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https://www.100test.com/kao_ti2020/127/2021_2022_GMAT_E8_80_83_E8_AF_95_c89_127342.htm 55. I agree that supervisors

should under most circumstances merely tell subordinates what to do, but not necessarily how to do it. Of course, employees need adequate training in order to do a job. But beyond that, trusting employees to discover and develop their own methods for meeting a supervisors expectations can produce surprising rewards that outweigh any pitfalls of such an approach. First of all, restraint in directing the how-to aspect of a project signals the supervisors confidence in an employees intelligence and abilities. Sensing this confidence, the subordinate will often respond with his or her best work. This phenomenon lends truth to the adage that people rise to the level of what others expect from them. Secondly, by allowing a subordinate to decide how best to attain an objective, a supervisor imparts a larger share of responsibility for the project to the subordinate. This alleviates some of the burden from the supervisor, who may have more time for other tasks as a result. At the same time, when the subordinate shares in the responsibility, he or she will probably feel more accountable for how the job turns out. The result is likely to be better job performance. Thirdly, directing every step of a project often blocks a workers own creativity, as well as creating animosity. Except in the training of a new worker with little or no experience, it would be naive and arrogant for any supervisor to assume there is one and only one best way--the supervisors own

way--to get a job done. A bright, competent subordinate is likely to resent being led by the hand like a child. Allowing employees to choose their own means and methods will spark their ingenuity in ways that enhance productivity now and in the future, and will foster goodwill and mutual respect in the workplace. In sum, telling a subordinate how to do a job is rarely the best management approach. Instead, supervisors should assign tasks without directing each step. When employees are left to choose methods for completing work, they will be bolstered by the supervisors trust, motivated to greater creativity and inclined to feel accountable for outcomes. 100Test 下载频道开通，各类考试题目直接下载。详细请访问 www.100test.com