

文化互动篇

Don't believe in circumstances for what they are. People who get on in this world are the people who get up and look for the circumstances they want, and if they can't find them, make them.

— George Bernard Shaw

Be nice to people on your way up because you'll meet them on your way down.

— Wilson Mizner

1. Outstanding Cultural Diversity Programs

多元文化连着我和你

不论种族,不分国籍;不论肤色,不分男女。同一企业中不同文化背景的人们坦诚相待,共同进取,多元文化管理所激发的凝聚力与创造力将为企业带来一片生机。

From the Chrysler Corporation to the Central Intelligence Agency, cultural diversity programs are flourishing in American organizations today. Firms can no longer safely assume that every employee walking in the door has similar beliefs or expectations. Whereas North American white males may believe in challenging authority, Asians tend to respect and defer to it. In Hispanic cultures, people often bring music, food, and family members to work, a custom that U. S. businesses have traditionally not allowed. A job applicant who won't make eye contact during an interview may be rejected for being unapproachable, when according to her culture, she was just being polite.

As a larger number of women, minorities, and immigrants enter the U. S. work force, the workplace is growing more diverse. It is estimated that by 2005 women will make up about 48 percent of the U. S. workforce, and African Americans and Hispanics will each ac-

count for about 11 percent; by the year 2050, minorities will make up over 50 percent of the American population.

Cultural, or workplace, diversity refers to the differences among people in a work force due to race, ethnicity, and gender. Increasing cultural diversity is forcing managers to learn to supervise and motivate people with a broader range of values systems. According to a recent survey by the American Management Association, half of all U. S. employers have established some kind of formal initiative to promote and manage cultural diversity. Although demographics isn't the only reason for the growth of these programs, it is a compelling one. An increasing number of organizations have come to believe that diversity, like quality and customer service, is a competitive edge. A more diverse work force provides a wider range of ideas and perspectives and fosters creativity and innovation.

Avenues for encouraging diversity include recruiting at historically black colleges and universities, training and development, mentoring, and revamped promotion review policies. To get out the message about their commitment to diversity, many organizations establish diversity councils made up of employees, managers, and executives. Although many Fortune 500 companies are making diversity part of their strategic planning process, some programs stand out from the crowd.

At Texas Instruments, strategies for enhancing diversity include an aggressive recruiting plan, diversity training, mentoring, and an incentive compensation program that rewards managers for fostering diversity. Each business unit has a diversity manager who implements these strategies and works closely with the company's Diversity Network. The network provides a forum of employees to share

ideas, solicit support, and build coalitions.

Convinced that strengthening diversity is a business imperative, Du Pont has established several programs to achieve that goal. In addition to training workshops and mentoring, Du Pont has established over 100 multicultural networks through which employees share work and life experiences and strive to help women and minorities reach higher levels of leadership and responsibility within the organization. Over half of Du Pont's new hires for professional and managerial positions are minorities and women.

Disney World's director of diversity wants theme park guests to see themselves reflected in the diversity of Disney's employees. Working to attract diverse employees, Disney hopes to convince them that the organization understands, respects, and values who they are. By holding a variety of diversity celebrations every year — including Dr. Martin Luther King's Birthday, Asian-Pacific Heritage Month, Hispanic Heritage Month, Disability Awareness Month, and Native American Heritage Month — Disney opens the door to this kind of understanding.

What do we learn from strong, successful diversity program such as these, as well as similar programs at Microsoft, Xerox, Procter & Gamble and Digital Equipment Corporation? First, they can go a long way toward eliminating prejudice in the workplace and removing barriers to advancement. Second, to be more than just the latest corporate buzzword, diversity programs require commitment from the top and a culture that supports an inclusive environment.

