

职业成功必读书架
Career Success

如何有效 激励员工

How to MOTIVATE Every Employee

安·布鲁斯 (Anne Bruce) 著

黄家慧 译

专家推荐

清华大学经济管理学院院长 赵纯均教授

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英汉对照 附送 CD

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布鲁斯是国际知名的演说家，其著作包括《Building a High Morale Workplace》以及《Motivating Employees》等书。作者曾获得萨克拉门托市商会的年度女商人奖，曾为许多企业举办过绩效管理、领导技巧、客户服务的讲座，也曾西南航空、南方公司、美林证券等大型企业担任内部绩效顾问。

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。该系列丛书已在国际上形成工商管理类图书的强势品牌。在日本、韩国、新加坡、中国台湾省、中国香港等国家和地区名列同类图书的畅销书排行榜前列。

清华大学经济管理学院院长 赵纯均 教授作为专家特别推荐此系列图书。该套丛书吸取了国际工商管理畅销书的精华概念,以简洁的文字编写而成,内容实用精要,可以让想要进入或已经进入商务圈的有志之士在较短的时间内,以最快的速度,吸收当今有效的工商管理新知识,同时提升商务英文能力,从而实现一举两得的效果。

第一批推出的图书目录:

如何有效激励员工

How to Motivate Every Employee

如何与难相处的人沟通

Dealing with Difficult People

使团队发挥作用

Making Teams Work

新经理人成功的24招

The New Manager's Handbook

卓越领导人完全手册

The Handbook for Leaders

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传奇教练的成功领导

The Lombardi Rules

高绩效成功领导手册

Leadership When the Heat's on

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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。

本系列丛书成开放式，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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Preface

24 Ways to Motivate Every Employee

*T*wenty-four Ways to Motivate Every Employee is a small but powerful book written to help managers like you **utilize** in your career the actions and **motivational** success strategies of world-class business icons, such as Disney, SAS Institute, Virgin Management Limited, Levi Strauss, Starbucks, Four Seasons Hotels, Capitol One, and more. In addition, there are creative, timely, and immediately applicable tips, tools, techniques, and suggestions—all presented in bite-size chunks—guaranteed to keep you and your employees from falling victim to **mediocrity** and **complacency**.

But, ultimately, none of these principles and

utilize /'ju:təlaiz/ v. 运用

motivational /məuti'veiʃnl/

adj. 激励人心的

mediocrity /mi:di'ɒkrəti/ n.

平庸的

complacency /kəm'pleɪnsi/

n. 自以为是的

前言

激发员工最佳绩效24招

本书宗旨在于帮助经理人，使他们能够在职业生涯中充分运用成功激励人心的策略及行动，借以达成目标。而这些技巧完全出自像迪士尼、赛仕计算机软件公司、维京集团、Levi's、星巴克、四季饭店、Capital One信用卡公司，以及其他许多世界级的知名企业。除此之外，本书还有许多深具创意、新颖且可以立即运用的诀窍、工具、技巧和建议（全部都以最精简的方式呈现），保证可以让你和你的员工不成为平庸和自以为是牺牲品。

然而，除非你能够将书中所有的原则

许多深具创意、新颖且可以立即运用的诀窍、工具、技巧和建议（全部都以最精简的方式呈现），保证可以让你和你的员工不成为平庸和自以为是牺牲品。

innovative ideas will be worth anything unless you can translate them into fast action steps that affect your employees' behaviors today—right now! This book **allows** you to do just that.

Your expert skills and talents have gotten you this far. Now, let this handy, user-friendly book help you apply the fast facts and quick guidelines to becoming even more successful and effective—as a motivating manager!

We believe in the power and the influence that today's manager or supervisor can have on employee motivation. With the right set of techniques, like the ones included in this book, you can reawaken and revive the spirit in your organization. Not only that, you can inspire all those around you by creating an environment in which employees will tap their own motivational energy and **perform** their best work.

It's our hope that you will find *24 Ways to Motivate Every Employee* an invaluable **workplace** tool and resource that you'll refer to again and again. This is a book about managers creating an environment in which their

