

英汉对照管理丛书

5

# 做个好教练

COACHING  
Pocketbook

【英】伊恩·弗莱明 艾伦 J. D. 泰勒 著  
( Ian Fleming & Allan J.D. Taylor )

齐宇斯 译



本书中的技巧和工具  
能帮助你与他人开展教练  
活动并使其完成出色业绩!



上海交通大学出版社  
SHANGHAI JIAO TONG UNIVERSITY PRESS

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齐宇斯 译



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## 内容提要

本书为“英汉对照管理丛书”之一，主要介绍了什么是教练，帮助的技巧，教练的框架，教练的技巧，教练的契机，潜在的问题，检查清单等内容。适合企业管理者和人力资源从业人员阅读。

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## 做个好教练

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## 编辑的话

嗨，大家好！

最早出版这个系列的书（英汉对照管理袖珍手册）是在 2002 年，随后我们又在 2004 年和 2007 年分别推出了第二辑和第三辑。这套丛书（共 50 本）被很多 500 强企业用作培训教材，也被很多读者整套收藏。

这一次，我们对书的开本做了调整。我们给您留出了做笔记的空间。您可以把您查阅的英文单词、词组和句式写在原文下面空白的 Notes 处，也可以把您阅读过程中的所思所想写在此处，把这本书真正变成属于您自己的书。

另外，我们对中文字体也作了调整，让您阅读起来更为轻松。

因为这些调整，书不再那么袖珍，所以丛书名也改为了“英汉对照管理丛书”。

如果您有什么建议和反馈，请别忘了告诉我们！（请发邮件至：[wangliatcn@qq.com](mailto:wangliatcn@qq.com)）

再一次，祝您阅读愉快！

汪 俐

2014 年 12 月

# CAUTION

Please don't read this book if:

- You don't enjoy working with people
- You haven't got the time to spend with them
- You don't believe that you can make an impact on their performance

**as coaching could seriously change the way you operate at work!**

If you've not done it before, coaching can take you out of your comfort zone; especially if you're used to controlling people and telling them what to do. You'll have to do some things differently.

## 注 意

如果你有以下情况，请不要阅读本书：

- 你不喜欢和人们一起工作
- 你没有时间与他们共度时光
- 你不相信你能对他们的业绩发挥影响

**因为教练会极大地改变你的工作方式！**

如果以前你没有做过教练，那么教练会把你拉出舒适区；特别是当你习惯于控制人们并告诉他们要做什么时。现在你得做点儿不一样的事了。

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WHAT IS COACHING?

什么是教练？



## WHAT IS COACHING?

### A QUESTION



What do the world's top tennis players, golfers and athletes all have in common?

Apart from being very successful, and extremely rich, they each have a coach.

But why? The coach is there to help them:

- Build on their successes
- Work on the details that will sharpen up their skills, and improve their techniques
- Plan tactics ahead of important events
- Stay at the top in a very competitive world

Teams also can have coaches, where specialist individuals help certain groups or players. Coaches are also common in drama, speech, music; helping people through change as well as developing careers.

