

《商战英语阅读》丛书

靠文化去成功

[(美) C.B.迪各特 R.A.雅各 著 康琪 节译]

想一步直解企业文化的内涵吗?
想快速知晓成功文化的秘诀吗?
想立即通过六个步骤就能营造成功的企业文化吗?
《靠文化去成功》带您六步走向企业文化的坦途!

Creating A Culture of Success



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★商战英语阅读★

Creating a Culture of Success

Fine-Tuning the Heart and Soul of Your Organization

靠文化去成功

[美] C. B. 迪各特 R. A. 雅各 著

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科学出版社

北京

内 容 简 介

无论是商业活动还是非赢利组织中,工作环境对成功的目标都有直接的影响。本书作者集二十年对“成功的团队文化”的相关研究经验,在书中详细介绍和分析了如何在企业、团队中“营造成功文化”以及在案例和思考中学习、思索企业文化和管理文化。适合企业管理者、非赢利组织管理者、需要组建团队的创业者和中级以上英语学习者广泛阅读。

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致 谢

No book is born without the help of others. Our journey to this second edition was no exception. First and foremost, we would like to thank our many clients and colleagues over the years who allowed us to be a part of their organizations and share our culture improvement techniques. The lessons learned from serving them are the foundation for this book, and thus, this book would never have been possible without them.

We would like to thank Neil Eskelin who took our first collection of lecture notes and distilled them into the first edition of this book. And, we would like to thank the staff at Moo Press Business Books for working with us through the numerous updates and helping us organize the revised manuscript into a solid guidebook for anyone interested in improving the culture where they work or volunteer.

Many thanks to the readers of the first edition, and most recently, to our peer group reviewers who read the draft manuscript and provided valuable feedback and constructive criticism that shaped the final book. We especially thank the following colleagues who gave graciously of their time: Ted Coons, Ray Forbes, Ph.D., Paul Greenland, Jackie Hammonds, Cris Holtzmuller, Jim Hopkins, Chuck Hossom, Ginnie McDevitt, George Smith, Ph.D., and Dan Toussant.

A special thank you goes out to Gregg Foster from Charles Dygert, not only as an early reader, but as a person who encouraged the first book's publication and motivated Charles to write *Success is A Team Effort*, and with Rich Jacobs write *Managing for Success*. Thank you, Gregg, for your early and continued support and encouragement.

Finally, we would like to thank our families for their patience and support; especially our wives Donna Dygert and Ingrid Jacobs who helped us in so many ways.

DEDICATIONS

献给

This book is dedicated to my leadership models: my father "Captain" Ed Dygert, and my uncle Ken Dygert.

— Charles B. Dygert, Ph.D.

This book is dedicated to my mentors, who believed in me: my father Dick Jacobs and Lew Gayner.

— Richard A. Jacobs, P.E.

ABOUT THE AUTHORS

作者简介

Charles B. Dygert, Ph.D. began his career as a tool and die maker for General Motors. He earned his Bachelors, Masters, and Doctorate degrees from The Ohio State University and served on their faculty for nineteen years. For seven years of his university career, Dygert served as a management specialist with the Ohio Department of Development, Economic Development Team, the same Development Team that brought Honda of America to Ohio. He is a Certified Speaking Professional and was awarded the Council of Peers Award for Excellence, both designations of the National Speakers Association. As a distinguished speaker on leadership, motivation, productivity, and team building, he has given over 2,500 presentations in all fifty states and in several foreign countries during the past twenty-five years. Author of the acclaimed book, *Success is a Team Effort*, Dygert is currently serving as an Adjunct Faculty member for Franklin University's School of Business MBA program.

Richard A. Jacobs, RE., is a former CEO who has led many business turnarounds and cultural transformations. His values developed as he worked summers as a laborer in a glass plant. His first management job was in a glass plant some fifteen years later. Brockway, Inc., a Fortune 500 packaging company until it was sold in 1987, was where Jacobs "practiced" and honed his management skills. Jacobs was president of Brockway Plastics, Inc. and later president and CEO of National Gas & Oil Corporation. Jacobs is a registered engineer in Pennsylvania and Ohio.

After nearly thirty-five years of supervising, managing, and leading others, Jacobs decided to pursue mentoring, teaching, and writing as a career. Jacobs is currently a "TEC Chair" in Columbus, Ohio where he coaches CEOs. He has taught in the MBA program at Franklin University where he works with his co-author, Charles Dygert. Jacobs earned his undergraduate

degree from The Pennsylvania State University and his master's from Lehigh University.

Jacobs and his wife, Ingrid, reside on a hilltop outside Granville, Ohio high above the city lights where deer and wild turkey frequent the neighborhood.

