

职业成功必读书架
Career Success

新经理人 成功的24招

The New Manager's Handbook

(美) 莫里·斯泰特纳 (Morey Stettner) 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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Morey Stettner

The New Manager's Handbook

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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人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。

清华大学出版社外语分社

2005年仲夏·北京

Preface

The New Manager

Congratulations on joining the ranks of management. Your hard work has paid off, and now you have responsibility for **supervising** the work of others to help your organization achieve its goals. While your expertise and success in your work has likely contributed to your promotion to manager, you're probably aware that this new position requires a different set of skills—skills that require effective interaction with other people at work. These people include those you supervise, your **peers**, and the managers you report to.

There's an old joke that **disgruntled** employees sometimes tell each other. "You know the definition of manager, don't you?" "No, tell me." "A manager is the person who sees the visitors so everyone else can get the work done." Maybe that's funny to some

supervise /su:pəvaiz/
v. 监督

peer /piə(r)/ n. 同辈;
同事

disgruntled /dis'grəntld/
adj. 不满的; 不高兴的

前言

给新经理人的话

恭喜你加入管理阶层的行列！你辛勤的工作终于有了回报，现在你必须负起监督其他人工作的责任以协助组织达到目标。虽然你在专业及工作上的成功，让你顺利晋升到管理阶层，不过从现在开始，你可能会意识到这个新职位需要拥有能与他人有效互动的技巧。这些人不仅有你的部属，同时也包括同为管理阶层的人员以及你的上司。

对经理人有所不满的员工间常会开玩笑地问：“你知道经理人的定义是什么吗？”“不知道，是什么呢？”“经理人就是接待来访客，好让其他人能够完成工作的家伙。”这对某些人来说也许挺有趣，但现在你已经成为经理人，你的工作是与员工一同欢笑，而

晋升到管理阶层，需要拥有能与他人有效互动的技巧。

people, but now that you're a manager, it's your job to laugh *with* your staff, rather than having them laugh *at* you.

This book is designed to help make sure that happens and to help you make the **transition** effectively. It will provide you with a quick guide that you can refer to as you figure out how to execute your new responsibilities.

At the heart of managing are planning and communication, and you'll find numerous lessons hear the deal with the **nuances** of these skills, including giving feedback to your employees to help them improve their performance and keep up the motivation, how to give great instructions to get the results you're looking for, how to build alliances, and how to listen to others. You need to learn to run meetings that employees know will help them successfully work together; you need to learn how to think strategically as well as tactically; you need to learn how to build alliances. And while you may understand the theory of these things, it's actually doing them that is the issue. And that's also the point of this little book—to give you practical methods for meeting the challenges of managing your employees and making the organization happy it

transition /træn'ziʃən/ *n.*
转变

nuance /'nju:ɑ:ns/ *n.*
细微差别; 微妙变化

非让他们嘲笑你。

本书旨在协助你确保那些转变并协助你更有效地转变为称职的经理人。它会提供一份快速指南，让你思考如何负起这份新责任。

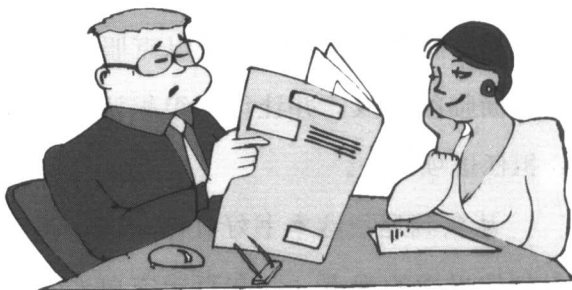
管理的主要工作是规划与沟通，你将看到一系列讨论如何运用这些微妙技巧的课程，其中包括如何回馈员工以提升其工作绩效、维持工作的动力，如何下达适当的指令以得到你所期待的结果，如何建立盟友，以及如何聆听。你必须学习如何主持让员工成功合作的会议，必须学习如何进行策略性及战术性思考，也需要学习如何建立盟友。你也许了解这些工作背后的理论，但实际运作起来又会是不同的情况。这也是这本小书的重点——提供你实用的方法以克服管理员工时所面临的挑战，并让你的组织认为你很适合担任这项职务。

从头到尾把这本书好好读一遍，找出能引起你兴趣的观点，并在页边空白处写下笔记，然后把它放在办公室里作为参照。想一

管理的主要工作是规划与沟通。

has you doing this work.

It's a good idea to first read this book from beginning to end. Highlight ideas that intrigue you. Make notes in the margins. Think about how you can use the methods to help you as you **immerse** yourself in your new responsibilities. Then keep it in your office as a quick reference. Build on the ideas and actions described here to hone your management skills. Soon enough, you will no longer be a new manager, but one who clearly understands the nature of your responsibilities and the opportunities you have to make a real difference for your organization and yourself. Good luck!



immerse /i'mɔ:s/ v.
使埋首于

想，当你负起这些新责任时，要如何运用书中的方法来帮助你。然后，把这本书放在办公室随时参考，并根据上面所说明的概念与行动来磨炼你的管理技巧。很快地，你将不再是位新经理人，而是一个清楚了解责任的本质、并有机会真正对组织及自己做出改变的人。祝你好运！

"In the end, all management can be reduced to three words: people, product, and profits. People come first."

