讲义

Bartleby

巴特比

The art of delegation

放权的艺术

How to entrust decisions to subordinates and not regret it

如何将决定权交付给下属而不后悔

选自：The Economist December 16, 2023 edition Business

Delegating well is the six-pack of management: widely desired and harder to achieve the older you get. In theory, handing appropriate decisions off to people lower down the corporate ladder means greater satisfaction all round. Bosses get more time to concentrate on the issues that really deserve their attention. Middle managers and workers enjoy a greater sense of autonomy. And the organisation benefits from faster decision-making on the part of people who are better informed about the matter at hand. In practice, however, delegation is a minefield.

善于放权是管理中的六块腹肌：广受欢迎，年龄越大越难实现。从理论上讲，将适当的决策权交给企业中的下级，意味着更高的全面满意度。老板们有更多的时间专注于真正值得他们关注的问题。中层管理人员和员工享有更多的自主权。而组织也会因更了解手头事务的员工更快地做出决策而受益。然而，在实践中，放权是一个雷区。

【词汇】

1. **delegation** /ˌdelɪˈɡeɪʃn/ n. 四级 the process of giving somebody work or responsibilities that would usually be yours 授权，委派

2. **entrust** /ɪnˈtrʌst/ v. GRE 专八 to make somebody responsible for doing something or taking care of somebody 委托；交托；托付

例：He entrusted the task to his nephew.

他把这任务托付给了他的侄儿。

3. **subordinate** /səˈbɔːrdɪnət/ n. 六级 GRE GMAT 考研 雅思 a person who has a position with less authority and

power than somebody else in an organization 下级；部属

4. **delegate** /ˈdelɪɡət/ v. 六级 GRE GMAT 考研 雅思 to give part of your work, power or authority to somebody in a lower position than you 授（权）；把（工作、权力等）委托（给下级）

例：Some managers find it difficult to delegate.

有些经理认为难以做到下放权力。

5. **six-pack** /ˈsɪks pæk/ n. stomach muscles that are very strong and that you can see clearly across somebody＇s stomach 块块隆起的腹肌

6. **autonomy** /ɔːˈtɑːnəmi/ n. GRE GMAT 考研 专八 雅思 托福 the ability to act and make decisions without being controlled by anyone else 自主；自主权

7. **minefield** /ˈmaɪnfiːld/ n. 专八 a situation that contains hidden dangers or difficulties 雷区；危机四伏的局面；充满潜在危险的形势

【词组】

1. **all round**：in all aspects or on all fronts 全方面；全面

例：Encouraging open communication in the workplace results in better collaboration and increased productivity all around.

在工作场所鼓励开放式交流，可以加强合作，全面提高生产率。

Some bosses do not even try to delegate. They may mistrust people below them or crave control. Their career success may simply have persuaded them of their own genius. But there are kinder explanations, too. Startup founders are conditioned to do everything, at least until firms get to a certain size. Plenty of managers shoulder more work than they should in order to protect their teams from overload.	有些老板甚至不尝试放权。他们可能不信任下面的人，或者渴望控制。他们事业上的成功可能只是让他们相信自己是天才。不过，也有一些更温和的解释。初创公司的创始人习惯于事必躬亲，至少在公司达到一定规模之前是这样。很多管理者为了保护团队不超负荷工作，承担了比他们应该承担的更多的工作。

【词汇】

1. **crave** /kreɪv/ v. GRE 专八 托福 to have a very strong desire for something 渴望；热望

例：She has always craved excitement.

她总盼望得到刺激。

2. **condition** /kənˈdɪʃn/ v. 四级 高考 to train somebody/something to behave in a particular way or to become used to a particular situation 训练；使习惯于；使适应

例：Patients can become conditioned to particular forms of treatment.

