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Keep employees in the dark about operation

Show employees how the business operates

To succeed in today's business environment, your employees need to know far more about the business than just how to do their jobs. They need to know how it operates.

Influential managers must take the **responsibility** to help workers better understand the entire organization, gain a clearer perspective on just how the business operates, analyze the **competition**, learn to take risks, and inspire innovative thinking.

As a manager, you understand how your organization operates and manages its **finances**. That's your job. So you might not realize what it's like to work without knowing

responsibility
/riˌspɒnsəˈbɪləti/ n. 负有责任; 负责
competition /kəmpeɪtɪʃn/
n. 竞争
finance /faɪˈnæns/ n. 财务

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别让员工知道太多企业运作状况

让员工知道企业运作状况

要在当今的商业环境中脱颖而出，你的员工不仅需要知道应该如何执行自己本分内的工作，他们更需要了解公司整体事业的运作方式。他们需要知道公司是怎么营运的。

真正具有影响力的经理人必须负责帮助员工更了解整个公司组织，让他们更清楚知道公司如何营运。同时也要协助他们分析市场竞争、学习冒险，并且激发更创新的思维模式。

身为经理人，你原本就非常明白公司的营运状况，同时也能够妥善管理公司的财务状况，因为那即是你的工作本分。所以你可

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how every person and every job impacts the **bottom line**. When your employees learn how the organization runs and how it spends and brings in the money, they become more motivated to help make a difference.

Start by arranging for a business basics **training** program for all workers. There are several on the market that can be customized to your organization's needs. These programs may use a game format to explain how your organization operates and how it makes and loses money. This can be an enjoyable and fun way to teach employees the business of being in business.

And here are a few other suggestions to get people moving on understanding business basics:

Talk money: Share the monthly departmental profit-and-loss statements with your employees. This can quickly help workers to better understand how their jobs and specific **duties** fit into the overall workings of the organization, their neighborhoods, and even their communities. Take time to analyze

bottom line /'bɒtəm laɪn/
底线 (引申为盈亏)

training /treɪnɪŋ/ *n.* 训练

duty /dʒuːti/ *n.* 职责

能无法理解，那些在完全无法知悉其他单位及自己的工作将如何影响公司盈亏的员工，他们实际的工作感受。一旦你的员工能了解到公司整体的营运情形与它如何花用、赚取金钱的状况，他们就会更有动力，愿意为公司贡献所长。

你可以先为所有员工安排一些基础的训练课程。市场上有一些可以针对你的企业需求而设计的训练内容。有些课程也许会利用一些游戏模式来解释你的企业如何运作、如何赚钱或亏损。而这也是一个相当有趣的方式，可以教育员工体会公司如何在市场中运作。

以下建议可提供你让员工更了解企业企业的基础：

与员工谈论钱：让你的员工看到部门间每月的利润损益表，这可以迅速帮助员工更了解他们的工作及特殊任务如何成为整个部门、甚至是整个企业和社区的一部分。多花点时间分析一些可能的状况发展，借以显示个人对整个组织企业所造成的影响。这真的

一旦你的员工能了解到公司整体的营运情形与它如何花用、赚取金钱的状况，他们就会更有动力，愿意为公司贡献所长。

scenarios that show the impact one person has on the entire organization. This can be a real **eye-opener!** The point here is to help your employees see how one person's attitude and behavior might directly impact the organization's bottom line, potential pay raises, bonuses, profit sharing, and so on.

Encourage “open-book managing”: The idea of open book management has become quite popular. This concept involves sharing the organization's financial data and operational strategies with employees and then showing them specifically what they cost and what value they add to the organization. Some companies go as far as to post everyone's salaries! A good resource for learning about this approach is the 1992 book, *The Great Game of Business*, by Jack Stack. Information is also available on the Internet at <http://greatgame.com>.

Of course, such a management approach may not be entirely suitable for every business, especially among Asian companies.

Help people see the big picture: By

eye-opener /ai'əʊpənə/ n.

大开眼界

open book management

/əʊpən buk 'mæniɪdʒmənt/

开卷式管理

big picture /big 'pɪktʃə(r)/

宏观局面; 扩大视野

可以令人大开眼界！这个方法的重点在于能够帮助你的员工看清个人的工作态度和行为可能直接影响到公司的盈亏、可能的薪资变动、红利发放、利润分享等各层面。

鼓励“开卷式管理”：“开卷式管理”的观念近几年来愈来愈受欢迎。这个概念牵涉到将公司的财务资料及营运策略进行公开让员工知道，并且特别指明他们在公司中所代表的成本支出和附加价值。有些公司甚至还会公布每个人的薪水数目！1992年由杰克·史塔克所著的《伟大的商业游戏》可以帮助你学习这项技巧。同时，你也可以在<http://greatgame.com>上找到相关信息。

当然，这种管理方式不一定完全适合每个企业，尤其是亚洲公司。

帮助员工看到宏观局面：借由让你的员工知道如何扩大视野、了解他们每一项行动所带来的金钱骨牌效应，你将能把开创高动力企业的创业家精神深植于他们的心中。在此，你的工作目的是发展一个更有智慧、更高技术，以及具有高度动力并深度了解个人

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showing your employees how to see the big picture and understand the monetary **domino effect** of every action they take, you instill in them an entrepreneurial mindset that creates a motivated organization. Your purpose here is to develop smarter, more skilled, and highly motivated employees who understand their role in helping the organization succeed, today and into the future. Helping your employees to see the big picture, and not just a myopic view of their specific tasks, can help make that happen.



domino effect /dɒmɪnoʊ
i'fekt/ 多米诺骨牌效应

对于企业现在及未来贡献的员工。帮助你的员工看清楚更全面的宏观状况，而不只是短视地着眼于个人的职务，如此才能达到你的目的。

“Trust—the glue that binds followers and leaders together.”

—Warren Bennis

“信任乃为联结领导者与追随者的强力黏着剂。”

——华伦·班尼斯
(当代领导学大师)

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