

人才管理

TALENT MANAGEMENT
Pocketbook

【英】安迪·克洛斯 著
(Andy Cross)

张园译

本书中的技巧和工具
能帮助你吸引、融合、充
分挖掘人才，让你的公司
蓬勃发展。



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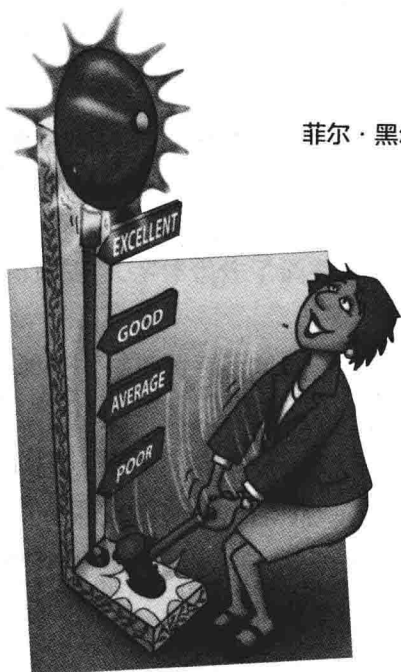
英汉对照管理丛书 10

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菲尔·黑尔斯顿 (Phil Hailstone) 绘图
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内容提要

本书为“英汉对照管理丛书”之一,主要介绍了如何在工作中管理人才,包括人才差异、人才网、人才侦查员、人才教练员、人才搅拌机、人才指挥官、人才吸铁石等内容。本书为英汉对照,便于读者在学习管理的同时学到地道的英文表达。

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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）

再一次，祝您阅读愉快！

汪 俪
2014 年 12 月

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TALENT MANAGEMENT

人才管理

TALENT MANAGEMENT

THANKS FROM THE AUTHOR



I have worked with talented people, in superb organisations, for many years as a leader, recruiter, coach, student and friend. In this book I have included just some of the ideas, beliefs and techniques I have learned and used to help talented people get great results. I love nothing better than watching enthusiastic people achieve more than they ever expected, especially my kids!

My thanks to:

Paul Tizzard
Richard Lowe
Frank Dick

Louise Harrison
Sharon Brockway
Helena Clayton

Moirá Nangle
Sir John Whitmore
Adela Cross

In my work I have read widely and been influenced by many people. There is a list of great books at the back which I thoroughly recommend. My apologies if I haven't accurately referenced where other people have directly influenced what I have written.



Notes



作者致谢

多年来，我在一流的机构中与杰出的人才共事，既是领导、面试官、教练，又是学习者和朋友。我学到了不少帮助优秀人才获得成功的观点、信念和技巧，并将它们付诸实践，这本书涵盖了其中一部分内容。再没有什么比看着满怀热情的人取得超出他们预期的成就更让我欣喜的事情了，特别是我一手培养的年轻人！

我要感谢：

保罗·蒂泽德	路易斯·哈里森	莫伊拉·南格尔
理查德·洛	沙伦·布罗克韦	约翰·惠特莫尔爵士
弗兰克·迪克	海伦娜·克莱顿	阿黛拉·克洛斯

工作中，我广泛阅读，受到许多人的影响。书后列出了我强烈推荐的好书。若我文中未能准确标注受他人思想直接影响之处，我在此表示歉意。

TALENT MANAGEMENT

FOREWORD

SOME WORDS FROM FRANK DICK, OBE



I've been fortunate to work with some of the most talented people in sport and business. Not everyone will be able to achieve world beating performances, but every one of us can take control of our performance and achieve a little bit higher than we did the day before.

Andy shares my passion for bringing out the potential in people, releasing them to be the best that they can be. I hope that you share this passion too.

This book is a great start point for anyone wanting to better understand how to manage talent. In reading this book you are taking the next step towards being the best you can be, and helping others do the same.

Keep smiling,

Frank

Coaching has been Frank's raison d'être for decades, inspiring world-beating performances from some of the top names in sport – Daley Thompson, Boris Becker, Gerhard Berger, Denise Lewis, Marat Safin and Katarina Witt. In business, he has helped develop a coaching culture in Barclays, BT, Unilever, Shell, Abbey and Rolls Royce.



Notes



前言

OBE 弗兰克·迪克的一席话

我有幸同体育界和商界最富有才华的一些人合作过。不是所有人都能取得举世无双的成就，但所有人都能掌控自己的表现，相比前一天，更进一步。

安迪和我一样热衷于挖掘人才潜能，释放他们最大的潜力。希望你也对此报以热情。

对任何想要更好地理解人才管理的人而言，这本书是绝佳的起点。读了这本书，你就朝着做最好的自己，及帮助他人做最好的自己又迈进了一步。

保持微笑。

弗兰克

弗兰克从事教练一职已数十年，帮助体育界一些顶尖人物取得了骄人的成绩——戴利·汤普森、鲍里斯·贝克、杰哈德·博格、丹尼斯·刘易斯、马拉特·萨芬和卡特尼娜·惠特等。在商界，他帮助巴克莱、英国石油、联合利华、壳牌、阿比和劳斯莱斯发展了教练文化。

TALENT MANAGEMENT

INTRODUCTION



Imagine the following:

- ✓ Everyone on your team performs at the highest level every day
- ✓ You are constantly amazed by the no longer hidden talents of your team and their natural desire to perform at their best
- ✓ The best people look for opportunities to work on your team
- ✓ You make good choices so your new recruits blend in quickly with the team
- ✓ People thrive around you and are ready for the next challenge at just the right time
- ✓ When people do move on you can celebrate because they have prepared their own successors
- ✓ Your people leave as advocates for your organisation
- ✓ Some people return to continue their journey with you

Imagine you are a superb manager of talent.

