

Chapter 10

How Jack Welch Runs GE

- I. 教学目的
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- III. 教学方法
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1. 教学目的

1. 使学生熟悉并掌握美国通用电气公司前首席执行官杰克·韦尔奇的公司管理的理念、创新举措以及他的独特风范。
2. 掌握有关人力资源管理方面的知识。
3. 学以致用，学会如何写商界成功人士和公司的简介。

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 and 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. 教学重点与要点

1. 专业知识内容

- 1) 了解韦尔奇坚信的公司使命和确立的目标，以及他贯彻实施法。
- 2) 理解韦尔奇如何在企业管理结构和沟通方式上完成了创造性的破坏。
- 3) 明确韦尔奇制定并完成的GE的战略发展举措：全球化战略，“六西格玛”和电子商务。



IV. 教学重点与要点

- 4) 熟悉韦尔奇的人力资源的理念，他激励员工参与，献计献策的方法。
- 5) 了解韦尔奇在GE创造的独特的企业文化，他以身作则，带领并影响员工的经验。
- 6) 认识韦尔奇在**GE**推广“六西格玛”的理念、目的、程序、成本和效益



2. 语言内容

1) 术语:

emerging markets, CEO, chain of command, industrial product, quality initiative, net earnings, annual budget, intellectual capital, publicly traded companies, six sigma



2). 短语:

transform ... into, handfuls of, get hung up on, hang around, tap into, be skeptical of, be laden with, take hold, shoot the breeze, swoop down



3). 句子:

- 1) Much has been said and written about how Welch has transformed what was an old-line American industrial giant into a keenly competitive ... (211页1-3行)
- 2) These get-togethers ... allow him to ... make his formidable presence and opinions known to all (212页第5段第2-7行)
- 3) He wasn't born with a silver spoon in his mouth. He got himself out of the pile. He didn't just show up (213页6-7行)



V. 背景知识

1. John F. Welch, Jr. (Jack Welch) 杰克·韦尔奇

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



Welch retired as Chairman and CEO of General Electric in September 2001. In September 2001, Welch published his autobiography, "Jack, Straight From The Gut." The book quickly jumped to the number one 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.



V. 背景知识

2. General Electric (GE) 通用电气公司

The 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 the only company listed in the Dow Jones Industrial Index today that was also included in the original index in 1896.



With products and services ranging from aircraft engines, power generation, water processing and security technology to medical imaging, business and consumer financing, media content and advanced materials, GE serves customers in more than 100 countries and employs more than 300,000 people worldwide.



In 2002, GE's revenues are \$131.7 billion and its net earnings \$15.1 billion (\$1.51 per share) before cumulative effect of accounting changes, its cash flow from operating activities \$15.2 billion excluding progress collections. GE's 2002 international revenues are \$52.9 billion (40% of total revenues) and its R&D expenditures \$2.6 billion, its total assets \$575.0 billion. In 2004, its revenues are 152.4 billion, its earnings \$16.6 billion (\$1.59 per share), and its cash flow from operating activities \$15.2 billion and its dividends \$0.22 per share quarterly, its international revenues \$71.8 billion (47% of total revenues), its R&D expenditures \$3.1 billion and its total assets \$750.3 billion.



Jeffrey R. Immelt, is Chairman of the Board and Chief Executive Officer of GE. Mr. Immelt, the 9th Chairman in GE's 126-year history, was appointed to this post on September 7, 2001.



V. 背景知识

3. hierarchical organization 等级严格的组织机构

A hierarchical organization is a classic form of organization which, during the 19th century, was adapted by business from centuries-old religious and military organizations. In this type of organization, authority flows from the person in charge through various levels of supervision (called "chain of command" by the military). Conversely, information and requests for guidance and decisions travel upward through the same channels.



Few, if any, modern business organizations follow this strict organizational structure. Rather, they delegate much decision making to lower levels of management. When top management needs to be involved, modern techniques for information processing enable top and lower levels of management to communicate quickly.



Decisions are often made during discussions via telecommunications. Some business media continue to describe business organizations as if they operated in the outdated classical hierarchical manner. It is true that business organization charts often follow the hierarchical pyramid design even though they operate in the less formal manner described above. The line of authority from the top down enables top management to ensure that its decisions are promulgated, followed and implemented.



V. 背景知识

4. employee motivation

Employee motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals. Motivation of employees is one primary focus of managers. Motivated employees help organizations survive and are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. This managerial function is complex due partially to the fact that what motivates employees changes constantly. Five major approaches to the understanding of motivation in business schools are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.