查理斯·B. 迪各特博士在俄亥俄州大学获得学士、硕士、博士学位并留校任教19年。读书期间，迪各特在俄亥俄州的经济发展部门担任管理学专家。他也是美国演讲人协会的注册演讲师，并获国会级的演讲奖项，已经在全美50个州做了2500多场关于管理的讲座。

理查·A. 雅各是企业文化改革的实践者，在《财富》500强的Brockway公司开始了管理工作。曾任多家企业的CEO，并成功地指导完成了这些企业的文化改革。雅各曾担任Brockway总裁，美国国家石油天然气公司总裁和CEO等职务，并是宾夕法尼亚州和俄亥俄州的注册工程师。

INTRODUCTION

引言

What you are about to read is not a book, but an urgent message. Some will ignore its advice and continue to plod down a wellworn path that leads to mediocrity and disappointment. To others, however, this volume will be the turning-point that transforms their leadership and revolutionizes the organizational climate in which they work.

你即将阅读到的不是一本书，而是应急信息。某些人可能会忽视这个提示，继续艰难地按照陈腐的方法走下去，最后感到贫乏和失望。然而，对于另外一部分人，这个提示可能会成为转折点，转变他们的领导力、变革他们工作的组织环境。

The shelves of bookstores are brimming with how-to manuals on everything from achievement strategies to zero-based budgeting, but virtually no attention is given to the organization's *culture* — the key ingredient to change, improvement, quality, and satisfaction.

书店的书架充斥了大量的战略指南和手册，介绍如何从零做起取得成果，但是很少有介绍组织文化的。而组织文化是变革、改善、提高质量和增加满意度的关键要素。

To most people the term culture simply means, "The way we do things around here." Any shift in the status quo is seen as a threat, not an opportunity. Few understand that it is the success of the *culture* that drives the success of the enterprise.

对于大多数人来说，文化仅仅指“我们做事情的方式”。任何对职位的变动都被看作是一种威胁，而不是机会。很少人能够理解，文化的成功造就了企业的成功。

On these pages we will examine how the internal environment of a school, a business, or any organization, can predict achievement or failure. You will understand why a culture change must involve the entire organization — whether its offices, plants, and people are across the hall or around the globe.

在本书中，我们将分析学校、企业或任何一个组织的内部环境，是如何预示成功或者失败的。你将从中领悟到为什么文化的变化必须包括整个组织，无论它的办公室、工厂和员工是在一个固定的地点还是遍布全世界。

In some cases it may begin by developing a quality culture for only a part of the organization. Then, as the culture “comes into its own” and drives success in that area, the new culture can be brought to other areas of the organization.

某些情况下，优秀文化可能只从组织的一个部分开始发展。之后，这种文化不断发展延续下去，并且促进了这一区域的成功，这种新的文化接着会被引入到组织的其他区域。

If you’ve read William Byham’s and Jeff Cox’s book *Zapp* you know what happened when one department “saw the light” and eventually had an impact on the entire company.¹ It can all start with one dedicated, focused person who is not afraid of change.

如果你读过 William Byham 和 Jeff Cox 的书 “Zapp”，你就会明白，当一个部门诞生，并且最终对整个企业产生影响时，会发生什么。¹ 这本书将首次呈现给那些尚未注意到变化的人们。

The Crisis of Change

转折点在哪里？

Without question, during the past decade there have been broad, sweeping changes in productivity, quality, training techniques, and management in the American workplace. These changes were dictated by the realization that education, business, and industry were not keeping pace with international advances in product quality and “team” cooperative processes. Even the federal government admitted that if change did not occur soon our country would not remain a world leader.

In thousands of organizations, traditional, autocratic management styles are being replaced with supervisory and management techniques that emphasize coaching or mentoring. The result stimulates human self-value, personal development, and feelings of being capable (confidence)—thereby developing an employee’s sense of ownership in his/her company or organization.

This management transformation is the process by which Dr. W. Edwards

Deming (the fabled “hero” of quality and team processes in Japan and the United States) suggests will drive out fear and the lack of trust between management and the work force. The “we” versus “them” mentality continues to permeate far too many organizations.

While serious and well-meaning “quality” efforts are being attempted, real progress is often hindered by halfhearted efforts — believing that the process is a quick fix. This can lead to heartache and suspicion. Staff members question, “Can it really happen here?”

Fine-Tuning the Heart and Soul

发自内心的转变

The introduction of innovative programs tend to raise expectations to new levels of enthusiasm, but before a real change is made, management is often off to the next initiative, leaving behind a doubtful work force. Too often our efforts at follow-through become victims of a “budget-cutting exercise” or just “poor management.” In these situations, more harm is done than if it had just been left alone.

The implementation of a culture of success is not for the faint of heart. It requires a total commitment that goes far beyond a simple statement of intent or the periodic measurement of performance results.

On the pages that follow you will learn:

在这里，你将学习到：

- How to eliminate mistrust among the various layers of an organization.
如何消除组织不同层级之间的不信任。
- How to replace destructive internal competition with cooperation.
如何用合作代替不良的内部竞争。
- The cause and cure of a win-lose situation.
赢一输的原因和对策。
- Skills for leading the transformation to a culture of success.
如何向成功文化氛围转变的引导技巧。
- How to build an environment where growth, learning, and progress become primary goals.