病人会习惯某些治疗方式。

3. **overload** /ˌəʊvərˈləʊd/ n. 六级 too much of something 过多；过量；超负荷

Other managers do delegate but they do so for the wrong reasons. Studies suggest that people are likely to hand off decisions when choices are hard, when the consequences affect others and when they want to avoid being blamed for a bad outcome. <u>In a paper from 2016 by Mary Steffel of Northeastern University and her co-authors, volunteers were told that they had to book hotel rooms at a conference, either for their own use or for their boss, and asked them if they would like to reserve the rooms themselves or delegate the task to an office manager.</u> When they were choosing for the boss and the hotels were <mark>ropey</mark>, people were more likely to pass the job to the hapless office manager.

其他管理者确实委派了工作，但他们这样做的原因是错误的。研究表明，当选择困难时，当后果影响到他人时，当他们想避免因糟糕的结果而受到指责时，他们很可能会将决策权下放。东北大学的玛丽·斯蒂夫尔和她的合著者在 2016 年发表的一篇论文中，志愿者们被告知，他们必须在一次会议上预订酒店房间，要么供自己使用，要么供老板使用，并询问他们是愿意自己预订房间，还是将这项任务委托给办公室经理。当他们为老板选择酒店时，如果酒店条件不好，人们更倾向于把工作交给倒霉的办公室经理。

【词汇】

1. **ropey** /ˈrəʊpi/ adj. not in good condition; of bad quality 状况不佳的；质量差的；糟糕的

例：We spent the night in a ropy old tent.

我们在一个破旧的帐篷里过了一夜。

【长难句】

In a paper from 2016 by Mary Steffel of Northeastern University and her co-authors, <u>volunteers were told that they had to book hotel rooms at a conference</u>, either for their own use or for their boss, <u>and asked them if they would like to reserve the rooms themselves or delegate the task to an office manager.</u>

句子**主干部分**为 volunteers were told that they had to book hotel rooms at a conference, and asked them if they would like to reserve the rooms themselves or delegate the task to an office manager.，意为：志愿者们被告知，他们必须在一次会议上预订酒店房间，并询问他们是愿意自己预订房间，还是将这项任务委托给办公室经理

其中，that they had to book hotel rooms at a conference 为**宾语从句**，意为：他们必须在一次会议上预订酒店房间

In a paper from 2016 by Mary Steffel of Northeastern University and her co-authors 为**状语**，意为：东北大学的玛丽•斯蒂夫尔和她的合著者在 2016 年发表的一篇论文中

from 2016 by Mary Steffel of Northeastern University and her co-authors 为**后置定语**，修饰限定 paper，意为：东北大学的玛丽•斯蒂夫尔和她的合著者在 2016 年的（论文）

either for their own use or for their boss 为**目的状语**，意为：要么供自己使用，要么供老板使用

A new study, by Victor Maas and Bei Shi of Amsterdam Business School, reaffirms this bleak picture of human motivation. It found that people were more likely to hand work off to subordinates when the performance targets for that particular task were demanding; they were much happier to keep hold of tasks with targets that were easier to attain. If a habitual micromanager unexpectedly asks you to take the lead on something, in other words, run for the hills.

阿姆斯特丹商学院的维克多•马斯和 Bei Shi 的一项新研究再次证实了人类动机的这种暗淡景象。研究发现，当某项工作的绩效目标要求很高时，人们更倾向于把工作交给下属；而对于那些目标更容易实现的工作，他们则更乐于自己去完成。换句话说，如果一个惯常的的微观管理者出乎意料地要求你在某件事情上起带头作用，那就赶紧跑路吧。

【词汇】

1. **reaffirm** /ˌriːəˈfɜːrm/ v. 考研 专八 to state something again in order to emphasize that it is still true 重申；再次确定

例：He should claim that tradition as his own and reaffirm it.

他应该强调自己的传统，并不断肯定之。

2. **bleak** /bliːk/ adj. GMAT 考研 专八 雅思 托福 not giving any reason to have hope or expect anything good 不乐观的；无望的；暗淡的

例：Prospects for the industry are extremely bleak.

这个行业的前途极其暗淡。

3. **attain** /əˈteɪn/ v. 四级 GMAT 高考 考研 to succeed in getting something, usually after a lot of effort（通常经过

努力）获得，得到

例：We have to make sustaining efforts to attain our goal.