VI. 课文讲解

概念讲解

people issues

hierarchy

charisma

informality

quality initiative

Six Sigma

the chain of command

communicating across layers

levers of leadership

efficiencies in business

员工问题

等级结构

超凡魅力，感召力

不拘泥形式，形式简化

质量创新举措

六西格玛

指挥系统，控制链

跨等级沟通

领导杠杆或手段

企业的效率



VI. 课文讲解

课文注释

1. Much has been said and written about how Welch has transformed what was an old-line American industrial giant into a keenly competitive global growth engine, how he has astutely moved the once Establishment-maker of things into services. (p. 211)

The compound word “old-line” (adj.) means having an established reputation. The word “Establishment” with capital initiative is understood as an established public or private institution, such as a company or school.

【参考译文】有关韦尔奇的评介近年来有许多，大都介绍了他如何把一个老字号的美国产业巨人改造成一个具有强劲竞争力的全球增长型的发动机，如何精明地把一个老牌制造商带入了服务业。



VI. 课文讲解

2. Welch has reshaped the company through more than 600 acquisitions and a forceful push abroad into newly 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, and they have had their sovereign debt upgraded in recent years to investment-grade status. China, India, Russia, Malaysia and Mexico are included in the category.

【参考译文】 韦尔奇通过六百多项收购和有力打入了海外新兴市场完成了对通用电气公司的改造。



VI. 课文讲解

3. He does it through sheer force of personality, coupled with an unbridled passion for winning the game of business and a keen attention to details many chieftains would simply overlook. (p.211)

句中though adj.意为 by reason of 或 because of。例如：She succeeded through hard work. 她努力工作取得了成功。句中：coupled with 意为to be linked together。句中：unbridled adj.意为 being unrestrained or uncontrolled（奔放不羁的；无法控制的）。

【参考译文】 韦尔奇做到了这些,是因为他有绝对的人格魅力, 以及他有追求商场制胜的奔放激情, 还有他对具体细节的强烈关注, 而许多总裁往往对具体细节视而不见。



VI. 课文讲解

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” are the GE managers who have attended those training programs and listened to Welch’s speeches.

【参考译文】首先，他在哈德逊克劳顿校园多年来授课时结识了数千名经理“学员”；通用电气员工简称为克劳顿校园为克劳顿村。



VI. 课文讲解

5. More than half is devoted to “people” issues. But most important, he has created something unique at a big company: informality. (p.211)

句中informality意为 the quality and state of being free from conventional forms or restrictions（不拘泥规定和形式或简化形式）。

【参考译文】再有就是他用多半的时间去关注“人”的问题。但最重要的是，他在一个如此庞大的公司内完成了一项创新：从简不拘泥条条框框。



VI. 课文讲解

6. 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)

The word “mentally” here means being performed by or existing in the mind. The literal message of the sentence is the descriptions of the early morning routine of the owner of a grocery store before he gets ready for the day’s business. The symbolical meaning of the sentence is best understood as features of Welch’s management style: focusing on GE’s daily management and paying great attention to the various aspects of business operations.

【参考译文】把这种比喻用在通用电气这个庞然大物身上尽管十分离奇，但却有助于韦尔奇在思想上挽起袖口、穿上围裙，置身于柜台后面。



VI. 课文讲解

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

The word “hierarchy” here refers to the group of managers in GE vested with power and authority. 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-presidents. Below the top managers are middle managers or business unit heads, including general managers, administrators 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 “ nuke” in the text means “to destroy and deconstruct GE’s hierarchical management structure.”

【参考译文】 韦尔奇当年所继承的“通用电气”的管理结构多达9层，如果说这些组织结构迄今还没遭到彻底摧毁的话，至少可以说是严重地瓦解了。



VI. 课文讲解

8. 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)

The word charisma (领袖魅力) refers to a rare personal quality attributed to leaders who arouse fervent popular devotion and enthusiasm. The rhythms of the company here refer to GE corporate meetings and review sessions, which regularly recur. The original sentence might be paraphrased like this: 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.

【参考译文】这种改变是与韦尔奇的领袖魅力密切相关，同样也与那些略显逊色的公司要事——公司会议或例会——相关，还与他运用会议发挥之极的策略相关。



VI. 课文讲解

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

The phrase “his formidable presence” is best understood as his powerful and admirable work-style.

【参考译文】这些集会 让 韦尔奇 得以 调整 或 迅速 改变 公司 的 工作 项目， 让他 考查 测试 公司 的 战略规划 和 下属 的 十几个 部门 主管， 同时 让 众人 明确 地 了解 他 那 令人 敬畏 的 风范 和 见解。



VI. 课文讲解

10. When he became CEO, 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. The word “lever” refers to a means of accomplishing, a tool or anything that brings influence to bear.