从克莱斯勒公司到中央情报局，美国的企业与机构如今正大张旗鼓地推出多元文化管理计划。企业不再轻言每个员工都胸怀大体相同的理想与观念。北美的白人男子也许会认同与当权者争长论短，而亚洲人一般会对领导们言听计从；拉美国家文化背景的人们常常是听着音乐，连吃带喝，拖家带口来上班，尽管这是美国公司历来不容许的坏习惯；在面试中没有目光交流的应聘者会因为不善于沟通而被刷下来，而按照她的文化习俗，不看对方只是礼貌的表现罢了。

随着更多的妇女、少数族裔以及移民人群进入美国就业队伍，企业员工文化背景更加多元化。预计到 2005 年 妇女将占美国就业人数的 48% 左右，非洲裔美国人与拉美人将分别占到 11%。而到 2050 年 美国总人口中少数族裔将达到 50% 以上。

企业多元文化指同一个公司里由于员工的民族、种族与性别的不同而存在的差异。企业多元文化促使管理者们学习以更为宽广的文化价值观去领导和激励员工。据美国管理协会最近的一项调查表明，美国所有的企业中有一半已经正式推行了旨在促进与管理多元文化的计划。虽然人口结构的变化并不是多元文化计划的惟一原因，但它也算是一个强劲的动因。越来越多的公司与机构已经意识到，员工的多元化，同产品质量与客户服务一样，也可以成为竞争优势。更加多元化的员工队伍意味着更开阔的思路和更多的好点子，能够促进企业的创造与革新。

促进多元文化的途径包括：到黑人历来较多的大学招聘雇员、培训与培养人才、提供良师服务（传帮带）、调整升职考核政策等。为了广泛宣传其多元文化计划，许多机构建立了由员工、部门经理及高层管理者组成的委员会。许多《财富》500 强企业正在尝试把

多元文化管理作为其战略部署的一部分，同时一些公司已有成型的计划脱颖而出。

在得克萨斯仪器公司，促进多元文化管理的战略体现在大胆的招贤行动，多元人才培养，传帮带活动以及对经理们促进多元文化进行奖励的鼓励性报酬计划。每个部门由一个管理者负责实施多元文化的战略决策并与公司的多元文化网络密切协作。这一网络为员工之间交流思想，互利互助及结成同盟提供了空间。

杜邦公司把促进多元文化作为企业管理的当务之急，并制定了几个相应的计划。除了举办讲座与传帮带活动之外，杜邦公司还开辟了 100 多个多元文化网站供员工互相交流工作与生活体验，同时帮助妇女与少数族裔向责任重大的高层领导职务积极进取、在杜邦公司新聘的专业技术与管理职位中妇女与少数族裔就占到一半以上。

迪斯尼公司多元文化主管希望其主题公园的游客们能够感受到迪斯尼员工多元文化的氛围。为了吸引具有不同文化背景的员工，迪斯尼希望员工能够相信，公司会理解、尊重与珍惜每一个员工。通过举办各种文化纪念活动，如马丁·路德·金诞辰纪念日，亚太文化传统月，拉丁文化传统月，残障人士关注月，美国土著文化传统月等，迪斯尼公司为人们理解多元文化提供了机会。

这些卓有成效的多元文化计划以及微软、施乐、宝洁、数字设备等公司的类似计划对我们有何启示？首先，这些计划大大有助于消除员工之间的歧视以及升职障碍。其次，多元文化计划并不仅仅是一种时髦的说法，它要求企业领军人物决心和一个有利于形成兼收并蓄的工作环境和文化氛围。

注 释

1. Chrysler Corporation 克莱斯勒公司，美国第三大汽车制造商，成

立于 1924 年，总部设在底特律。1999 年与德国 Daimler-Benz 进行强强联合成为汽车制造业的巨无霸戴姆勒·克莱斯勒 (Daimler-Chrysler) 公司