为了达到目标，我们必须做出不懈的努力。

4. **habitual** /həˈbɪtʃuəl/ adj. 四级 usual for or typical of somebody/something 惯常的；典型的

例：They waited for his habitual response.

他们等待着他的一贯反应。

5. **micromanager** /ˈmaɪkrəʊmænɪdʒər/ n. a person who likes to control every detail of an activity or project, especially their employees' work 微观管理者，对…管头管脚（尤指雇员的工作）

【词组】

1. **run for the hills** : quickly escape or seek refuge when faced with danger, trouble, or an unpleasant situation 逃之夭夭；落荒而逃

例：The best remedy when you've seen one of your projects derail isn't to run for the hills.

当你看到你的某个项目出错的时候，最好的解决办法并不是逃之夭夭。

The great mass of managers fall into a greyer area. They may be full of good intentions to leave decisions to others but still find it hard to do so. What if you put trust in your team members but then discover you violently dislike the choices they make? What if you want to hand over some decisions but you know that your own bosses will hold you personally responsible for them? These problems can easily result in "faux-tonomy"—a lip-service version of delegation in which managers do not actually leave their teams to get on with things or underlings use their freedom solely to guess what the boss would like.

大多数管理者都属于灰色地带。他们可能满怀善意，希望把决策权交给他人，但却发现很难做到。如果你信任团队成员，却发现自己非常不喜欢他们做出的选择，那该怎么办？如果你想把一些决定权交付给别人，但你知道你自己的老板会让你为这些决定负责呢？这些问题很容易导致"伪自主"——一种口惠而实不至的权力下放，即管理者并不真正放手让他们的团队去做事，或者下属只是利用他们的自由去猜测老板的想法。

【词汇】

1. **faux-tonomy** : a situation where the appearance or perception of autonomy is present, but in reality, it is false or deceptive. The term might be used in contexts where entities or individuals seem to have independence or self-governance, but their actions are influenced or controlled by external factors. 伪自主

2. **lip-service** /ˈlɪp sɜː rvɪs/ n. if somebody pays lip service to something, they say that they approve of it or support it, without proving their support by what they actually do 空口的应酬话；口惠

3. **underling** /ˈʌndərlɪŋ/ n. GRE 专八 a person with a lower rank or status 走卒；喽啰；手下；下属

4. **solely** /ˈsəʊlli/ adv. 四级 only; not involving somebody/something else 仅；只；唯；单独地

例：She was motivated solely by self-interest.

她完全是出于私利。

【长难句】

These problems can easily result in "faux-tonomy"—a lip-service version of delegation in which managers do not actually leave their teams to get on with things or underlings use their freedom solely to guess what the boss would like.

句子**主干部分**为 These problems can easily result in "faux-tonomy"，意为：这些问题很容易导致"伪自主"

a lip-service version of delegation 为**同位语**，补充说明 faux-tonomy，意为：一种口惠而实不至的权力下放

in which managers do not actually leave their teams to get on with things or underlings use their freedom solely to guess what the boss would like 为**非限制性定语从句**，附加说明 delegation，意为：（在这种权力下放中）管理者并不真正放手让他们的团队去做事，或者下属只是利用他们的自由去猜测老板的想法

其中，to get on with things 和 to guess what the boss would like 是**目的状语**，意为：去做事；去猜测老板的想法

As well as working out who does what, it helps to have a way to parse what kinds of decision can be delegated and what not. Before Jeff Bezos started hanging out in spacesuits and doing laughable photoshoots in Vogue, he liked to articulate his management philosophy in annual letters to Amazon's shareholders. In 2015 he made a useful distinction between type-1 decisions ("one-way doors") that are important and irreversible, and type-2 decisions ("two-way doors") that can be reversed if they do not pan out. Type-1 decisions warrant slow, deliberative processes; type-2 decisions should be taken quickly by smaller groups. Having a theory of decisions improves choices on what to	除了要明确谁做什么之外，还有一种方法可以帮助分析哪些决策可以下放，哪些不可以。在杰夫·贝索斯开始穿着宇航服在《Vogue》杂志上拍摄可笑的照片之前，他喜欢在每年致亚马逊股东的信中阐述自己的管理理念。2015 年，他对第一类决策（"单向门"）和第二类决策（"双向门"）进行了有益的区分，前者重要且不可逆转，后者如果不成功则可以逆转。第一类决策需要缓慢、慎重的过程；第二类决策则应由较小的群体迅速做出。有了决策理论，就能更好

