

职业成功必读书架
Career Success

使团队发挥作用

Making Teams Work

(美) 麦克·马金 (Michael Maginn) 著
黄圣峰 译

推荐专家

清华大学经济管理学院院长 赵纯均教授

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School of Economics and Management
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英汉对照 附送 CD

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图书在版编目（CIP）数据

使团队发挥作用/（美）麦克·马金著；黄圣峰译. —北京：清华大学出版社，2005.12
（职业成功必读书架）

书名原文：Making Teams Work

ISBN 7-302-11934-1

I. 使… II. ①马… ②黄… III. 企业组织-组织管理学-汉、英 IV. F272.9

中国版本图书馆 CIP 数据核字（2005）第 114054 号

北京市版权局著作权合同登记号：图字 01-2005-3990

Michael Maginn

Making Teams Work

EISBN: 007-124862-5

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本书英汉对照版由美国麦格劳-希尔教育出版（亚洲）公司授权清华大学出版社在中华人民共和国境内（不包括中国香港、澳门特别行政区和中国台湾地区）独家出版发行。未经许可之出口视为违反著作权法，将受法律之制裁。未经出版者预先书面许可，不得以任何方式复制或抄袭本书的任何部分。

出 版 者：清华大学出版社 地 址：北京清华大学学研大厦
http://www.tup.com.cn 邮 编：100084
社 总 机：010-62770175 客 户 服 务：010-62776969

封面设计：北京行走出版咨询有限公司

版式设计：北京行走出版咨询有限公司

印 刷 者：清华大学印刷厂

装 订 者：三河市金元装订厂

发 行 者：新华书店总店北京发行所

开 本：148×210 印张：6.375 字数：82 千字

版 次：2005 年 12 月第 1 版 2005 年 12 月第 1 次印刷

书 号：ISBN 7-302-11934-1/H·721

定 价：24.00 元（附赠送 CD 光盘 2 张）

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出版说明

在这个瞬息万变、竞争激烈的商业环境中，各行各业的人士若想要跟上时代的步伐，不断吸收新知识当属首要任务。面对当前局势，更惟有能够精通中英文，熟悉职场文化的人才，才能抢得先机，领先群伦。

有鉴于此，清华大学出版社精心策划引进了世界知名出版公司麦格劳-希尔（亚洲）教育出版公司全力打造的“职业成功必读书架”系列丛书，旨在为广大大志在职业生涯中取得成功的人士量身打造一套内容精要易懂、中英文对照的管理好书，让读者能以最短的时间、最快的速度，吸收当今有效的管理新知，并通过中英文对照、难词注释及配套的英文朗读，彻底掌握相关知识的地道英文表达，使您双倍受益，信心百倍地走入成功之道。

本套书在编排上独具特色。每章末尾都附有名言警句，读者除了可以吸收管理新知，更能从中领略到智慧与哲学的思考。同时，本套书在开本大小、中英文对照、生词醒目标记、中心思想重点提取等方面精心设计，以方便商务人士的携带，也方便他们利用运动休息之时、茶余饭后和会议休息之际，或者出差旅途之中花上不多的时间轻松阅读。

本系列丛书呈开放式，使得不同领域和职位的人士各取所需，找到最适合自己或自己最迫切需要的内容，使之成为准备或已经进入商务圈的人士必备的进修工具书和赢在起跑线上不可或缺的成功利器。

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2005年仲夏·北京

Preface

Making teams work

Who can go it alone in the business world? Maybe someone like Leonardo DaVinci or Albert Einstein. For them, **magnificent** ideas and insights are all in a day's work. The rest of us need the help of colleagues and associates who pool their talents and creativity, their energy, motivation, and support into work teams to achieve a common goal.

