

Chapter 10

HOW JACK WELCH RUNS GE

I. 教学目的

本文立意是使学生了解杰克·韦尔奇，通用电气公司(GE) 前首席执行官 (April 1981-April 2001) 如何通过发挥他的独特个性和作风，探索创建新的企业管理的观念和手段成功地领导、影响着这个全美业务范围最广，机构最庞杂企业帝国。通过本课学习，学生应回答下列问题并掌握相关概念的英文表达法：

- 韦尔奇建立的何种沟通渠道去了解 GE 员工并形成他的见解和企业战略的？
- 韦尔奇展现了其何种人格魅力或特征来影响 GE 的员工？
- 韦尔奇如何利用并改造 GE 的企业管理惯例的？
- 韦尔奇培养人力资源的理念和措施是什么？
- 韦尔奇的管理作风的特点是什么？
- 韦尔奇是如何改变质量创新的观念的？举例说明。

II. 教学计划

拟使用六课时完成本课内容。一课时介绍背景知识，四课时用于课文讲解及难点讨论，最后一课时可供师生共同讨论相关问题，如韦尔奇的管理理念和实际管理操作方法能为中国的企业家们提供哪些启迪。

III. 教学方法

首先介绍美国通用电气公司的发展，产品和韦尔奇上任时面临的挑战，使学生初步了解原本的文化和公司背景。之后点出原文各章节的内容重点和他们相互关系，以期让学生抓住原文写作的逻辑和其基本结构。随后按章节顺序详细讲解原文，讲解方法力求师生互动，多采用问答或讨论的形式，鼓励学生主动参与课堂交流，避免一言堂的呆板式授课。点出原文关键词或语言难点，提供的英语同义词或反义词，以利学生的理解和词汇的扩大。

IV. 背景知识

1. John F. Welch, Jr. (Jack Welch)

Mr. Welch, a native of Salem, Massachusetts, served as Chairman and Chief Executive Officer of General Electric from 1981-2001.

Mr. Welch was born in Salem in 1936. He received his B.S. degree in chemical engineering from the University of Massachusetts in 1957 and his M.S. and Ph.D. degrees in chemical engineering from the University of Illinois in 1960.

In 1960, Mr. Welch joined GE as a chemical engineer for its Plastics division in Pittsfield, Massachusetts. He was elected the company's youngest Vice President in 1972 and was named Vice Chairman in 1979. In December 1980 it was announced that he would succeed Reginald H. Jones and in April 1981 he became the eighth Chairman and CEO. Mr. Welch retired as Chairman and CEO of General Electric in September 2001.

In September 2001, Mr. Welch published his autobiography, "Jack, Straight From The Gut." The book quickly jumped to the #1 spot on bestseller lists from "The New York Times," "The Wall Street Journal," Amazon.com, "USA Today" Non-Fiction and the Association of Independent Booksellers.

In addition to his new role as author, Mr. Welch serves as a consultant to a small group of Fortune 500 business CEOs.

2 . General Electric (GE)

This American company traces its beginnings to Thomas A. Edison, who established Edison Electric Light Company in 1878. In 1892, a merger of Edison General Electric Company and Thomson-Houston Electric Company created General Electric Company. GE is a diversified technology, manufacturing and services company dedicated to creating products from aircraft engines and power generation to financial services, medical imaging, television programming and plastics. GE operates in more than 100 countries and employs more than 315,000 people worldwide. Jeffrey R. Immelt is Chairman and Chief Executive Officer as of September 7, 2001.

GE's 2002 revenues are \$131.7 billion and its year's net earnings \$15.1 billion (\$1.51 per share) before cumulative effect of accounting changes. Its 2002 cash from operating activities is \$15.2 billion excluding progress collections; (\$10.1 billion total). GE's 2002 international revenues are \$52.9 billion (40% of total revenues) and its 2002 R&D expenditures \$2.6 billion. And its 2002 total

assets are \$575.0 billion.

GE's values are described as “ unyielding integrity, commitment to performance and thirst for change,” and include the slogans as follows:

- Passion for our customers: measuring our success by that of our customers...always driven by six sigma quality a spirit of innovation
- meritocracy: creating opportunities for the best people from around the world to grow and live their dreams
- growth driven, globally oriented: growing our people, markets and businesses around the world
- every person, every idea counts: respecting the individual and valuing contributions of each employee
- playing offense: using the advantages of size to take risks and try new things...never allowing size to be a disadvantage
- Embracing speed and excellence: using the benefits of a digital age to accelerate our success and build a faster and smarter GE.
- Living the hallmarks of GE leadership:
 - passion for learning and sharing ideas
 - committed to delivering results in every environment
 - ability to energize and inspire global, diverse teams
 - connected to workplace, customers and communities... In touch with the world

V . 课文讲解

术语讲解

people issues	员工问题
hierarchy	等级结构
charisma	超凡魅力，感召力
informality	不拘泥形式，形式简化
quality initiative	质量创新活动
Six Sigma	六西格玛
the chain of command	指挥系统，控制链
communicating across layers	跨等级沟通

levers of leadership	领导杠杆或手段
efficiencies in business	企业的效率

课文注释

1. **How he has astutely moved the once Establishment-maker of things into services.** (p. 211)

An Establishment is understood as a public or private institution, such as a company or school. In its early and development stages, GE operated mainly as a manufacturer of aircraft engines, power generation, home appliances, medical instrument and many other products. In the past number of decades, the company has moved into services industries, such as financial services, and television programming.