delegate and reduces the chance of regrets.	地选择放权的内容，减少后悔的机会。

【词汇】

1. **parse** /pɑːrs/ v. GRE to divide a sentence into parts and describe the grammar of each word or part（对句子）作语法分析；作句法分析

例：She and her colleagues parsed data collected between 2011 and 2015 by OECD.

她和同事分析了经济合作与发展组织在 2011 年至 2015 年间收集的数据。

2. **spacesuit** /ˈspeɪssuːt/ n. a special suit that covers the whole body and has a supply of air, allowing somebody to survive and move around in space 航天服；宇航服

3. **laughable** /ˈlæfəbl/ adj. silly and not worth taking seriously 荒唐可笑的；荒谬的；不值得当真的

例：The whole incident would be laughable if it were not so serious.

如果不是那么严重，整个事件将是可笑的。

4. **articulate** /ɑːrˈtɪkjuleɪt/ v. GRE GMAT 考研 专八 雅思 to express or explain your thoughts or feelings clearly in words 明确表达；清楚说明

例：It is the school＇s duty to articulate its practices to parents.

学校有责任向家长阐明自己的做法。

5. **irreversible** /ˌɪrɪˈvɜːrsəbl/ adj. GMAT 专八 that cannot be changed back to what it was before 无法复原（或挽回）的；不能倒转的

例：She could suffer irreversible brain damage if she is not treated within seven days.

如果在 7 天内得不到治疗，她的大脑有可能会受到不可恢复的损害。

6. **warrant** /ˈwɔːrənt/ v. 六级 GRE GMAT 考研 to make something necessary or appropriate in a particular situation 使有必要；使正当；使恰当

例：Further investigation is clearly warranted.

进一步调查显然是必要的。

Delegating well requires a lot of judgment, too. Delegation is not all-or-nothing. A detached boss can be as demotivating as a micromanager; you have to stay	做好放权也需要很多判断力。放权不是孤注一掷。脱离实际的老板和微观管理者一样会打击人的积极性；你必须随时

informed on decisions and, on occasion, override them. But checking in at the right cadence, and letting people proceed with decisions that you would not have made yourself, demands self-restraint and discipline. Just like those abs.	了解决策情况，有时还必须推翻它们。但是，以适当的节奏进行检查，让员工执行你自己不会做出的决定，这需要自我约束和纪律。就像那些腹肌一样。

【词汇】

1. **all-or-nothing** /ˌɔːl ɔːr ˈnʌθɪŋ/ adj. used to describe two extreme situations that are the only possible ones（只可能出现两种极端局面）全赢或全输的

例：It was an all-or-nothing gamble, says Shigeru Chiba, a resident.

这是孤注一掷的赌博，当地居民 Shigeru Chiba 表示。

2. **detached** /dɪˈtætʃt/ adj. GRE GMAT 专八 雅思 showing a lack of feeling 不带感情的；超然的；冷漠的

例：He was able to talk about it in a cold, detached manner.

他能以一种冷漠、超然的态度谈论这件事。

3. **demotivating** /ˌdiːˈməʊtɪveɪtɪŋ/ adj. making somebody less keen to work or study 打击动力的；使变得消极的

例：Having nothing to do, or doing the same task again and again, can certainly be demotivating.