如何创造以成长、学习和进步为首要目标的环境。

Any individual, organization, or company needing to compete in the

twenty-first century must consider investing serious energies in developing a team based quality culture, what we call a culture of success.

The decision is not, "Is it necessary?" but rather how to efficiently move in this direction and establish a never-ending passion to get "quality" and "team procedures" in place, and to maintain the effectiveness of the process. We believe this book will make that transition much easier.

Welcome to the culture of success!

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BOOK-AT-A-GLANCE

总览全书

1 Culture Drives Success

引领成功的文化

Introduces concept of work culture in organizations as a critical and often overlooked ingredient for success.

从成功学的角度总览及评价职场文化的概念。

2 From Watchdog to Coach

从监督转变为指导

Explains how developing a “shared vision” based on trust and communication in a team environment improves work culture.

在信任和沟通的基础上，分享团队文化的喜悦！

3 Potholes to Avoid

小心文化陷阱

Discusses need for people to be involved in the decisions that affect them.

你有多少想法落在陷阱窠臼里？

4 Barriers to Change

扫除文化障碍

Lists common barriers to change and the impact those barriers might have on transitioning to a culture of success.

列出对企业文化形成障碍的事物，逐个扫除、跨越！

5 Wake-Up Call

文化的提醒

Reviews warning signs of culture problems and how to turn the tide.

注意企业文化中会出现的警告！

2 CREATING A CULTURE OF SUCCESS 靠文化去成功

6 People Want to Care

用人的文化

Discusses impact employee-employer care has on the success of a culture change.

劳资关系对企业文化有转变性的作用！

7 Eliminating the Enemy Within

打倒文化敌人

Describes negative side effects of internal competition and provides steps to move to a culture of internal cooperation.

企业内部需要的不是竞争，而是合作的文化！

8 The Zone of Improvement

发展文化空间

Explains benefit ("what's in it for me") of moving to a culture of success.

建立成功企业文化的好处

9 Six Steps to Success

六步走向成功文化

Provides six-step plan for getting started on your path to creating a culture of success.

只需六个步骤，成功的企业文化就在身边！

AUTHORS' NOTE

作者的话

Nearly a decade later, we revisit our *Culture of Success* text with hopes of getting this important message and guidebook into more hands at more levels of the organizations that still cry out for better internal culture.¹ Having worked in this area for more decades than we care to admit (twenty+ years), we have seen the great success companies and nonprofits can enjoy with the right internal culture. It saddens us greatly to see so many organizations ignore or just not be aware of the critical role culture plays in the success or failure of everything they try to accomplish.

This book began as a collection of lecture notes used at client sites, for presentations, and in university classes that we taught. We have used the first edition as a guidebook for many organizations (small, medium, and large) and as a “leave behind” tool to help leaders implement a culture change.

For this revised and updated second edition, we have changed the title slightly to bring more attention to the importance of culture in any organization. In many ways, culture is the heart and soul of an organization. Without the right culture, the organization slows down, loses its vitality, and could go into a type of cardiac arrest.

Our goal for this revised edition is to help you fine-tune the heart and soul of your organization, so that you too can achieve the success you have worked for, the success that you have dreamed of achieving.

We hope that this book will be your guide to bringing greater awareness to the impact culture has on your organization. Once aware, use this book as your guide on how to begin and maintain the culture changes.

Do not feel that you must begin on page one and read each chapter verbatim and in order. We have many war stories throughout the book, and aside from the last chapter which contains the *Six Steps to Success* program, you should feel free to skip around and read the text in any order.

Appendix A contains background material on organizational theories and the history of this area, in case you are not familiar with the work of leaders in this field such as Deming, Juran, and Crosby.

Appendix B contains a recent study from the Denison Organizational Culture Survey which illustrates the positive financial impact of a high performance culture (direct evidence of the cause and effect relationship between a work culture and profitability expectations).

Since each chapter was designed to stand on its own, some repetition of concepts is inevitable. For that, we apologize. It is not recommended to read only the last chapter. The last chapter contains a six-step approach to implementing a culture change, but assumes that you have a good grasp of the culture concepts presented in earlier chapters.

Wherever possible in the text, we have tried to use the generic terms “organization” and “worker” instead of company/association or employee/volunteer. It is our sincere hope that this book helps nonprofit as well as for-profit organizations experience the culture of success.

We welcome your feedback, questions, and comments. You can use the form at the end of this book, or email us at Culture @ moopress.com.

As you may be aware, many tools exist to assist you in implementing a culture change. The concepts and tools presented in this book are not meant to be conclusive, but rather a starting point. That is truly our goal in writing this book, to get more organizations started on the path to *Creating a Culture of Success!*

Respectfully submitted,

~ Dr. Charles Dygert and Richard Jacobs, P. E.