

(英语) 财富话题系列

首富之路

许群航 孙晓娥

美国百强企业用人之道
让老板加薪的秘诀

麦当芳重金出击成人市场

美国女商人，海外展英姿

迎接挑战

因特网之王——约翰·钱伯斯



英语
财富
话题
系列



西安交通大学出版社

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内容提要

本书为“英语财富话题系列”之一。全书以“财富”为话题,内容涉猎广泛,包括:当今世界诸多成功的企业,诸多成功的企业家以及诸多成功的经验。其中许多篇章出自名家手笔。本书体裁广泛,风格迥异,思想深邃,趣味盎然。读者不仅能够欣赏到奥妙独到的语言文字,而且可以分享到这些成功人士、成功企业的成功之道,从而激励自己,最终使思想得到一定的升华。

本书注重学生阅读理解能力、获取信息能力的培养和词汇量的扩大。每篇文章后均有背景知识,难句、难点分析,注释和关于文章内容的阅读理解及重点词汇、词组的练习。

本书既可作为中高级英语水平读者的阅读辅助教材,也可作为其他各类读者的英语课外读物。

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编者的话

21 世纪是经济全球化的时代。经济全球化既给中国的发展带来了千载难逢的机会,又给中国的经济带来许多风险。我们只有了解经济全球化的由来和特点,把握世界发展趋势的脉搏,才能做好准备,在未来的经济竞争中占据有利地位,使中国在新的世纪里屹立于世界强国之林。

随着中国改革开放的不断深入,随着中国经济建设的迅猛发展,中国社会对各类人才的英语能力提出了更高的要求,中国加入世贸组织之后,英语的重要作用将更加显著。因此,如何帮助学生掌握正确而有效的学习英语的途径和方法,真正提高学生实际应用英语的能力,就成为英语教学面临的最大挑战。

当然,英语学习需要输入,为学生学习英语提供各种题材的语料,创造一个良好的语言学习环境,使学生接触到生动活泼的、地道的当代

英语。其中,英语阅读既可以巩固和扩大学生的词汇量,使学生在真实的语言环境中接触到大量的句型结构,也可以使学生从阅读中获取大量有效信息,培养学生以英语为工具参与国际交流的能力。

基于上述认识,我们编辑了这套“英语财富话题系列”丛书,最新推出三集:《首富之路》、《世纪商战》与《风靡世界》,其中既有世界著名企业的经营策略、管理模式等,也有世界首富白手起家、打出一片天空的精彩故事,其中还穿插了各种成功秘诀及致富手段,同时也不乏商界失败的实例,供立志于投身商界的有识之士借鉴。

本套书所选的文章题材广泛,内容丰富。在为读者提供新鲜生动的现代商业英语,使读者在开卷有益的阅读中提高英语水平的同时,还为读者提供了最新世界经济报导,使读者从中吸取经营致富手段,启迪读者的商业智慧。相信本书会给您带来全新的英语阅读感受。

本套丛书每篇文章均有商业英语词汇和难点注释、长难句分析及形式多样的练习等,以帮助读者巩固和扩大经济社会的英语词汇,抓住文章中心,加深对文章的理解。

本书既可作为中高级英语水平读者的阅读辅助教材,也可作为其他各类读者的英语课外读物。

编者
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1

The 100

*Best Companies
to Work for in
America (1)*

美国百强企业用人之道(一)



科技的高速发展,人才成了商战的至胜武器。为了抢夺人才,各个商家挖空心思以期赢得“千里马”的光顾。

This is the best of times for productive workers. Even those companies that made the final cut for inaugural (就职的) list of America's best employers are finding new ways to attract talented employees—and keep them happy.

There you are. Sitting at your desk. With a masseur (按摩师) working on your shoulders. Down in the bowels of the building, someone is taking care of dry cleaning you dropped off this morning. To save you more bother, the company's personal concierge (看守人) service is having flowers sent to your mom for her birthday. All the while an anxious-looking person from human resources is hovering (彷徨) in your doorway, wondering whether you are really, really happy here.

