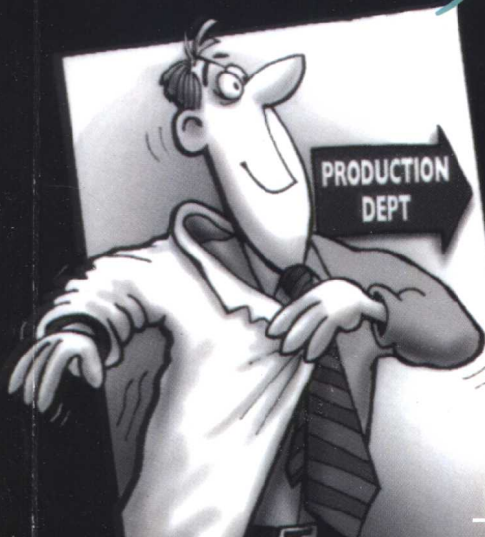


英汉对照管理袖珍手册

人员管理



本书中的各种技巧与工
具教你如何胜任人员管理
和监督的岗位

Ian Fleming 著
王艳平 译

上海交通大学出版社



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MANAGING:
WHAT'S
DIFFERENT?



ACHIEVING
RESULTS



**YOU
THE
MANAGER**

DEALING
WITH
PEOPLE



BUILDING
TEAMS



DEVELOPING
ABILITIES



管理:有何不同?



取得成果



你作为管理者

与人相处



组建团队



发展技能



INTRODUCTION

This book is intended for people who find themselves in charge of others. Although technically qualified, you may lack the people skills needed to be effective.

The People Manager's Pocketbook aims to fill the gap by offering pointers to those tricky situations for which nobody is prepared. Each example is split into three parts:

Signs	- that indicate there's a problem
Possible reasons	- as to why it could be happening
Practical suggestions	- a range of ideas to follow

For the sake of clarity, we have alternated between male and female throughout the examples, rather than using the cumbersome ploy of he/she.

Points to bear in mind

When faced with difficult situations:

- Don't panic; think before you act
- Be clear of the facts; don't act on emotion
- If there are procedures in your organisation, follow them
- Keep a note of what you do; you may need it later
- Don't be afraid to ask for help, either when the situation arises or, afterwards, to talk through what happened

前言

这本书专门为管理人员所著。管理者虽然在技术上颇有资历,但在人员管理方面可能缺乏很好的技能。

本书旨在弥补这个缺陷,提供建议,帮你处理难以对付的、没有准备的困境。书中每个例子都包括三个部分:

- | | |
|---------|-------------|
| 迹象 | ——表明出现了问题 |
| 可能的原因 | ——为什么会出现问题 |
| 切实可行的建议 | ——提供了一系列的建议 |

为了清楚起见,全书的例子中我们轮流使用他和她,而不是使用比较麻烦的用法——他/她。

需要记住以下几点

当遇到困难时:

- 不要惊慌,三思而后行
- 要弄清楚事实,不要感情用事
- 如果公司有章程的话,依章程办事
- 把自己做的事记下来,今后你可能会用得到
- 困境出现时,不要害怕请求帮助;事后,也不要担心讲给别人听

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管理：有何不同？ (1)

新的又让人不喜欢的工作，员工比你
知道得多，人们抵制变化



与人相处 (25)

没有上司的支持，动力下降，员工
表现不好，难对付的员工，员工总
是迟到，上司没同你商量就作出决
定，对员工持不同意见，在评估方
面出现冲突，员工喝酒很凶，员工
有体味



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很难适应，支付不起培训，上司
反对培训，员工学习迟钝，评估
行不通



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人们不感兴趣，对领导风格不满，
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计划总是失败，员工工作拖延，
工作量不均衡

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(1)

New and not enjoying it, staff know more than you, people resisting change



DEALING WITH PEOPLE

(25)

No support from boss, motivation drops, a poor performer, difficult individual, persistent latecomer, boss decides without you, opposing views on staff, clash over appraisal, heavy drinker, person has B.O.