2. Central Intelligence Agency 美国中央情报局 (CIA)
3. cultural diversity programs 多元文化计划
4. flourishing adj. 繁茂的，繁荣的，欣欣向荣的
5. to challenge authority 挑战权威 / 领导
6. defer to 尊重，顺从
7. Hispanic culture 西班牙文化
8. unapproachable 矜持的，难以接近的，不可亲近的
9. make up 凑足
10. gender n. 性别
11. a broader range of 范围更广泛的
12. value n. 价值标准，被认为是值得的或需要的一种原则、标准或性质
13. initiative n. 主动行为
14. demographics n. 人口统计信息
15. compelling adj. 强制的，强迫的，引人注目的
16. competitive edge 竞争优势
17. perspective n. 观点，看法，视角
18. to foster creativity and innovation 培养创造与革新
19. historically black colleges and universities 南北战争废除了奴隶制，而长期以来美国的种族隔离制度使黑人只能进入专门的学校。直到 20 世纪 60 年代民权运动之后种族歧视的状况才有所好转，但种族歧视至今仍未消除
20. mentoring n. 指导，成为良师益友，这里指多元文化公司员工之间互帮互学的工作伙伴关系
21. revamp v. 修订或重整

2. Intrapreneurship: Nurturing Ideas from Within 内部创业:墙内开花内外香

管理层经常感叹“我们没有合适的人”，雇员们却苦于才能不得施展而频频跳槽，因而演绎出没完没了的故事。成功企业的做法使我们明白：其实，有许多不该发生的故事。

You know that entrepreneurs tend to be hard working, risk taking, creative and motivated. Companies want to nurture those very qualities in their employees, within limits, of course. When entrepreneurial qualities are encouraged within a company, then the company is encouraging intrapreneurship. There are many ways to do this.

3M Company likes its technical workers to devote 15% of their time to their own projects. If the company then decides to support a particular project, the workers who developed the idea often take charge of the new effort and run it as their own business within 3M. This is intrapreneurship in high gear.

AT&T Credit Corporation organizes its employees into “self-managing groups.” Each group sets its own targets and monitors its own budgets. The group members even evaluate each other’s performance. They are part of a smaller group working fairly auto-

mously (making decisions for itself) within the larger group that is AT&T Credit Corporation. Says Irv Rothman, President and Chief Operating Officer (COO), "We are processing more business than we ever did before, and generating more revenues. . . And, we have not had to hire many more people to process that business."

Federal Express had an interesting experience that led it to give employees more power to make decisions while on the job. One of its facilities found itself without managers for a while, and the employees at that facility asked that they be allowed to continue without managers. Federal Express gave them the chance. The employees soon discovered that, without their managers, they had too little time actually to do the jobs they needed to do. They learned that the managers had been important as a support mechanism, protecting them from the interference of other tasks that needed doing. The employees at that facility asked for the managers to come back.

Federal Express learned from the experience and organized what it calls quality action teams. Workers are encouraged to give voice to their ideas; managers are encouraged to listen and act on the ideas. Bill Schoffield, a Vice President, explains, "Customer satisfaction begins with job satisfaction. . . If the employees are making decisions and coming up with solutions and the solutions are being act upon, well, they'll feel a little more satisfied. And they will take the responsibility to see that that plan is more successful because they designed it."

Bell Atlantic has an Executive Director of Intrapreneurship, Patricia Koch. Koch emphasizes how important it is for the company first to "share the vision" of where it is going before it empowers employees to act on their own. Once employees understand the over-

all company mission, then their ideas for new products and services can be “plugged in.” Koch describes Bell Atlantic’s program called Champion, which “seeks to connect... employees who have ideas with the resources that they will need within the corporation.” Ideas that are not selected or pursued for long are not viewed as failures. They are called “good tries” or “risks,” and those are encouraged along with the ideas that go all the way into new products.

What are the drawbacks or difficulties associated with intrapreneurship programs or strategies? Some managers are not happy about giving up the control they are used to having. Other managers may be willing, but their companies have downsized. Those managers may be doing more of the work above or below their levels than they had been doing. Now they are overworked, stressed managers, and they may not want to hear new ideas that could just complicate their jobs even further.