无事可做，或者一遍又一遍地做同一件事，肯定会让人失去动力。

4. **override** /ˌəʊvərˈraɪd/ v. GRE 专八 雅思 to use your authority to reject somebody's decision, order, etc.（以权力）否决，推翻，不理会

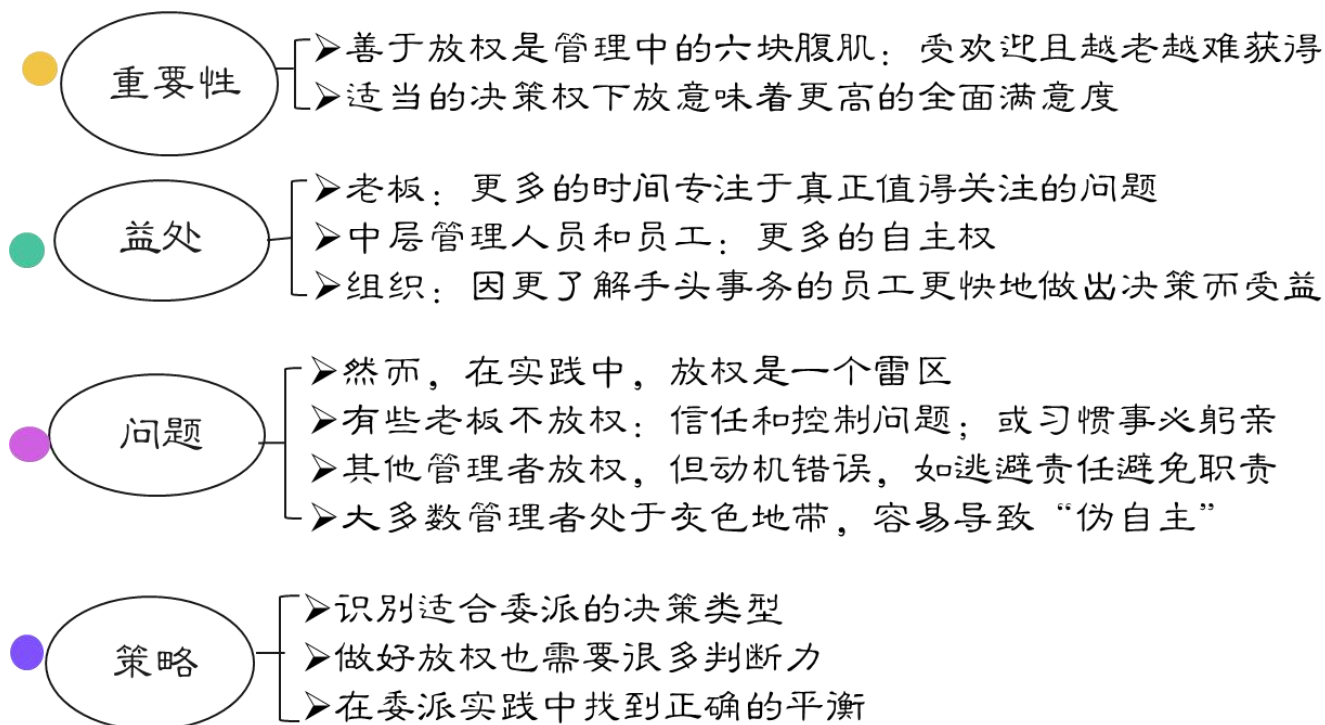例：The president vetoed the bill, and the Senate failed by a single vote to override his veto.

总统否决了该议案，而参议院以一票之差未能推翻他的否决。

5. **cadence** /ˈkeɪdns/ n. the rise and fall of the voice in speaking（说话时语调的）抑扬顿挫，起落

6. **abs** /æbz/ n. (abdominals) the muscles of the abdomen 腹肌

总结

1) 文章架构

重要性
- ➤善于放权是管理中的六块腹肌：受欢迎且越老越难获得
- ➤适当的决策权下放意味着更高的全面满意度

益处
- ➤老板：更多的时间专注于真正值得关注的问题
- ➤中层管理人员和员工：更多的自主权
- ➤组织：因更了解手头事务的员工更快地做出决策而受益

问题
- ➤然而，在实践中，放权是一个雷区
- ➤有些老板不放权：信任和控制问题；或习惯事必躬亲
- ➤其他管理者放权，但动机错误，如逃避责任避免职责
- ➤大多数管理者处于灰色地带，容易导致"伪自主"

策略
- ➤识别适合委派的决策类型
- ➤做好放权也需要很多判断力
- ➤在委派实践中找到正确的平衡

2) 同义替换

✓ 下属

subordinate

How to entrust decisions to subordinates and not regret it

如何将决定权交付给下属而不后悔

underling

or underlings use their freedom solely to guess what the boss would like

或者下属只是利用他们的自由去猜测老板的想法

其他：inferior/minion

例：Kent is the kind of person who is nice to all of his inferiors.