In today's organizations, teams are the way work gets done. To be sure, individual **contributors** still have brilliant ideas and continue to make insightful decisions, but eventually those ideas and decisions are improved or implemented in the context of a

magnificent /mæg'nɪfɪsnt/

adj. 宏大的; 很棒的

contributor /kən'trɪbjʊ:tə(r)/

n. 贡献者

前言

使团队发挥作用

谁能只靠自己闯荡商界？也许像达·芬奇或爱因斯坦那样的人物可以。对他们而言，精彩的创意和洞见蕴含在每日工作中。其余如我们这些人则需要同事及合作伙伴的协助，是他们将自己的才智、创造力、精力、动机与支持投注到团队中，以达到共同的目标。

在现今的组织里，团队是工作得以完成的方式。当然，个别的贡献者依然能想出极佳的点子，并持续做出极具洞察力的决策，但这些构想与决策最终将由团队来改进或实践。

在现今的组织里，团队是工作得以完成的方式。

team.

Let's define the characteristics of a team. A team has a clear, common goal, something everyone understands and believes in. The goal could be a **sales target**, the development of a new process, or managing a group of **business units**. Whatever it is, achieving the goal is clearly the reason the team exists.

Another characteristic is that individuals have to work together to achieve the goal. People on a team are dependent on each other's expertise, perspective, and efforts. When you think about it, an organization is staffed with individuals who have different levels of expertise—financial experts, planners, technical wizards, sales specialists and **marketing mavens**. Even in a work group where people do similar tasks, there are people with varying skills. When the power of those different perspectives and skills are effectively and efficiently brought to bear on a problem or challenge, the results can be awesome.

sales target /seils 'tɑ:ɡɪt/
销售目标

business unit /'biznis
'ju:nɪt/ 企业单位

marketing maven
/'mɑ:kɪtɪŋ 'meɪvɪn/ 营销
高手

让我们来定义一个团队特征。团队有一个清晰的共同目标让每位成员都理解且深信不疑。这个目标可以是某个销售目标、某个新流程的开发或一组企业单位的管理。不论目标是什么，达到该目标无疑是团队存在的理由。

另一个特征是，团队中的每个人都必须携手合作以达目标。团队成员相互依赖各自的专业知识、洞察力与努力。这么想吧，一个组织是由具有不同专业能力水平的个人所组成，诸如财务专家、规划人员、技术人才、销售专员及营销高手。即使在人们都做类似工作的组织里，每个人的能力也不尽相同。当你有效地运用这些不同观点与技能所具有的力量来解决问题或面对挑战时，将会得到令人惊喜的结果。

最后，当团队达到目标时，每位团队成

团队有一个清晰的共同目标让每位成员都理解且深信不疑。

Finally, when a team goal is achieved, there is a payoff for all the **team members**. Achievement is shared, **rewards** are distributed, everyone wins.

Why teams? Studies have repeatedly shown that the quality of decisions and level of creativity emerging from teams are substantially better than from average individuals working alone. A great team produces fast, creative, wise, decisive, consistent results. The point is no one can go it alone. People need to get together to share ideas for achieving a common goal.

■ Part of making a team work is to have all team members pay close attention to how ideas are expressed, whether team members are listened to and included, whether the team is working. Being attentive to the team process is a critical **ingredient** to success.

■ A team that wants to be world-class also needs to stop and **ponder** how it is doing as a team every once in a while.

team member /ti:m

'membə/ 团队成员

reward /ri'wɔ:d/ n. 奖励

ingredient /in'ɡri:diənt/ n.

因素; 构成要素

ponder /'pɒndə(r)/ v.

审视; 详细考虑

员都能得到回馈，成就由大家共享，奖励也由大家分享，因此每个人都是赢家。

为什么要组成团队？各项研究一再显示，团队表现出的决策品质及创造力远胜过只靠自己单打独斗所能达到的。优秀的团队能产生迅速、有创意、睿智、有决断性且一致的成果。关键是谁能只靠自己，人们必须团结在一起，分享达到共同目标的构想。

■ 团队工作的一部分，是让所有成员专注于如何表达构想，专注于团队成员的意见是否被聆听并采纳，专注于团队是否能发挥成效。留意团队的工作流程是成功的关键因素。

■ 若想成为世界级的团队，必须不时停下来审视自己做得如何。进步来自于自省。

留意团队的
工作流程是成功
的关键因素。

Improvement comes through **reflection**.

