

不再有上司 No more bosses

Hello. This is 6 Minute English from BBC Learning English. I'm Neil.

大家好。这里是 BBC 学习英语栏目的六分钟英语。我是内尔。

And I'm Georgina.

我是乔治娜。

After working together at BBC Learning English for many years, Georgina, you and I have a good working relationship, don't we?

在 BBC 学习英语栏目共事了这么多年，乔治娜，我们之间的工作关系还不错吧，对吗？

Sure, I think we make a great team!

当然，我认为我们的团队非常棒。

But have you ever had a boss who you just couldn't work with?

不过你曾经有没有遇到过完全不能与之共事的上司呢？

Oh, you mean a bad boss—someone you just can't get on with no matter how hard you try.

哦，你指的是糟糕的上司——无论你多么努力都无法与之好好相处的人。

Yes, I've had one or two over the years—not you of course, Neil!

是的，这些年我碰到过一两个——当然不是你了，内尔！

I'm glad to hear it, Georgina!

我很高兴听到这话，乔治娜！

Often this happens because workers feel they aren't listened to by managers.

通常这种情况会出现是因为员工感觉管理者没有听取他们说的话。

Or it might be because most companies are hierarchies—systems of organising people according to their level of importance.

或者是因为大多数的公司都有等级制度——根据人们的重要性把人排序的系统。

Managers on top, workers down below.

管理者在上，而员工在下。

But in this programme, we hear from companies who've got rid of managers and say it has helped them do a better job, made them happier and saved money.

但是在本次节目中，我们要听取一些公司的想法，他们取消了管理者，并且表示这帮助他们更好地工作，让他们更开心，并且节省了开支。

We'll meet a self-managing company which isn't hierarchical and has no boss.

我们会见到一家自我管理公司，它没有等级制度，并且没有上司。

And of course we'll be learning some new vocabulary along the way.

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当然我们也会学习一些新词汇。

But first, today's quiz question.

但是首先，是今天的问答题。

One of the biggest problems in hierarchies is the excess cost of management and bureaucracy.

等级制度的最大问题之一是超出的管理和官僚体制成本。

But how much is that estimated to cost the US economy every year?

但是它每年花费了美国经济多少钱？

Is it a) 3 million dollars, b) 3 billion dollars, or c) 3 trillion dollars?

是 A. 3百万美元，B.30亿美元，还是 C. 3万亿美元？

I'll say c) 3 trillion dollars-that's one followed by twelve zeros-a lot of money!

我要选 C. 3万亿美元——这是1后面跟12个0，——一大笔钱！

OK, Georgina, we'll find out later if you're right.

好的，乔治娜，我们稍后会知道你是否回答正确。

Now, one of the first companies to experiment successfully with self-management was Californian tomato grower Morning Star.

加州的番茄种植公司“启明星”就是成功的试验了自我管理的第一批公司之一。

Here's one of their employees, Doug Kirkpatrick, talking to Dina Newman for the BBC World Service programme, People Fixing the World.

以下是他们的员工 Doug Kirkpatrick 在 BBC 世界服务节目《修补世界的人》中与蒂娜·纽曼谈话。

The first principle was that human beings should not use force or coercion against other human beings.

第一条原则就是人类不应该强迫或胁迫其他人类。

And the second principle was that people should keep the commitments they make to each other and so we adopted them as pretty much the entire governance of the enterprise.

第二条原则就是人们应该遵守对他人的承诺，可以说我们把这个当做整个企业的全部管理方式。

Because Morning Star has no bosses, decisions are made by all employees equally without coercion-the use of force to persuade someone to do something they do not want to do.

因为启明星没有上司，所有的决定都是由员工在没有胁迫——强迫他人做他们不想做的事——的情况下平等做出的。

As self-managers, employees can't tell other employees what to do.

作为自主管理者，员工们不能告诉其他员工做什么。

Everything is based on requesting someone to act and them responding.

一切都是基于请求某人行动以及他们的回应。

This motivates and empowers workers but also means they must keep their commitments-promises or firm decisions to do something when requested.

这让员工更有动力，也赋予了他们权力，而且这意味着他们必须信守承诺——在被请求时行动的承诺或坚定的决定。

This way of working is great for some-they feel listened to and have a voice in how the company is run.

这种工作方式对有些人来说很棒——他们觉得有人倾听他们，而且能够在公司的运营方式上有发言权。

But Dina questions whether this is true for everybody working at Morning Star.

