**Reading corporate culture from the outside**

**从企业外部解读企业文化**

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It is becoming a bit easier to peer inside firms

想要一探企业内部究竟现如今已不再是难事

**Culture eats strategy for breakfast, runs the aphorism.** It also projectile vomits employees who don’t fit in. In a survey conducted earlier this year by, an employment site, culture was the most common reason people gave for quitting. And it matters more than high wages. A study published last year by Jason Sockin of the University of Pennsylvania found that workers rated things like respectfulness, work-life balance and morale as more important to job satisfaction than pay.

有句格言道：“文化能把战略当早餐吃掉（企业文化支撑比战略重要）”。然而，文化也会驱逐那些无法融入其中的员工。招聘网站Flexjobs今年早些时候进行的一项调查结果显示：企业文化是人们离职的最普遍原因，甚至于比高薪还更被看重。宾夕法尼亚大学的杰森•索金（Jason Sockin）去年发表的一项研究表示，就工作满意度而言，员工认为尊重、工作与生活的平衡和士气等因素比薪酬更重要。

The problem is that culture can be very hard to fathom from the outside. It **resides in** quotidian interactions between colleagues and in the hidden threads that bind decisions on everything from promotions to product development. You need to be inside an organisation to really understand it. **But more sunlight is getting in.** Firms are doing more to signal what they stand for. Jobseekers have new ways to peer inside firms. So do investors, who share their interest in evaluating corporate culture.

问题是，很难从外部去了解一个企业的文化。无论是同事间的日常互动，还是公司做出的员工晋升、产品开发等各类决策，都受到企业文化的左右。理解企业文化需要你置身其中。**但是情况正变得愈加透明**。公司正采取更多行动来展示他们所代表的企业文化。求职者有了窥探公司内部的新方法。投资者也是如此，他们与求职者一样，都对评估企业文化很感兴趣。

Offices are places where culture can be transmitted osmotically. Now that more workers are remote, firms increasingly write down their values. Qualtrics, a software firm, **may not believe in grammar but it does believe in Transparent, All in, Customer obsessed, One team and Scrappy**. Justworks, an hr technology firm, subscribes to Camaraderie, Openness, Grit, Integrity and Simplicity. Lists like these can turn blandness into an art form, and are overly determined by what will create an acronym. They may not reflect what actually happens inside the company. Plenty of firms are characterised by Cluelessness, Rancour, Amateurism, Skiving and Stupidity, but you won’t find that on the website.

办公室本是企业文化潜移默化传播之地。然而，如今越来越多的员工远程工作，于是企业也更多地用文字表达他们的企业价值观。**Qualtrics 是一家软件公司，公司可能不那么注重语言运用的严谨性，但透明度、全身心投入、客户至上、团结、斗志昂扬是其信条。**人力资源技术公司 Justworks 的企业价值观是：同事情谊、开放、坚毅、正直和质朴。像这般列举企业文化能把枯燥的概念转变成一种艺术形式，而且过分追求首字母能否被浓缩成缩略词。这些词语可能无法如实反映公司内部情况。许多公司的特点实则是无知、敌意、业余、逃避和愚蠢，但这些词语在公司网站上是找不到的。

But companies that codify their values are at least thinking about them. And their choices can offer meaningful clues. Kraken, a cryptocurrency exchange, **sets out** its beliefs in ten “Tentaclemandments”. You need to see only that one word to know whether this is the workplace for you or whether you would rather **be hurled into** an active volcano.

但最起码，那些打造文化价值的企业对自己的文化价值有所考量。这些企业做出的种种选择也能够提供一些有意义的线索。Kraken是一家加密货币的交易所，它将本企业的理念归结为10条“诫令（Tentaclemandments）”。而你只需要看到其中一个词就能知道这家企业适合自己，还是宁愿被抛进活火山里也不愿入职。

Updates can also be instructive. In “ReCulturing”, a new book, Melissa Daimler **lays out** some of the changes that Dara Khosrowshahi made when he became ceo of Uber in 2017. The values of the previous regime, which included “Superpumped” and “Always be Hustlin”, were overhauled for something a little less hormonal. The change from “Meritocracy and toe-stepping” to “We value ideas over hierarchy” told people something useful about the aspirations of the new leadership team.