2. **emerging markets** (p. 211)

Emerging markets refer to countries that have shown fast growth in terms of domestic market demand and foreign trade over the last two decades. Emerging-market nations include Malaysia, Mexico, South Korea, Chile, South Africa, and Poland) have had their sovereign debt upgraded in recent years to investment-grade status China, India, Russia, Malaysia and Mexico are included in the category.

3. **He does it through sheer force of personality, coupled with an unbridled passion for winning the game of business:** (p.211)

Through the sheer force means because of his capacity for affecting the minds or behavior of others. She succeeded through hard work. 她努力工作取得了成功。Unbridled means being unrestrained or uncontrolled. 不羁的；无法控制的

4. **First off, there are the thousands of "students" he has encountered in his classes at the Croton-on-Hudson campus, which everyone at GE just calls Crotonville.** (p.211)

Croton-on-Hudson, located 33 miles north of Manhattan, New York City, is a beautiful area for escape from the busy life of NYC and features some popular attractions. GE holds its annual meetings or training programs in the area. The "students" refers to the GE managers who attended

those meetings and listened to Welch's speeches.

5. More than half is devoted to "people" issues. (p.211)

The "people" here refer to GE's staff.

6. Informality (p.211)

Informality means not being in accord with prescribed regulations or forms; 不拘泥规定和形式, 简化形式

7. The metaphor, however quirky for such a colossus, allows Welch to mentally roll up his sleeves, slip into an apron, and get behind the counter. (p.212)

Mentally means being performed by or existing in the mind. The literal messages of the phrases--to roll up his sleeves, slip into an apron, and get behind the counter—are the descriptions of the early morning routine of the owner of a grocery store to get ready for the day's business. Symbolically, it means working hard. This figure of speech is used in the text to describe how Welch works hard and seriously in his mind everyday to figure out solutions to GE's transformation.

8. If the hierarchy that Welch inherited, with its nine layers of management, hasn't been completely nuked, it has been severely damaged. (p.212)

Hierarchy means the classification of a group of people according to their statuses and in the text refers to GE's management levels in an organizational hierarchy. In a large American company, managers' jobs are arranged in a typical hierarchical structure, consisting of three major levels. Top managers are at the top of the hierarchy and include such titles as president, chairperson, executive director, chief executive officer (CEO) and executive vice-president. Below the top managers are middle managers or business unit heads, including general managers, administrator and department managers. Next come the first-line managers, including production, sales and R&D supervisors and MIS, HRM and accounting supervisors. At the bottom of the hierarchy are non-managerial employees, including line jobs and staff jobs. The verb to nuke in the text means to destroy and deconstruct GE's hierarchical management structure.

9. It has as much to do with Welch's charisma as it has to do with the less visible rhythms

of the company (p. 212)

GE's informality initiative is much closely connected with Welch's formidable personality, and to a less degree, with the company's regular meetings and events as well. The word charisma refers to a rare personal quality attributed to leaders who arouse fervent popular devotion and enthusiasm. 领袖气质 The rhythms of the company here refers to GE corporate meetings and review sessions, which regularly recur.

10. these get-togethers ... allow him to ... make his formidable presence and opinions known to all (p. 212)

These meetings also offer Welch a public platform to communicate his powerful and admirable work-style and views to all the participants in a simple and clear fashion.

11. He inherited a series of obligatory corporate events that he has since transformed into meaningful levers of leadership.(p.212)

The adjective obligatory means morally or legally constraining or binding. He was bound to take over a number of corporate meetings that held regularly every year but he successfully transformed these the corporate events into functional tools of leadership.

12. He wasn't born with a silver spoon in his mouth. (p.213)

The American idiom-- born with a silver spoon in his mouth-- means born to wealth and comfort; provided from birth with everything wanted; born rich.

13. He got himself out of the pile. He didn't just show up (p.213)

The sentence indicates that Jack Welch had worked hard and made himself stand out as a CEO from the rank and file or the common folk and did not became an accomplished man overnight.