- Remember, there are skills that sharpen the effectiveness of teams. These skills can be learned and practiced by the team. That's what this book is all about.



reflection /rɪˈflekʃən/ n.

自省; 反思

- 记住，技巧能使团队发挥更大的效果，团队可以学习并实行这些技巧，这就是本书所探讨的内容。

"Individual commitment to group effort—that is what makes a team work, a company work, a society work, a civilization work."

—Vince Lombardi

每个人都对群体的努力做出承诺，这就是使团队、公司、社会、文明发挥作用的原因。

——文斯·隆巴迪（美国知名橄榄球教练）

"A team is a group of people with different abilities, talents, experience, and backgrounds who have come together for a shared purpose. Despite their individual differences, that common goal provides the thread that defines them as a team."

团队是能力、天分、经验及背景各不相同而为了相同目的集结在一起的一群人。尽管个体之间互有差异，但共同的目标使他们成为团队。

团队是能力、天分、经验及背景各不相同而为了相同目的集结在一起的一群人。

1

☐ Move in the same general direction

☒ **Forge a clear, common goal**

A team without a goal is like a ship without a destination. There's plenty of ocean out there for the team to figuratively float around on and yet never get anywhere—endless meetings, unsatisfying discussions, half-hearted decisions. What every team needs is a solid, clear, and achievable goal. A goal states what the team has to accomplish. A goal is motivating; a goal demands action and **decisiveness**.

Typically, a team goal statement is short and pungent: Keep the lines short in our retail store. Produce a breakthrough product by **the third quarter**. **Speed up** our **budgeting process**. Provide maximum value and service

decisiveness /di'saisivnəs/
n. 决心

the third quarter /ðə θə:d
'kwɔ:tə/ 第三季度

speed up /spi:d ʌp/
加快速度

budgeting process
/'bʌdʒitiŋ 'prəʊses/ 预算制
订流程

☐ 朝共同的目标前进

☒ 建立清晰的目标

一个没有目标的团队就像一艘没有目的地的船。浩瀚海洋的空间之大，足以使团队四处漂流，甚至永远无法抵达目的地。例如开不完的会议、令人失望的讨论、漫不经心的决策等。每个团队都需要一个健全、清晰且能够达到的目标。这个目标能指出团队必须完成的任务，同时也可以激励人心，而达到该目标则需要行动与决心。

通常来说，团队的目标宣言应该是简洁有力的，例如让零售店中的商品很快被卖掉，在第三季度推出突破性的产品，加快预算流

每个团队都需要一个健全、清晰且能够达到的目标。这个目标能指出团队必须完成的任务，同时也可以激励人心，而达到该目标则需要行动与决心。

to our best **distributors**. **Reduce waste** and delay from the customer experience. Introduce our services to a new market area.

Of course. President John F. Kennedy gave us one of the most famous team goal statements of all time. Back in 1962, he said, “I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth.” No question about where that team was going and how long they had to get there.

Remember, in a team setting, the goal is always an outcome that individuals can’t possibly achieve by themselves. That’s why it’s a **team goal**. Because we are dealing with a number of people, there is a chance that individuals might not really understand what the team goal actually means. That’s a problem. Imagine working on a team whose goal is to “Create better customer-vendor relationships.” The intention is laudable, but do you think this goal means the same thing to each team member? A better goal would be to “Reduce

distributor /dis'tribjutə(r)/
n. 分销商

reduce waste /ri'dju:s weɪst/
减少浪费

team goal /ti:m ɡəʊl/ 团队
目标