我们从企业文化价值的更新内容中也能获得一些启发。梅丽莎•戴姆勒(Melissa Daimler)在其新书《文化重构》（ReCulturing）中阐述了达拉·科斯罗萨西（Dara Khosrowshah）在2017年成为优步CEO后采取的种种变革举措。科斯罗萨西对包括“打鸡血”和“撸袖干”在内的先前价值观做出了重大调整，这使得优步的企业文化看起来没有那么血脉喷张。从“为才是用越俎代庖”到“理念大于等级”的转变体现了新领导团队的抱负。

Culture is increasingly readable in other ways, too. Since the pandemic, firms’ policies on remote working have given outsiders greater **clarity on how employers view issues like work-life balance**. Under increasing pressure from employees to take stances, companies are likelier to offer opinions on political and social issues. Others go the other way: Coinbase, another crypto firm, has made it clear that it won’t tolerate employee activism on subjects unrelated to its core mission. That’s information, too.

从另一些角度而言，企业文化同样也愈来愈清晰可见。自新冠疫情爆发以来，旁观者通过对企业远程办公的相关政策可以更加清晰地**看到雇主对于平衡工作与生活等问题的态度**。雇员不断对公司施加压力，公司因此很可能就某些政治和社会议题表明立场。有些公司则另辟蹊径：另一家数字货币公司Coinbase就明确表示绝不容忍雇员参与到主题与企业核心任务无关的激进言行之中。这也是关于企业文化的信息。

Windows on cultural norms are being opened by regulators, who are **pushing for** greater disclosure about firms’ workforces. Candidates seem to value this kind of information: a working paper published earlier this year by Jung Ho Choi of Stanford Graduate School of Business and his co-authors found that clickthrough rates for job postings rose for firms with higher diversity scores.

监管部门正试图提高关于企业职工情况的透明度，这使得公司文化对外更加显而易见。求职者似乎特别关注此类信息：斯坦福大学商学院的Jung Ho Choi等人今年发表的一份研究报告显示，企业在多样性方面的评分越高，其招聘广告的点击率就越高。

The behaviour of CEOs used to be directly visible only to a limited number of people. Now bosses are everywhere, tweeting, posting and making stilted videos. In a recent survey by Brunswick Group, a pr firm, 82% of respondents said they would research the boss’s social-media accounts if they were considering joining a new firm. Even earnings calls offer insights. Academics at Columbia Business School and Harvard Business School have found that managers who invite colleagues to respond to analysts’ questions on these calls are more likely to work in firms that have more cohesive leadership teams.

从前，只有少数人有机会亲眼看到首席执行官的一举一动。现在，领导们的身影无处不在，他们发推特、发帖子、拍生硬的视频。在公关公司Brunswick Group最近一项调查中，82%的调查对象表示如果考虑入职一家新公司，他们会事先浏览公司领导的社交媒体账号，甚至从业绩电话会议中也能一窥公司的内部情况。哥伦比亚商学院和哈佛商学院的学者发现，如果企业管理者邀请员工在这些会议上回答分析师的问题，那这家企业很可能有一个团结的领导团队。

Employee-review sites like Glassdoor are another source of insight. These sites can be distorted by embittered ex-workers. But, says Kevin Oakes of the Institute for Corporate Productivity, a research outfit, they are also likely to contain “**slivers of** truth”. And all these slivers add up. There is no substitute for being at a firm day in, day out, if you want to understand what it is really like. But the outlines of corporate culture are more discernible than ever. That ought to lead to fewer cases of indigestion.

像Glassdoor这样的雇员评价网站是获得公司信息的另一途径。诚然，这些网站可能会成为员工中伤前雇主的泄愤之地。然而研究机构企业生产力研究所（Institute for Corporate Productivity）的凯文·奥克斯（Kevin Oakes）表示，这些网站中的某些评价或能反映一点实情。而这些只言片语的真话拼凑起来，就能反映出真实的情况。要真正了解一家企业，最直接的做法莫过于在里面工作上一段时间。不过，现今的企业文化对外界正变得前所未有的清晰。这应该会大大减少入职之后水土不服的情况。