allow /ə'laʊ/ v. 要求

perform /pə'fɔ:m/ v. 表现

workplace /wɜ:kpleis/ n.
职场

与创新的概念完整地转化为立即的行动，否则这本书所有的内容对你而言都只是毫无意义的文字。因此，请从当下开始影响你的员工行为；对，就是现在！本书就是要你这么做的！

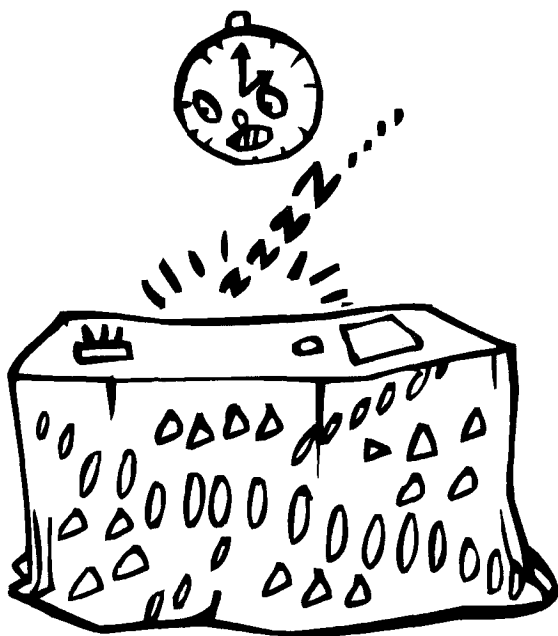
你有今天的成功是因为你的技巧与才能。透过本书所提供的有效资料与指导，你会更成功和更有效率。不仅如此，你还能成功地成为激励身边所有人的经理。

我们相信今日的经理拥有激发员工的能力与影响。有了一套优良的职场技巧，就像这手册里所提倡的，你能够唤醒并重建企业的精神。除此以外，你可以激发所有员工，开创一个能够使员工发挥自己的动力，追求最佳表现的环境。

我们衷心地期望《如何有效激励员工》会被视为一套无价的职场工具、一项可以重复运用的资源。本书主要阐述经理人如何开创一个让员工对于自身工作保持热情、愿意

经理人如何
开创一个让员工
对于自身工作保
持热情、愿意全
心追求最佳表现
的环境。

employees feel **passionate** about doing their jobs and putting the best of themselves into those jobs. We hope you'll feel passionate about the information in this book as well.



passionate /pæʃənət/ *adj.*

热情的

cultivate /'kʌltiveɪt/ *v.*

培养; 训练

human capital

/'hju:mən 'kæpɪt/ 人力资本

全心追求最佳表现的环境。因此，我们期望你也能够尽情吸收本书所提供的信息。

*“Motivation is about **cultivating** your **human capital**. The challenge lies not in the work itself, but in you, the person who creates and manages the work environment.”*

工作动力是指如何培养你的人力资本。提升工作动力的挑战并不在于工作本身，而是在于你自己，在于你这位身负创造及管理整体工作环境的经理人身上。

提升工作动力的挑战并不在于工作本身，而是在于你自己。

☐ Motivation isn't your problem

☒ **Build a motivated
workforce**

Here's the million-dollar question: Who would want to be influenced and **inspired** by you? If you cannot answer this question, then you have no business managing anyone. As a professional speaker and corporate trainer, I have asked this question of thousands of managers and leaders across America and abroad, and you'd be surprised how difficult this question can be for some managers and supervisors to answer. Oftentimes the response is simply a **stunned** hush.

Here's why being able to answer this question is so important. Managers can't really do anything or be effective in their jobs, if their employees aren't motivated to perform well.

inspire /in'spaɪə(r)/ v.
激励; 鼓舞

stun /stʌn/ v.
使目瞪口呆或震惊

☐ 工作动力与你无关

☒ 创造一个高动力的 工作团队

先来个棘手的问题：“谁会想要被你影响与激励？”如果你没有办法回答这个问题，则你根本无法管理任何人。作为一名专业讲师及企业训练师，我曾向美国与海外数千名经理人和企业领导者提过这个问题。然而，你可能会感到很惊讶，这个问题对于某些经理人和管理高层却是那么难以回答。通常，对方以沉默的态度面对这个问题。

为什么能否回答这个问题如此重要？如果经理人底下的员工无心努力工作，则经理人也无法完成任何事或在其工作岗位上发挥任何效力。因此，身为一名经理人或管理阶

如果经理人底下的员工无心努力工作，则经理人也无法完成任何事或在其工作岗位上发挥任何效力。

So as a manager or supervisor, it's imperative that you continually look for ways to engage your people and rouse their **enthusiasm** and **commitment** to the organization and its goals.

The fact is that people are motivated to do what is in their best interests. Your goal as a manager, then, is to help employees identify their **welfare** with that of the organization. When this happens, employees will naturally feel motivated to work hard, because it is in their best interest to do so.

All this is another way of saying that motivation is **intrinsic**. It's what drives us to accomplish our desired ends. Whatever we do, it's always because we believe it will fulfill some present or future personal goal or desire.

Contemplate this. When have you been most excited about your work? For most people that excitement comes from being **involved** with projects that were near and dear to us—projects we took personally, or in which we believed we could really make a difference and accomplish something for ourselves and others. By helping your employees to identify closely with the job

enthusiasm /in'θju:ziæzəm/

n. 热忱

commitment /kə'mitment/

n. 承诺; 贡献

welfare /'welfeə(r)/ n.

福利

intrinsic /in'trɪnsɪk/ adj.

本质的 (引申为内在本能)

involve /in'vɒlv/ v.

热衷于; 投入