The major problem that often haunts intrapreneurship is that results are expected too quickly. It takes time for a company to develop the right atmosphere and the most appropriate support structures for intrapreneuring. Sometimes a company gets impatient and needs, Koch says, “to swallow a patience pill.” Lastly, sometimes it is difficult for an intrapreneur to hear that the company has decided not to pursue her or his idea; the person may continue working on the idea anyway.

With all the possible drawbacks, intrapreneurship has a foothold in business today. Witness only two of the many products now on the market that owe their existence to companies who recognized and nurtured the talent within their own walls: IBM’s lap-top computers and Gillette’s Sensor Razor. Each took only one person with a bright

idea and working in a company that listened.

译 文

内部创业：墙内开花内外香

众所周知 企业家大都工作勤勉 勇于冒险 不断创新 积极进取。企业希望能在一定限度内培养员工具备这样的素质。当企业家的品质在一个企业内部受到激励，那么这个企业就是在营造内部创业精神。做到这一点有诸多方式。

3M 公司愿意让它的技术人员把 15% 的时间用于钻研自己的项目。如果公司决定对某一项目予以资助，该项目的开发人员通常会全权接手管理 并在 3M 旗下独立运作。这就是内部创业精神的高度体现。

AT&T 信贷公司把员工以“自治团队”的方式进行组编。每个编队制定各自的目标并管理自己的预算。队员们甚至互评业绩。在 AT&T 信贷公司大集团内部，有许多这样独立运营的小团队。集团总裁兼首席业务执行官 Irv Rothman 说：“公司经手的业务比以前多了，赚取的收益也多了……，而我们并没有被迫增加雇员。”

一次有趣的经历促使联邦快递公司给予其员工岗位决策权。某个部门一度主管缺编，该部门的员工便请求允许他们撇开经理于下去。联邦快递给了他们这个机会。员工们很快发现，因为缺了负责人，他们实际上几乎没有时间处理一些必要的事。他们意识到了管理者的重要性在于他的支持作用，在于他能使员工免受其他必须处理的事务的干扰。那个部门的员工于是请求召回管理者。

联邦快递从中获得经验，组编他们称为“质量行动”的团队。鼓励员工畅所欲言，鼓励管理者倾听并采纳员工的建议。副总裁 Bill Schoffield 解释说，客户满意始于员工的工作满足感……如果

员工参与决策 拿出方案来 那么 在方案付诸实施之时 他们得到的满足感会更多些。而且由于是他们制定的方案，他们也会 恪尽职守保证该计划更为成功。

贝尔大西洋公司有一位内部创业计划总监 Patricia Koch。Koch 强调，在给予员工自主权之前首先让大家了解公司的宏图大略至关重要。一旦员工明确了公司的总体目标，他们才能有的放矢地提出新的产品与服务方面的建议。Koch 描述了贝尔大西洋集团的“赢家”计划，该计划旨在寻求在公司内部将员工的创意与所需资源结合起来。落选或尚需时日完善的建议并不被看作失败。它们是“好的尝试”或“风险行为”与最终促成新产品、新服务的创意一样会受到鼓励。

内部创业计划或战略的弊端与困难又是什么呢？有些管理者不愿放弃惯于掌握在手的权力。有些管理者们或许愿意放手，但他们的公司已经进行了缩编。他们或得心应手或勉为其难地操持着更多的事务。他们现在过于忙碌，压力太大，因而可能不愿意再听取新建议——新建议只能使他们的工作更为复杂。

通常困扰内部创业者的最大问题在于他们太急于求成。企业要营造适合内部创业的气氛，建立最得当的支撑系统，这些都需要时间。Koch 说，有时企业会缺乏耐心而必须“吞下一粒耐心丸”来保证内部创业计划的正常运作。此外，内部创业者很难接受不拟实施其建议的决定。即使公司已经做出决定，该创业者或许也不会轻易放弃。