***Excellence is never an accident***



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# 什么是教练？



## 问题

世界上顶尖的网球选手、高尔夫选手以及其他运动员有哪些共同之处？

除了他们都很成功、超级有钱以外，他们每个人都有一个教练。为什么呢？因为教练会：

- 帮助他们获得成功
- 帮他们从细节上改进技术，提升技巧
- 在重要赛事前安排战术
- 在充满竞争的世界里保持领先地位

团队也需要有教练，即由专家来帮助特定的群体或团队成员。教练在戏剧、演讲、音乐中也时常现身，帮助人们应对变化或者发展自己的事业。

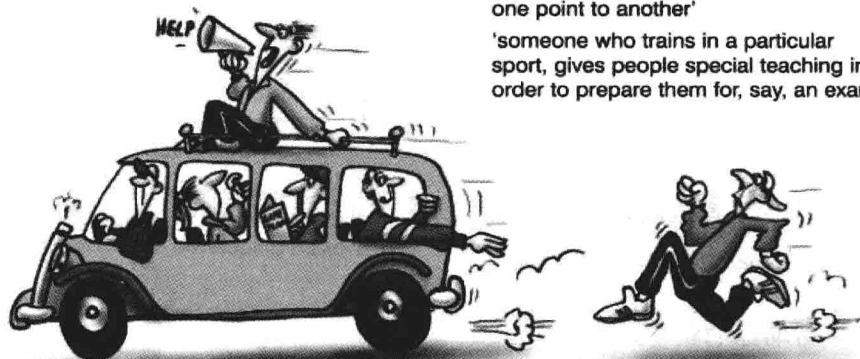
**“优秀永远不是一个偶然事件。”**

## WHAT IS COACHING?

### DEFINITION



The dictionary definition of a coach includes: 'a means of transport - a large motor vehicle which carries passengers from one point to another'  
'someone who trains in a particular sport, gives people special teaching in order to prepare them for, say, an exam'



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什么是教练？



## 定义

词典中对“coach”的释义包括：“一种运输方式——一辆将乘客从一个地点运往另一个地点的大型机动车。”

“从事某种体育运动培训的人，给予人们特别的指导以帮助他们参加，如：考试。”



## WHAT IS COACHING?

### BUSINESS DEFINITION



In a business context coaching means **improving performance** at work, by turning **things people do** into learning situations, in a **planned** way, under **guidance**.

The key words are:

- |                              |   |
|------------------------------|---|
| <b>Improving performance</b> | - using a range of learning experiences to bring about improvements |
| <b>Things people do</b>      | - which become opportunities from which all parties can learn       |
| <b>Planned</b>               | - so as to get the most out of the situation                        |
| <b>Guidance</b>              | - where the coach transfers knowledge, skills and experience        |

In short, it's about:

- Helping someone perform a skill or solve a problem better than they would otherwise have been able to
- Bringing about improvements at work; especially where a change in performance is required



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什么是教练？



## 商业定义

在商业语境下，教练指的是通过在**专业指导下**，**有计划**地将**人们的工作**任务转换为学习情境，来**提高工作绩效**。

关键词：

<b>提高绩效</b>	——通过一系列学习经历来获得工作绩效的提升
<b>人们的工作</b>	——为各个阶层都可以学习提供了机遇
<b>有计划</b>	——从而从情境中得到最多知识
<b>指导</b>	——通过教练来传授知识、技能和经验

总而言之，这是关于：

- 帮助一个人更好地发挥某一技能或解决某一问题。
- 使工作得到改善，尤其是工作绩效需要改变时。

## WHAT IS COACHING?

### A COACH'S ROLE



You may have built up the image from sport of a cap-wearing, gum-chewing, harassed-looking coach who typically suffers from the sidelines. Is this what it's all about?

Not really! However, the sports coach:

- Concentrates on improving performance
- Is committed to the players
- Talks of 'we' and 'us', not 'you' and 'them'
- Imposes no limits to the performance of individuals and teams
- Acts as a role model for others to follow
- Patiently works with individuals on the details of their performance
- Stands back and lets others take the credit
- Continuously learns from situations and people

These are the same things that managers do when coaching their staff.



## Notes

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# 什么是教练？



## 教练的角色

教练在你心中也许已经有这么一个角色，他们头戴棒球帽，嚼着口香糖，满脸愁容，在边线外踱来踱去。但教练的形象真的是这样吗？

并不尽然！然而，大部分的体育教练往往：

- 关注提高运动员的表现
- 为运动员真心付出
- 经常说“我们”，而不是“你们”或是“他们”
- 不对个人或团体的表现有任何限制
- 身先士卒做表率
- 耐心地纠正个人表现的细节问题
- 在荣誉面前站在一旁，让其他人获得荣誉
- 从各种情境和人群中获得知识

经理在教练自己的员工的时候一般也做以上这些事情。





## WHAT IS COACHING?

### A COACH'S ROLE



A coach helps people to perform better than they are currently doing, and develops their skills and confidence **over a period of time**. Results rarely happen overnight.

A coach thinks and operates in a way that:

- Lets go rather than wants to be in control
- Shares knowledge rather than keeps it private
- Adopts an open style with others by being available
- Involves people rather than keeps them at a distance
- Encourages others to go beyond their current levels of abilities
- Is a partnership

***“You cannot teach a man anything, you can only help him  
find it for himself”***



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