【参考译文】上任首席执行官之初，韦尔奇继承了一系列有约束力的企业传统活动，然而，他随后将其均改造成有效的领导杠杆。



VI. 课文讲解

11. He wasn't born with a silver spoon in his mouth. He got himself out of the pile. He didn't just show up (p.213)

The American idiom “born with a silver spoon in his mouth” means being born to wealth and comfort, provided from birth with everything wanted; born rich. The word “the pile” is understood as a dense crowd of ordinary people or the idiom “rank and file”. The phrase “to show up” means being conspicuous.

【参考译文】他并非出身富贵之门，也决非一夜成名，他是靠自己的奋斗脱颖而出的。



VI. 课文讲解

12. **raternity party** (p.213) 兄弟会

A body of men with common professional interests, or a social club of men associated for a common purpose.



VI. 课文讲解

13. 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 corporate 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.



VI. 课文讲解

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

A rave review is an extravagantly enthusiastic opinion or comment.



VI. 课文讲解

15. 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.



VI. 课文讲解

16. The managers recounted how they used new ideas to squeeze still more profit out of the lean machine that is GE. (p. 214)

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

【参考译文】经理纷纷讲述了他们如何采用新理念，从节俭的通用电气运转中还挤出了更多的利润。



VI. 课文讲解

17. But the main event is Welch's wrap-up comments when he steps out onto the stage under a spotlight and a pair of video cameras. (p.215)

“Wrap-up comments” are concluding comments or final remarks



VI. 课文讲解

18. He dispenses with the kudos (p.215)

The verb “dispense” means to manage without.
(省略) The word “Kudos” means a praise for
exceptional achievement.(称赞或颂扬)



VI. 课文讲解

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

The adjective “complacent” means being contented or self-satisfied and unconcerned.(自鸣得意, 自满) The preposition phrase “not with” is understood as 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。



VI. 课文讲解

20. We couldn't get costs out fast enough to make our commitments. (p.215)

A paraphrase of the sentence is 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.

【参考译文】我们又无法迅速降低成本兑现我们的承诺。



VI. 课文讲解

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

The verb tumble in the sentence means to come to a sudden understanding(恍然大悟). 例如I finally tumbled to the reality that I was being cheated. 最后我突然意识到我已被欺骗的现实。

【参考译文】他突然想到他们将如何解决此难题。



VI. 课文讲解

**22. 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



VI. 课文讲解

23. Boston Consulting Group Inc (BCG) (p.216) 波士顿咨询公司

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.



VI. 课文讲解

24. A lot of CEOs do, and decisions lay there like three-legged horses that no one wants to shoot. (p.216)

The simile suggests that a lot of CEOs are reluctant to make tough decisions just as the owners are reluctant to kill their three-legged horse which can run but might stumble any moment.

【参考译文】许多执行总裁并不果断，造成决策搁置一旁，就像一匹三条腿的马，无人愿意处理。



VI. 课文讲解

25. Welch understands that an organization can be as impressionable as an individual. (p.216)

This simile means that a company is easily influenced or subject to influence as a person is. Impressionable young people 易受影响的年轻人

【参考译文】 韦尔奇清楚，一个企业就如一个人一样是易受影响的



VI. 课文讲解

- 26.** Barely four weeks before CNBC and Dow Jones & Co. (DJ) formally launched their joint-venture cable program on April 1, for example, Welch called up NBC head Robert C. Wright to tell him he wanted to examine the blueprint for the launch. (p.216)

CNBC是美国一家商业电视频道，专门播送商业新闻和实时金融信息。该媒体公司在 1998年由美国全国广播公司（NBC）与道琼斯公司合办。NBC（The National Broadcasting Company）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 partnership with Microsoft, NBC operates MSNBC, which is a leading cable-news channel and the world's preeminent news site on the Internet.

【参考译文】就在有线全国广播公司（**CNBC**）和道琼公司（**Dow Jones & Co.**）在四月一日正式推出一个合资有线电视节目的约四周前，韦尔奇打电话给全国广播公司（**NBC**）总裁罗伯特 C. 赖特说，他要检查该项目的发起计划书。



VI. 课文讲解

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

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

【参考译文】但是我会到现场为此摇旗呐喊的。



VI. 课文讲解

28. Or consider how Welch became involved in the excruciating details of the tubes that go into GE's X-ray and CAT-scan machines (p.216)

句中：tubes 可译为显像管；X-ray machines译为X光射线机。The acronym CAT stands for computerized axial tomography ([医]计算机处理轴向体层摄影术)。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. CAT-scan machines可译为计算机处理轴向体层摄影机。



THE END



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