尽管有这一切可能的问题，内部创业企业家精神仍在当今商务领域中站稳了脚跟。目前在市场上涌现出的众多产品要归功于公司对员工内部创业的肯定与培养。列举其二作为证明：IBM 的笔记本电脑与吉列感应剃须刀。每件产品的面世，需要的只是一个拿出好点子的员工，以及他所在公司的善于倾听。

注 释

1. entrepreneur n. 创业企业家 指以企业资产增值为目标 通过市场竞争 将自己的知识、才能与企业的资产结合 创造性地、高效地组织和指挥企业 并不断根据市场需要进行生产、流通、服务等商品经济活动及承担经营风险的专门的经营群体或个人
2. nurture v. 培养 培育
3. intrapreneurship n. 内部创业企业家精神。指在企业内部激励员工应具有的勇于冒险、大胆创新的素质
4. 3M Company(美国)3M 公司，多元化科技企业（大型综合制造商）在卫生保健 安全保障、电子、通讯等领域处于领先地位。1929 年产品销往国外。1951 年开始跨国经营。 William L. McKnight, 1949 – 1966 年任董事长，他的管理理念“放手鼓励员工发挥主观能动性，大胆创新”已成为 3M 企业文化的内涵
5. intrapreneurship = intra + entrepreneurship 在企业内部进行创业
6. in high gear 搭上高速齿轮 以高速档 高速度地
7. AT&T Credit Corporation 美国 AT&T 贷款公司（AT&T 公司 原译为美国电报电话公司，是全球首屈一指的视频与数据通讯公司。2000 年 10 月，AT&T 重组为四个股份公司，即 AT&T Broadband AT&T Wireless AT&T Business and AT&T Consumer
8. self-managing groups 自治团队 又称 super team。由公司员工根据业务需要组成的团队，有权自行确定目标，安排生产与经营并承担风险 最终完成任务
9. COO 首席业务执行官或业务总管。指对公司日常经营活动负

有全权责任的公司高级职员

10. Federal Express 美国联邦快递公司 成立于 1971 年 总部设在美国田纳西州孟菲斯。联邦快递公司能在 24 到 48 个小时之内，提供门到门、代为清关的国际快递服务。公司无与伦比的航线权及基础设施使其成为全球最大的快递公司，向 211 个国家及地区提供快速、可靠、及时的快递运输服务。在全球拥有超过 143,000 名员工、43,000 个投递点、640 架飞机和 45,000 辆车辆。公司通过 FedEx Ship Manager at fedex.com、FedEx PowerShip、FedEx Shipping Assistant 与全球 100 多万客户保持密切的电子通讯联系
11. facility 研究室，工厂，机关
12. quality action teams 质量行动小队 又称 quality circle。指由 5-10 名经过特别培训的员工组成的团队，经常碰头讨论产品或服务质量问题
13. to give voice to 表达 吐露
14. job satisfaction 工作满意度
15. to take the responsibility 担负责任
16. Bell Atlantic 美国贝尔大西洋公司，电信运营商。 2002 年与 GTE 通用电话电子公司合并为新公司 VERIZON
17. vision 幻想 远见 设想 这里指公司全体员工对企业的长远目标的设想
18. to empower 授予权力，尤指法律权力或官方权力
19. the overall company mission 公司总体目标
20. plugged in 使与...紧密协调，使与...产生共鸣
21. resource n. 资源 财力 办法 智谋
22. to go all the way 完全一致
23. downsize 公司裁员与重组以降低经营成本
24. haunt v. 时常萦绕心头 使困窘

- 25. support structure 支持架构
- 26. IBM 国际商用机器公司。1914 年创立于美国 是世界上最大的信息产业跨国公司，目前拥有全球雇员 30 万多人，业务遍及 160 多个国家和地区。2000 年，IBM 公司的全球营业收入达到 880 多亿美元
- 27. Gillette's Sensor Razor 吉列传感剃刀吉列（金·坎普·吉列 1855 – 1932）美国发明家和制造商，他发明了安全剃刀（1895 年）并建立了吉列安全剃刀公司（1901 年）