14. Fraternity party (p.213)

A body of people associated for a common purpose or interest, such as a guild. 兄弟会

15. GE's Six Sigma program (p.213)

Six Sigma is a statistical term that measures how far a given process deviates from perfection. The

central idea behind Six Sigma is that if you can measure how many "defects" you have in a process, you can systematically figure out how to eliminate them and get as close to "zero defects" as possible. To achieve Six Sigma quality, a process must produce no more than 3.4 defects per million opportunities. An "opportunity" is defined as a chance for nonconformance, or not meeting the required specifications. GE has integrated Six Sigma into its cooperate culture since Welch's quality initiative in the early 1990s. when one business takes up Six Sigma quality program, it means that it needs to be nearly flawless in executing its key processes.

16. **Bossidy's presentation won such rave reviews.** (p.214)

An rave review is an extravagantly enthusiastic opinion or comment.

17. **Master black belts, black belts, and green belts** (p.214).

Master black belts in GE's Six Sigma program refer to the first and foremost teachers. They also review and mentor Black Belts. Selection criteria for Master Black Belts are quantitative skills and the ability to teach and mentor. Master black belts are full-time positions. Black belts are leaders of teams responsible for measuring, analyzing, improving and controlling key processes that influence customer satisfaction and/or productivity growth. Black belts are full-time positions. Green belts are similar to Black Belt but not a full-time position.

18. **Show and tell** (p.214)

The phrase means to demonstrate and communicate by speech, but as the title of the segment indicates the main idea of the part: a way of sharing information among GE's executives.

19. **The lean machine that is GE.** (p. 214)

The machine refers to GE company which already operates in an economical manner. Lean in the text means being thrifty in management and economical. For instance, company leaders know their industries must be lean to survive.

20. **wrap-up comments** (p.215)

Concluding comments or final remarks

21. **He dispenses with the kudos** (p.215)

He does not talk of achievement. To dispense means to manage without. 省略, 放弃: Let's dispense with the formalities. 让我们免去那些礼节吧. Kudos means a praise for exceptional achievement. 称赞或颂扬

22. **It is no time to be complacent, not with the Asian economic crisis, not with deflation in the air.** (p.215)

To be complacent means being contented or self-satisfied and unconcerned: 自鸣得意, 自满. We should not be contented at the time when the Asian economic crisis is continuing and when deflation is prevalent. 【参考译文】在亚洲金融危机影响和通货紧缩流行蔓延的当今背景下, 我们决不能自鸣得意。

23. **We couldn't get costs out fast enough to make our commitments.** (p.215) A paraphrase of the sentence can be that we are unable to cut costs within such a short period to complete our planned targets. To get costs out means to cut or reduce costs.

24. **The ideas tumble out of him for how they can combat it.** (p.215)

The verb phrase to tumble out means to come to a sudden understanding; catch on: 恍然大悟; 理解: I finally tumbled to the reality that I was being cheated.

25. **I know I have such athletes reporting to me.** (p.215)

To report to somebody means to be accountable: 负责, 报告: She reports directly to the board of directors. 她直接向董事会负责.

26. **Boston Consulting Group Inc (BCG)** (p.216)

The Boston Consulting Group is an international strategy and general management consulting firm. BCG claims to help companies make decisive improvements in their direction and performance by sparking breakthrough ideas for clients. With more than 50 offices in major cities all over the world, BCG offers expertise in the areas of [branding](#), [consumer](#), [corporate development](#), [e-commerce](#), [energy](#), and [financial services](#), etc..

27. **An organization can be as impressionable as an individual.** (p.216)

A company is easily influenced or subject to influence just like a person. The adjective impressionable means being readily or easily influenced. Impressionable young people. 易受影响的年轻人

28. **NBC** (p.216)

The National Broadcasting Company (NBC) was founded in 1926 by General Electric, RCA, and Westinghouse. RCA became the sole owner of NBC in 1932. In 1986, RCA was purchased by General Electric, which today wholly owns and operates NBC.

Starting off as a radio network in the 1920s, NBC evolved into a television broadcaster in the 1940s. Today, NBC is a diverse, international media company. In addition to the NBC Television Network and the NBC Television Stations Division, the company owns CNBC, which is the global leader in business news, reaching 175 million homes worldwide. In April 2002, NBC purchased Telemundo, the second-largest U.S. Spanish-language television network, and in December 2002, the company added the Bravo cable network to its portfolio. In partnership with Microsoft, NBC operates MSNBC, which is a leading cable-news channel and the world's preeminent news site on the Internet.

29. **But I'll be there banging away at it**(p.216)

The verb phrase to bang away means to work diligently and often at length: He banged away at the project until it was finished. 他埋头苦干直到项目完成。

30. **CAT-scan machines** (p.216)

GE's CAT scan machines are a computerized medical technology designed to provide the surgeon with three-dimensional visualization of the patient's anatomy, along with the ability to track the position and orientation of instrumentation during surgery.