但是蒂娜提问是否对于每个在启明星工作的人都是这样。

Would it be true to say that a self-managed company like yours empowers people who are already very good and it leaves behind those who are not so good?

是否能这样说：一家像你公司这样的自主管理的公司赋予了那些已经很优秀的人权力，而同时也把那些不那么优秀的人抛下了呢？

I'm not sure I accept the phrase 'left behind'.

我不确定我能接受“抛下”这个短语。

There are some people who take full advantage of this environment; others take less advantage but they do benefit because their voice is respected, when they do propose something it must be listened to, they are not subject to force and coercion and if they don't act according to their commitments they can be held accountable by anyone.

有些人充分利用了这一环境；其他人获利较少，但是他们确实受益了，因为他们的发声被尊重了，当他们提议时，必须被聆听，他们不受制于权力和胁迫，而且如果他们没有履行他们的承诺，他们可以被任何人问责。

Having no bosses sounds great, but the extra responsibility can create more work and stress.

没有上司听起来很棒，但是额外的责任可能会产生更多的工作和压力。

Different workers respond to this in different ways and some employees may be left behind-remain at a lower level than others because they are not as quick to develop.

不同的员工对它的反应不同，而且有些员工可能会被抛下——相比于其他人留在一个较低级的水平，因为他们反应不够快，无法发展。

However, other workers enjoy managing themselves and take full advantage of the system-make good use of the opportunity to improve and achieve their goals.

但是其它员工很享受自我管理，并且充分利用了这个系统——充分利用这个机会来提升并达成他们的目标。

No matter whether employees are good self-managers or not, ultimately they are held accountable for their work performance-asked to accept responsibility for the consequences of their actions.

不管员工是否是优秀的自我管理者，最终他们都要为自己的工作表现而负责——被要求为他们的行为造成的后果承担责任。

So, although having no boss sounds good, if things go wrong, there's no-one to blame but yourself!

所以，尽管没有上司听起来很好，但是如果出错了，除了你没有别人能被责备！

So maybe we do need those managers after all, which reminds me of our quiz question.

所以也许我们还是需要上司，这让我想起了今天的问题。

You asked me to estimate how much the US economy loses in excess bureaucracy and managerial costs every year.

你之前要我估计美国经济每年在过度的官僚制度和管理成本上花费了多少钱。

And you said?

你说的是？

c) 3 trillion dollars.

C.三万亿美元。

Which was absolutely right!

回答正确！

Well done!

干得漂亮！

And the cost keeps rising because, of course, the more managers there are, the more managers you need to manage the managers!

而且这个成本还在不断上升，因为，当然了，管理者越多，你就需要更多的管理者来管理管理者！

Today we've been looking at the world of self-management-companies run without bosses, which, unlike most businesses, are not based on a hierarchy-system of organising people according to their level of importance.

今天我们一直在了解自我管理的世界——在没有上司的情况下运转的公司，它们跟大多数基于等级制度——将人按照重要性排序的系统——的公司不同。

Instead, companies like San Francisco's Morning Star allow employees to make their own commitments- promises to act, rather than using coercion, or forceful persuasion-to get results.

相反地，像旧金山的启明星这样的公司允许员工做出承诺——承诺行动，而不是利用胁迫或强制性的劝说——来获得成果。

Many employees react positively to this working environment and take full advantage of it-make good use of the opportunity to progress or achieve their goals.

很多员工积极地响应这个工作环境，并且充分利用它——充分利用这个机会进步或达成他们的目标。

However, there is a risk that others who are more comfortable being managed may get left behind-remain at a lower level than others because they are not as quick to improve and adapt.

但是存在其他更习惯于被管理的人被抛下的风险——相比于其他人停留在一个更低级的位置，因为他们没有那么快提升和适应。

But whatever their job role or feelings about self-management, all workers are held accountable-asked to accept responsibility for their performance at work.

但是无论他们的工作职责是什么，以及对于自我管理的感受如何，所有的员工都要被问责——为他们的工作表现承担责任。

Meaning they can take all the credit for when things go well...

意味着当事情进展顺利的时候，他们可以获得所有功劳.....

...but have nobody to hide behind when things go badly!

.....但是当事情出错的时候，没有人让你躲在身后！

That's all from us today, but remember to join us again soon for more topical discussion and related vocabulary here at 6 Minute English from BBC Learning English.

这就是我们今天所有的内容，但是请记得再次收听我们的节目，在 BBC 学习英语栏目的六分钟英语获取更多的话题讨论和相关词汇。

Bye for now.

再见。

Bye.

再见。