The world has changed again, and this time it's going your way. This was the key lesson we learned in preparing our inaugural (就职的) list of the 100 Best to Work For in America, which appears, along with an accompanying story, on the following pages, Milton Moskowitz and

Robert Levering, who have been tracking the most beloved employers since 1981, based the list on more than 20,000 questionnaires(问卷) filled out by ^{randomly} randomly chosen employees at 238 companies. Among their most striking discoveries: the extent to which these companies, the most desirable of employers, are desperate to retain their best workers—folks just like yourself.

Worried ^{that} test you decide to start looking elsewhere for a better deal, companies like the 100 Best are coming up with inventive(发明的) ways to make your life easier and more fun.¹ Massages(按摩) are available at Eddic Bauer (No.41)² and many Silicon Valley companies. At least 39 companies, including General Mills (No. 78), Johnson & Johnson(No. 75), Intel(No. 32), and Xerox(No. 59), will do your dry cleaning, and many others, like Allied Signal (No.96), Honda of America (No.87), and Starbucks(No. 81), offer personal concierge service.

It's no wonder employers are worried about holding on to you. Unemployment is at a 25-year low, and executive ^{招聘}recruiters have never been busier. A few companies—Kodak, IBM, Philip Morris—are still making headlines with layoffs, but at most U. S. companies, downsizing jitters(紧张) just a memory.³ Indeed a number of recent studies reveal that companies that downsized a few years ago are now realizing they cut too close to the bone and are frantically(不顾一切地) rehiring.⁴ Isn't that nice? It's also smart: In a survey of large U. S. companies by the

American Management Association and the Saratoga Institute, more than half said they had recently lost so many talented people that their ability to compete had been severely damaged.

So it isn't surprising that employers who not long ago might have encouraged you to take a severance package are now scrambling to bar the exits.⁵ The bad news—for them, not necessarily for you—is that it may be too late. A formal retention(保留) program, which often includes enticements(诱惑) like big cash ^(bonuses) bonuses for longevity(长期供职) is better than nothing. But it probably won't help much if a company hasn't already created a culture that makes people want to stick around⁶.

And just what kind of culture might that be? There are dozens of people, all of whom have received one or more offers from competing firms in the past year, at the 100 Best companies and asked: how come you're staying where you are?

Their answers vary—cutting-edge technology, exciting work, the chance to change careers within the same company, a shot at a challenging overseas assignment, the promise of promotion from within, flexible or reduced work hours that still keep you on the fast track, truly terrific benefits. But here's the part that may surprise you: Nobody mentioned money. That is not because the 100 Best companies necessarily pay better than their peers. Rather, it's that—pay being equal—most humans seem to

need a better reason to get up in the morning. You no doubt dimly recall this concept from Psychology 101: Once people reach a certain level of material comfort, they care more about self-actualization, or, in plain English, being interested in what they actually do all day. Take Jorgen Wedel, a 49-year-old Dane who is executive vice president of the international division of Gillette (No. 46) in Boston. Says he: "I do get calls from headhunters⁷ who offer bigger salaries, signing bonuses, and such. But the excitement of what I'm doing here is equal to a 30% pay raise."

The competition for talent is especially brutal in high-tech industries, where turn-over(人事变动) in some companies is now running at an exorbitantly(过高地) costly and disruptive(制造混乱的) 30% a year. But throwing money at the problem is clearly not the answer. "It's pretty easy to get very good money now," says Ken Alvares, who runs worldwide human resources at Sun Microsystems (No. 69) in Menlo Park, Calif. "Our goal is to keep people so busy having fun every day that they don't even listen when the headhunters call." It's working. Sun's turn-over, at 11.6%, is about two-thirds lower than the competition's.