Too good to be true? Probably. Something to aim for? Absolutely.



Notes



引言

设想以下情境：

- ✓ 你的所有团队成员每天都以最高水平工作
- ✓ 你的团队成员不再隐藏他们的天赋和发挥最佳水平的本能渴望，经常使你大为吃惊
- ✓ 最出色的人才希望有机会加入你的团队
- ✓ 你慧眼独具，新招收的员工迅速融入团队
- ✓ 你身边的人不断成长，并适时为新的挑战做好准备
- ✓ 员工离职你能送上祝福，因为他已经选好了自己的继任者
- ✓ 你的员工虽然离职，但仍是你的组织的拥护者
- ✓ 一些老员工回到公司继续与你共事

设想你是位出类拔萃的人才管理者。

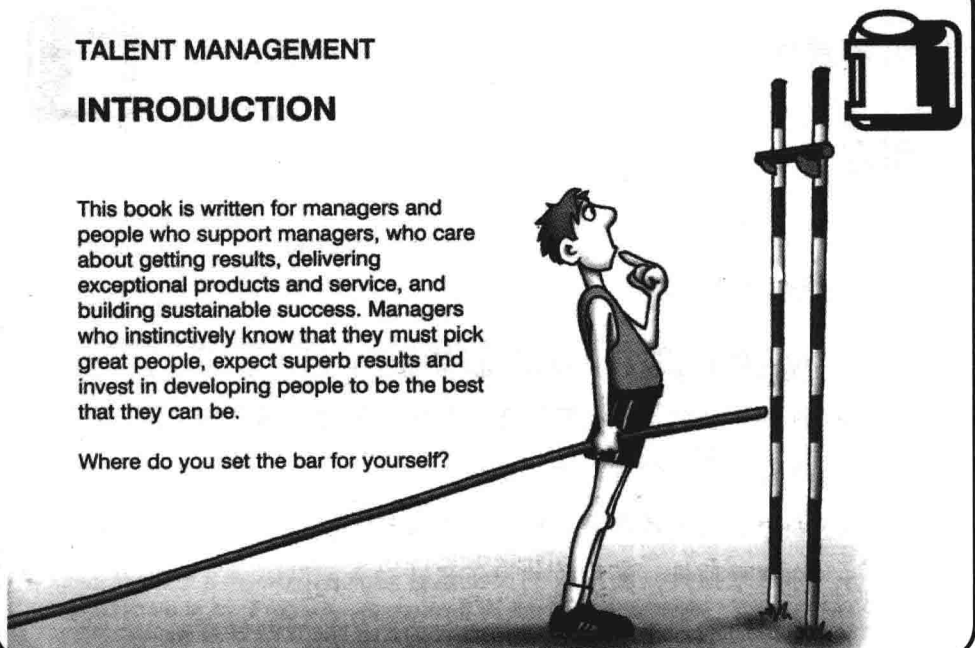
好得不真实？恐怕是。以此为目标？有何不可！

TALENT MANAGEMENT

INTRODUCTION

This book is written for managers and people who support managers, who care about getting results, delivering exceptional products and service, and building sustainable success. Managers who instinctively know that they must pick great people, expect superb results and invest in developing people to be the best that they can be.

Where do you set the bar for yourself?



Notes



引言

本书为管理人员所写，也同样适用于那些支持团队领导、致力于取得成效、推出优秀产品和服务、打造持续成功的人。管理人员本能地知道对员工务必择优而取，高要求对待员工，培养人才，让他们发挥出最佳水平。

你为自己设定的目标在哪儿？



TALENT MANAGEMENT

HOW TO USE THIS BOOK



This book introduces the Talent Web: five distinct roles that constitute great talent management (see diagram on page 42). Each role has a 'big' question!

Role	Big Question
Talent Spotter	What talent do I need and how can I spot it?
Talent Coach	How can I bring out the best in my people when it matters most?
Talent Blender	How can I blend the available talent to get maximum performance?
Talent Conductor	How can I create a flow of talented people?
Talent Magnet	What will attract talented people and keep them for longer?

The book has a section on each role which includes ideas, techniques and beliefs. You may read the book and feel comfortable with what you already do. If so, congratulations; I ask you to share your talent with others. I hope you will find nuggets to improve your own approach. Once you find these, the next step is to prioritise and plan the changes you want to make and enlist the help of others.

You can jump straight into any part of the web. If you do this and get stuck you may need to come back to the start and read the first section on *The Talent Difference*.



Notes



如何使用本书

本书介绍了人才网这一概念——构成出色人才管理的五大角色（见 43 页图表）。每一角色面临一个“重大”问题！

角色	重大问题
人才侦查员	我需要什么样的人才，怎样才能发现他们？
人才教练员	我如何能让我的员工在紧要关头发挥出最大潜能？
人才搅拌机	我如何能够融合手头的人才，让他们取得最大的绩效？
人才指挥官	我怎样才能不断创造人才？
人才吸铁石	要靠什么吸引人才，并让他们为我效力更久？

书中每一角色为一章，包括相关思想、技能和信念。也许你读了这本书后，对自己之前做的工作感觉不错。那么就要恭喜你了，请你与其他人分享自己的才华。希望你能在书中找到有用的信息改善自己的方法。一旦你找到了，下一步就是分清轻重缓急，为自己想做的改变制定计划，并寻求他人的帮助。

你可以跳着阅读任一部分。如果你这么做遇到了困难，就需要从头看起，首先阅读第一章人才差异。