meetings as bad news, and we'll offer strategies for keeping them to a minimum. But we'll also

motivation /ˌməʊti'veɪʃən/

n. 动机

morale /mə'ra:l/ n. 士气

empower /im'pauə/ v.

授权

authority /ɔ:'θɔ:riti/ n. 权力; 权威

么应该提出挑战而不是发号施令，为什么应该未雨绸缪而不是亡羊补牢。

这本书也让你有机会练习如何提出有益的问题，并且真正地听取问题的答案。换言之，就是从和工作最直接相关的人身上得到宝贵的意见，同时提高员工士气。

我们会传授给你一些技巧，告诉你如何和员工一起解决问题，并且在不失权威的情况下授权给员工，由他们自己做决定。

另外，本书将介绍一套决策过程，让你在做棘手的决定时可以遵循，并告诉你做明智的决策时应该避免哪三件事。

如果你必须向你的员工宣布坏消息，我们也会教你怎样把这件事做好。

大多数员工一听到备忘录和开会就避之惟恐不及，我们会传授给你一些策略把备忘录和开会的数目降到最低。不过，我们也会告诉你如何写出有效的备忘录，以及如何当个称职的会议主席。相信我，有效的备忘录和称职的会议主席确实存在。

在书中，你会学到有史以来最重要的三个管理观念：如何奖励优良的绩效，如何提

为什么应该少说多听，为什么应该提出挑战而不是发号施令，为什么应该未雨绸缪而不是亡羊补牢。

show you how to craft effective memos and chair good meetings. (Yes, there is such a thing!)

You'll learn three of the most important management concepts ever: how to reward what you want, how to provide effective **feedback**, and how to **advocate** for your employees with upper management.

As you learn to be a better coach, you'll develop willing colleagues rather than compliant slaves. Your employees will own the process, will take responsibility for their work, and will share in the pride of a job well done.

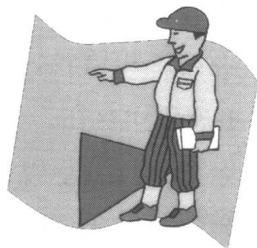
The last lesson in the guide is the first step in applying these coaching techniques. We'll help you start the process the next time you walk into the workplace and keep moving yourself and your employees forward every day—building success on success.

feedback /'fi:dbæk/ n.

反馈

advocate /'ædvəkeɪt/ v. 支

持; 提倡



供有效的反馈，如何向管理高层为自己的部属主张权益。

当你学会当个更好的教练以后，你将培养出对你心悦诚服的伙伴，而非唯命是从的奴隶。你的员工将会主动地参与整个过程，对自己的工作负责，并共享工作成就中的荣耀。

本书的最后一课，就是你应用这些指导技巧的第一步，我们将帮助你在下一次踏进职场时马上行动起来，每天不断地督促自己和员工向前迈进，创造一次又一次的成功。

The goal of good coaching isn't just to help employees achieve a certain specific goal. One success engenders another and instills the self-confidence that leads to high levels of performance and productivity in all tasks.

有效的指导不只是为了帮助员工达成某一特定的目标而已，而是要让这一次的成功带动下一次的 success。员工的自信心随之慢慢建立起来，继而在所有的工作中，他们都能够取得更好的成绩和创造出更高的生产效率。

有效的指导不只是为了帮助员工达成某一特定的目标而已，而是要让这一次的成功带动下一次的 success。

1

☐ Be a boss

☒ Be a coach

Your job isn't to correct mistakes, find fault, or assess blame. Your job is to achieve productivity goals by coaching your staff to peak performance.

You'll do that best by being more of a coach and less of a boss.

A boss talks; a coach listens. A boss tries to fix a problem; a coach keeps problems from happening. A boss gives orders; a coach issues challenges. A boss works on his employees; a coach works with them. A boss **passes out** blame; a coach takes responsibility.

A good coach is positive, **enthusiastic**,

pass out /pɑ:s aut/ 说出

enthusiastic /ɪnθju:zi'æstɪk/
adj. 热情的; 热心的

☐ 当老板

☒ 当教练

身为管理者，你的职责不是要纠正错误、发现缺点或评定过失。相反，你的任务是要指导员工取得最佳成绩以达到生产目标。

要做到这一点，你最好多像一个教练，少摆一点老板的架子。

老板总是滔滔不绝，教练则专心倾听。老板总是试图解决问题，教练则会预防问题发生。老板总是发号施令，教练则会提出挑战。老板总是指使部下，教练则会与他们合作。老板总是数落别人的过失，教练则会负起责任。

你最好多像一个教练，少摆一点老板的架子。

supportive, trusting, respectful, and patient.

That's not to suggest that you're supposed to be a buddy and a pal. You're still in charge; you're just seeing your charge in a new way.

To lead them, you must serve them, anticipating their needs.

Being supportive means a lot more than providing an encouraging word and a pat on the back. As a coach, your job is to get workers what they need to do their jobs well, including tools, time, instruction, answers to questions, and protection from outside **interference**.

Do you trust your employees to be **conscientious**, to tell the truth, and to give a reasonable day's work for a day's pay?

You'd better. You shouldn't hire them unless you're willing to trust them. Most people are conscientious and honest; they want to do their jobs well. Tell them what to do, and then get out of the way and let them do it.

Respect them. Respect their rights as employees and as human beings. Learn who they are and treat them as individuals.

Here are three keys to being an effective

supportive /sə'pɔ:tɪv/ adj.
支持的

interference /ɪntə'fɪərəns/
n. 干扰

conscientious /kənʃi'ɛnʃəs/
adj. 认真的, 尽责的

好的教练是积极乐观的，懂得支持，值得信赖与尊重，而且很有耐性。

这不是说你应该和员工称兄道弟，当他们的密友。要负责任的人还是你，只不过你看待这份责任的态度和从前不同了。

要领导员工，你就必须能为员工服务，并事先想到他们的需要。

所谓支持员工，不是说几句鼓励的话或拍拍他们的肩膀就够了，你要做的还很多。身为教练，你有责任为员工争取到他们做好工作所需要的东西，包括工具、时间、指导、解答问题，并为他们排除外界的干扰。

接下来，我们要问你，你相信自己的员工是尽责的、诚实的，能够为自己所赚得的薪资付出合理劳动的人吗？

你最好相信。如果你不相信自己的员工，那么你不应该雇用他们。大多数人都是尽责诚实的，而且都想把自己的工作做好。所以，你只要把工作交代下去，之后就放手让他们自己好好地发挥吧。

另外一点，你一定要尊重他们，包括他

好的教练是积极乐观的，懂得支持，值得信赖与尊重，而且很有耐性。

coach for your employees:

Take responsibility: Being trusting and respectful doesn't let you off the hook; managers have to manage. Harry Truman said it best: "The **duck** stops here."

Be assertive: Seek results, not excuses or reasons. Be a strong presence. Make sure your "yes" means "yes" and your "no" means "no."

Work with them, not on them: You're in this thing together, and you share common goals. When they do well, you do well.

duck /bʌk/ *n.* 责任

assertive /ə'sɜ:tɪv/ *adj.* 肯定的

trait /treɪt/ *n.* 一点点; 特征; 特点