Sun is on to something. Fun is not frivolous(无聊的) anymore, if it ever was. Interim Services, a Fort Lauderdale-based temporary-staffing company, and Lou Harris & Associates recently identified 1,006 "peak performers" in U. S. companies and asked those star managers what

kind of workplace they'd be most reluctant to leave. Fully 74% said, "One that promotes fun and closer work relationships with colleagues." Over and over again, people at the 100 Best companies talk about how much fun they're having. "This is just a great bunch of people—very comfortable, very team-oriented. Just coming to work in the morning is fun," says Joyce Chung, director of business development at Adobe Systems(No. 56) in San Jose. A big part of her definition of fun: changing careers, from product marketing to scoping out potential venture-capital investments, without having to leave the company. At Procter & Gamble (No. 19), which has a policy of promoting from within, human resources vice president Carol Tuttle switched from brand management to advertising and then to recruiting, did a six-year stint in Venezuela, and has been promoted seven times in 22 years. Says Tuttle: "It's always challenging, always exciting. I don't think I've ever been bored for five minutes."

Neither has Richard Henderson, a contract attorney at Motorola's(No. 88)space technology group in Scottsdale, Ariz. At the moment he's involved in the Iridium low-earth-orbiting communications satellite program, which, beginning next year, will make phone service available for the first time in remote corners of the world. "Of course pay and benefits matter. But lots of places offer those. This is the most exciting technology anywhere. And I really like working in a place where you have as many friends

as colleagues or supervisors,” says Henderson. “This is my third group within Motorola, and with each move I’ve gotten more of the two things that matter most to me.”

Almost as often as they mention fun, people who stay put⁸ talk about flexibility—which, at the 100 Best companies, you don’t have to beg for. Quite often your boss will actually notice that you could use some kind of break and ask you whether you’d like to take it. After the birth of her second child, Recm Samra, a senior manager at Deloitte & Touche (No. 14) in Dallas, was starting to look a little frazzled(精疲力尽). “I didn’t want to cut my workload because I was afraid it would jeopardize(破坏) my chances of making partner,” she says. “But the human resources people here came to me and convinced me that I could work fewer hours and still be in line for a partnership.” She now works a schedule that is 15% lighter and points out: “This isn’t just about ‘mommies.’ Generation Xers care about balance too. A young manager in my department is working reduced hours, and he doesn’t have kids, He does, however. have a life.” Samra also points out that flexibility has to work both ways. When a client is in a crunch(危机), she still pulls all-nighters and carts work home on weekends.

Kelly Bates, a 31-year-old assistant manager at an Eddie Bauer store in Toledo, echoes(共鸣) Samra’s story. A few weeks ago, worn out by the demands of long work hours and two little kids, she almost quit to take a better

offer—fewer hours, more money—from the Disney Store. Within hours of handing in her notice, Bates got a call from her boss' boss: Don't leave us! Tell us what you want! We can work this out! They did, too, matching Disney's offer, and Bates couldn't be happier. "This is a wonderful company," she says. "A lot of companies talk about balancing work and family. Eddie Bauer means it."

The talent shortage seems likely to continue for at least the next couple of years. When Manpower Inc. surveyed 16,000 companies earlier this year, 30% said they would be trying to add people in 1998, and the Bureau of National Affairs(No. 65) reports that hiring projections in the U. S. overall are up 18% over 1996. With not enough good workers to go around, employers will be trying even harder to keep workers happy. As Joyce Chung at Adobe puts it: "In my current job, as long as I'm learning and growing, I'm not interested in leaving." Then she adds: "But when headhunters call me, I'd be a fool not to at least listen to what they have to say. I just haven't been tempted by anything so far." In this job market, even at the 100 Best companies to work for in America, "so far" are the operative words⁹.

Notes

1. Worried... more fun. 因为担心你再到别的公司去寻找更好的职务, 一些像百强企业公司便想出各种妙法使你的生活变得轻松有趣。句中的“lest”是连词, 无实际意义, 相当于 that。