—Lee Iacocca

说到底，所有管理工作都可以被简化为三个词：员工、产品与利润。而员工则是摆在第一位的。

——李·艾科卡

新经理人是
一个清楚了解责
任的本质、并有
机会真正对组织
及自己做出改变
的人。

1

☐ Give criticism

☒ Give feedback

Part of your job as a new manager is to give helpful **feedback** to employees. But it doesn't stop there.

The feedback process isn't over when you reel off what you think the employee should do to improve performance. It ends when the worker understands your input and applies it successfully.

Most managers dislike giving negative feedback. They may fear that workers will perceive their well-intentioned comments as personal criticism. And because it's common for rookie managers to want to be liked by their troops, they may shy away from pointing out work-related defects or concerns about an

feedback /'fi:dbæk/ *n.*
反馈; 回馈

☐ 批评下属

☒ 给予反馈

新经理人的首要责任之一，就是给员工有用的反馈，且不仅仅停留于此。

反馈不只是你滔滔不绝地告诉他们应该如何改善绩效，而是要员工了解你的意见，并且能成功地将这些意见应用于工作上。

大多数经理人不喜欢给予负面的反馈，他们害怕员工会把他们出自善意的意见当成批评。由于新任经理人常希望能受到员工的欢迎，所以可能较少会去指出与工作有关的错误，或是关注员工的工作表现或态度。

请你一定要抛开这种想法！

新经理人的首要责任之一，就是给员工有用的反馈。

individual's effort or attitude.

Get over it!

Effective managers must give feedback every day. It can range from glowing praise to neutral observation to serious alarm. Ideally, positive input should far **outweigh** everything else. Employees **crave** compliments from their supervisor—they remember them, treasure them and share them with friends and family.

Look for opportunities to point out what workers are doing right. Don't feel you must **ration** praise only for rare flashes of brilliance or exceptional results. Letting people know that you admire how they handle a customer, organize their workspace or analyze a problem is in itself a form of feedback that strengthens your relationship with your team.

When your goal is to provide constructive feedback that helps employees improve, set the stage. Get a two-way conversation going.

Discuss the high standards you set for yourself and your crew—and find out what the worker thinks of these standards. That's better than coming right out and saying, "Here's something you're

outweigh /aʊt'wei/ v.
比……更重要，超过

crave /kreiv/ v. 渴求，
迫切希望

ration /ræʃən/ v. 定量供应

做事有效能的经理人必定每天提供反馈给部属，不管是热情的赞美、中立的观察还是严重的警告。以理想情况来说，正面的意见应该胜过一切。员工都渴望得到上司的赞美，他们会记得这些话，珍惜它们，并与朋友及家人共享。

寻找可以指出员工正确行为的机会。千万别认为赞美是有固定配额的，必须留到如昙花一现的卓越表现或特别成就时才给予赞美。让员工知道你钦佩他们如何处理客户关系的方式、安排工作的能力或是分析问题的技巧。这些都是能强化你与团队之间关系的反馈形式。

当你的目标是为了提供建设性反馈、协助员工改善工作时，请设定阶段性的进程来进行双向对话。

讨论你为你自己及你的员工所设下的高标准，并了解他们对这些标准有什么看法。这比突然现身说：“你这件事做错了，需要多

做事有效能的经理人必定每天提供反馈给部属，不管是热情的赞美、中立的观察还是严重的警告。

doing wrong that you need to **work on**...”

Remember that almost all workers **thirst for** input. One of the employees’ biggest complaints is “I don’t get enough feedback from my boss.” Remove the mystery. Freely share your ideas, suggestions and **reservations**. Make individuals aware of their performance and guide them to improve.

Use this three-step method to deliver feedback that sinks in:

Invite employees to evaluate their performance: Let them **rate** a specific aspect of their work based on, say, a 1-to-10 scale or an A-to-F letter grade. Many people judge themselves more harshly than you would. Even if they **inflate** their rating, it gives you a baseline to respond with your input.

Ask follow-up questions: Dig for more information. Get employees to share details or examples that justify their self-rating. Notice what criteria they use to evaluate themselves and how they **track** their performance.

Align your analysis with their comments:
Now that you’ve given employees a chance to

work on /wɜ:k ɒn/ 继续
努力

thirst for /θɜ:st fɔ:/ 渴望

reservation /ˌrezə'veɪʃən/
n. 保留 (意见)

rate /reɪt/ v. 评价; 定出
等级

inflate /ɪn'fleɪt/ v. 夸大

track /træk/ v. 追踪