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Career Success

# 绩效管理手册

How to Manage Performance

(美) 罗伯特·贝可 (Robert Bacal) 著  
黄圣峰 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

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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。该系列图书已在国际上形成工商管理类图书的强势品牌。目前,在亚洲地区被翻译成多种文字,包括日语、韩语、中文繁体字、中文简体字配汉语拼音、马来语和泰国语等多种文字和版本形式。

清华大学经济管理学院赵纯均教授作为专家特别推荐此系列图书。丛书吸取了国际工商管理畅销书的精华概念,以简洁的文字编写而成,内容实用精要,可以让想要进入或已经进入商务圈的有志之士在较短的时间内,以最快的速度,吸收当今有效的工商管理新知识,同时提升商务英文能力,从而实现一举两得的效果。

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卓越领导者完全手册	The Handbook for Leaders
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# 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，旨在为广大有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。

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# Preface

Why should you care about managing the performance of your employees? Because communication between manager and employees is essential for increasing productivity, improving **morale** and motivation, and allowing coordination of each employee's work with the goals of the unit and the organization.

Many managers dislike performance management. They try to avoid it or they try to cut corners or they simply mess up. It's often because they don't understand performance management.

So, they're focusing on the wrong things. They focus on appraisal rather than *planning*. They focus on a *one-way flow of words* (manager to employee) rather than *dialogue*.

**morale** /mə'ra:l/ n. 士  
气; 精神

# 前言

为何你应该关心员工绩效的管理呢？因为经理与员工之间的沟通，对提高生产效率、提升士气与激励员工都是相当重要的，而且它帮助你协调好员工的工作与单位及组织目标之间的关系。

许多经理人不喜欢进行绩效管理。他们极力回避，或是走捷径，或是将它搞得一团糟。这通常是因为他们不了解绩效管理。

因此，这样的经理把重心放错了地方。他们重视评估而非规划，他们重视单向的意见传递（经理人对员工）而不是对话，他们重视必要的形式而不是沟通，他们重视责难而不是解决问题，他们重视的是过去而不是现在与未来。

经理与员工之间的沟通，对提高生产效率、提升士气与激励员工都是相当重要的。

They focus on *required forms* rather than *communication*. They focus on *blaming* rather than *solving problems*. They focus on the *past* rather than the *present* and the *future*.

So they waste time and effort and just don't get out of performance management the benefits that it can provide—if done properly. In fact, their time and efforts often only make the situation worse.

Performance management is an ongoing communication process, undertaken in **partnership** between an employee and his or her immediate **supervisor**, that involves establishing clear expectations and understanding about the following:

- the employee's essential job functions
- how the employee's job contributes to the goals of the organization
- what it means, in concrete terms, to do the job well
- how job performance will be measured
- what barriers hinder performance and how they can be minimized or eliminated

**partnership** /'pɑ:tənəʃɪp/ n.

合伙（或合作）关系

**supervisor** /'sju:pəvaɪzə/ n.

管理人，主管人

所以，他们耗费了时间与精力，却没能获得绩效管理带来的好处。如果实施得当，绩效管理是有益的。事实上，他们耗费的时间与精力往往只会让情况变得更糟。

绩效管理是一个持续的沟通过程，需要员工及其直属上司的通力合作，而且需要对下列事项有明确的预期与了解：

- 员工的基本工作职能；
- 员工的工作如何对组织的目标有所贡献；
- 具体而言，何谓善尽职责；
- 如何衡量工作绩效；
- 哪些事物会妨碍绩效表现，以及如何消除或使其影响减到最低；
- 员工及其上司如何一起合作，改善员工的绩效；

以上就是本书24个章节所要探讨的主题。

绩效管理是事前的投入，它能让你的员工善尽职责。他们知道自己要做些什么，知道自己能够做哪些决策，知道自己如何将工作做好，也知道何时需要你的参与。

绩效管理是一个持续的沟通过程。

- how the employee and the supervisor will work together to improve the employee's performance

That's what these 24 lessons are all about.

Performance management is an investment up front so that you can just let your employees do their jobs. They'll know what they're expected to do, what decisions they can make on their own, how well they have to do their jobs, and when you need to be involved. Done properly, performance management can save you time and effort.

I can't give you recipes for success, because it's impossible to use a cookbook approach to managing performance. No one way will work for every manager with every employee in every situation.

I hope that you'll find in this little book **principles** and actions that will help you get more results from the time and effort you put into managing the performance of your employees. After going through these 24 lessons, you'll have a good grasp of performance management, so you can develop

**principle** /'prinsəpl/ n. 原则; 原理

如果能正确实行，绩效管理能节省你的时间与精力。

我不能告诉你成功的秘诀，因为绩效管理并不像烹调那样有固定的操作方式。没有一种方法能让任何经理人、在任何情况下、套用在任何一位员工身上。

我希望你能在这本书中找到一些原则与行动方针，让你在管理员工绩效上所花的时间与精力发挥更大的效果。学完这24堂精彩的课程之后，你将对绩效管理有更清楚的了解，并且发展出一套让你成功协助员工获得成功的方法。

Performance management is, in some ways, very simple and, in other ways, very complex. It consists of lots of parts and requires some skills. But if you approach it with the proper mindset, you can make it work—and pay great benefits.

如果能正确实行，绩效管理能节省你的时间与精力。

a way of doing it that helps you succeed at helping your employees succeed.

---



绩效管理在某些方面显得非常简单，但在其他方面则非常复杂。它是由许多部分组成的，而且需要一些技巧。但如果你能以正确的思维来处理它，就可以让它发挥作用——并且产生巨大效益。

绩效管理在某些方面显得非常简单，但在其他方面则非常复杂。



# 1

☐ Stay old school

☒ **Modernize your  
thinking**

One of the challenges of making performance management and appraisal work involves leaving behind older ideas of how work gets done, the roles of manager and employee, and the purposes associated with performance management. For example, managers who believe their role is to tell staff what to do rather than work with them to solve problems don't fare well with performance management. Managers who believe performance appraisal is the venue for **bashing** employees over the head don't do well. And managers who refuse to take on the role of helping everyone succeed

**bash** /bæʃ/ v. 猛击, 猛撞