DEVELOPING ABILITIES

(103)

Difficulty settling in, can't afford courses, boss against training, a slow learner, appraisals not working



BUILDING TEAMS

(145)

People not interested, leadership style resented, individual is isolated, leadership challenged



ACHIEVING RESULTS

(179)

Plans always go wrong, staff produce work late, uneven workload



MANAGING: WHAT'S DIFFERENT

管理：有何不同

MANAGING: WHAT'S DIFFERENT?

WHAT'S INVOLVED



Moving into a managerial role involves making changes from the way you previously performed.

FROM

'Doing' the job

Using technical skills

Using well-developed skills

Tasks being delegated to you

Controlling the output

Having knowledge

TO

- ➡ an uncertain 'supervisory' role
- ➡ placing emphasis on people and admin skills
- ➡ learning new ones
- ➡ having to delegate to others
- ➡ being judged on the output and quality of others
- ➡ managing others, often with more knowledge

- Often people
 - fail to recognise and understand these differences
 - are not helped to develop the necessary skills
 - as a result, neither perform nor enjoy the job.

管理：有何不同？

涉及的内容



走上管理的岗位意味着你要改变以前的做事方式。

原来

现在

“做”工作

→ 不确定的“监督”工作

运用技能

→ 注重人和管理技能

运用熟知的技能

→ 学习新技能

别人把任务委派给你

→ 不得不给别人委派任务

控制产出

→ 根据别人的产出和质量受到评估

拥有知识

→ 往往管理比你知识更多的人

• 人们往往

——意识不到，也不理解这些不同

——在发展这些必要的技能上，得不到帮助

——结果是既做不好工作，也不喜欢这项工作

MANAGING: WHAT'S DIFFERENT?

NEW & NOT ENJOYING IT?

SIGNS

You find yourself:

- Working long hours, taking work home (family complaints?)
- Finding it difficult to supervise people who are friends and ex-colleagues
- In a job that holds little satisfaction
- Showing signs of stress
 - physical (tiredness, headaches)
 - emotional (irritability, tension)
 - mental (worry, poor decisions)
- Believing that life will be easier once you've mastered the job
- Not being able to talk to anyone - it must be you, everyone else appears to be coping
- Being put to the test by staff (eg: they stand around chatting) – how do you handle it?



管理：有何不同？

新的又让人不喜欢的工作？

迹象



你发现：

- 自己工作时间很长，把剩下的工作带回家（家人抱怨？）
- 监督朋友和以前的同事很难
- 所从事的工作给你很少的满足感
- 自己有紧张的表现
 - 身体上（劳累、头痛）
 - 情绪上（易怒、紧张）
 - 精神上（焦虑、作出的决策差）
- 自己相信一旦掌握了这个工作，情况才会好一些
- 无法和别人交谈，这一定是你的问题，因为其他人看起来都对付得了
- 员工给自己出难题（例如：他们站在周围聊天）——你该如何处理这种情况？

MANAGING: WHAT'S DIFFERENT?

NEW & NOT ENJOYING IT?

POSSIBLE REASONS



- Perhaps you are struggling to make the changes needed to do the job.
You could be passing through the stages of:

	Shock	- the job is not as you expected
	Denial	- perhaps it's not as bad as you first thought
	Depression	- it really is bad and things can't carry on
	Accepting reality	- something has to change
	Testing	- trying new ways and seeing reactions
	Finding what works	- rejecting some approaches, building on others
	Acceptance	- of the changes you've made and a difference in your life

管理：有何不同？

新的又让人不喜欢的工作？

可能的原因



- 你也许正在为了工作的需要而挣扎着作出改变。

你可能正在经历以下阶段：

震惊	——工作不像你想象的那样
否定	——也许它不像你最初想的那样糟糕
沮丧	——确实很糟，无法进行
接受现实	——必须做出一些变化
试验	——试用新方法并观察反应
发现答案	——否定一些方法，发展其他一些方法
接受	——接受你做的改变和生活中的不同

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