肯特是一个对所有下属都好的人。

✓ 交付

entrust

How to entrust decisions to subordinates and not regret it

如何将决定权交付给下属而不后悔

hand over

What if you want to hand over some decisions

如果你想把一些决定权交付给别人

其他：deliver/bring to

例：There may not be enough capacity to deliver.

可能没有足够的库存交付。

3) 一词多义

✓ **articulate**

✓ 文章原句：he liked to articulate his management philosophy in annual letters to Amazon's shareholders 他喜欢在每年致亚马逊股东的信中阐述自己的管理理念

✓ 释义：

① **to express or explain your thoughts or feelings clearly in words** 明确表达；清楚说明

It is the school's duty to articulate its practices to parents.

学校有责任向家长阐明自己的做法。

② **to speak, pronounce or play something in a clear way** 口齿清楚；清晰吐（词）；清晰发（音）

He was too drunk to articulate properly.

他醉得连话都说不清楚。

③ **to be related to something so that together the two parts form a whole** 与…合成整体

These courses are designed to articulate with university degrees.

这些课程旨在与大学学位接轨。

④ **to be joined to something else by a joint, so that movement is possible; to join something in this way** 用关节连接；链合；铰接

After the injury the bones did not articulate as well as before.

受伤后骨的关节不如从前连接的好。

✓ **override**

✓ 文章原句：you have to stay informed on decisions and, on occasion, override them. 你必须随时了解决策情况，有时还必须推翻它们。

✓ 释义：

① **to use your authority to reject somebody's decision, order, etc.**（以权力）否决，推翻，不理会

The president vetoed the bill, and the Senate failed by a single vote to override his veto.

总统否决了该议案，而参议院以一票之差未能推翻他的否决。

② **to be more important than something** 比…更重要；凌驾

Considerations of safety override all other concerns.

对安全的考虑高于一切。

③ **to interrupt the action of a device that usually works by itself in order to control it yourself** 超驰控制，超控（使自动控制暂时失效，改用手工控制）

A special code is needed to override the time lock.

这定时锁要用特定密码才能打开。

4) 仿写训练

✓ **描述理论与实践**

✓ **文章原句：**

Delegating well is the six-pack of management: widely desired and harder to achieve the older you get. In theory, handing appropriate decisions off to people lower down the corporate ladder means greater satisfaction all round. Bosses get more time to concentrate on the issues that really deserve their attention… In practice, however, delegation is a minefield.

✓ **句型：**

In theory, … 从理论上讲，…
In practice, however, … is a minefield, 然而，在实践中，…是一个雷区

✓ **仿写示例：**

In theory, implementing green initiatives in urban planning promises sustainable development and improved environmental quality. In practice, however, creating eco-friendly cities is a minefield, frau　ght with challenges and complex decision-making. In this process, there is a need to balance economic growth with ecological protection, while meeting infrastructure needs and ensuring social equity in sustainable urban development.

✓ **仿写作业——描述时装业可持续发展的理论与实践**

从理论上讲，时装业采用可持续发展的做法有助于环境保护和道德生产。
然而，在实践中，时装业的可持续发展是一个雷区，充满障碍和复杂性。这是一个多方面的挑战，必须在整个生产过程中解决过度消费、废物管理和工人的道德待遇等问题。

5) 主题词总结

今日主题——企业管理	
1. delegation	放权
2. subordinate	下属
3. management	管理
4. startup	初创公司
5. overload	超负荷工作
6. performance target	绩效目标
7. micromanager	微观管理者