BBC LEARNING ENGLISH
Take Away English 随身英语
The company with no boss
群龙无首的公司

- *请注意：中文文字内容只提供簡體版*

Vocabulary: Work 词汇: 工作

What would work be like if you had no boss? Imagine you could make all your own decisions and no one told you what to do.

One company decided to find out if it could work. The staff at Crisp, a Swedish software **consultancy**, chose to **get rid of** their CEO and create a completely **flat** organisation. Having trialled several different **management structures**, the firm agreed to take the **radical** step of having no single leader.

First, they needed to establish what a CEO actually did. Then they shared those duties out amongst staff and **board members**. Employee Yassal Sundman told the BBC: "When we looked at it we had nothing left in the CEO **column**, and we said, 'all right, why don't we try it out?'".

Which is exactly what they did. And Crisp employee, Heinrik Kniberg, believes it's been a good move. He says the company can now act faster: "If you want to get something done, you stand up and start **driving** that". Kniberg also claims workers are more **motivated**. Crisp regularly measures staff satisfaction, and say they average over four out of five.

Any big decisions are made during the **company-wide** four-day meetings several times a year. They do still have a board: it's a **legal requirement**. But the board can be used as a **last resort** to resolve tricky issues.

So, if it's working out for Crisp, could this model become more widespread? Online retailer Zappos tried out a similar plan but had **mixed results**. Almost a fifth of Zappos staff decided to leave, and chief executive Tony Hsieh admitted that "self-management is not for everyone".

Founder of file-sharing service Dropbox, Drew Houston, believes that a **leaderless** structure is too chaotic.

"Often infinite freedom like that can be pretty **disorientating**. It doesn't always feel good, because you no longer know what you're supposed to do, what's important and you're **bumping up against other people**," Mr Houston says.

So, what is the perfect balance? How do you keep **accountability** in a company without **hierarchy**? Would you like to work somewhere with no boss?

词汇表

consultancy	咨询公司
to get rid of	除去，解雇
flat	（管理方式）扁平化的
management structure	管理构架
radical	根本性的，彻底的
board member	董事会成员
column	（标明职责的）栏
to drive (something)	推动（计划、项目等的）进展
motivated	有积极性的
company-wide	公司范围内的，整个公司的
legal requirement	法律规定
last resort	万不得已时的办法，最后的手段
mixed results	好坏参半的结果
leaderless	无领导的
disorientating	失去方向感的，令人感到无所适从的
to bump up against other people	与他人的职责重叠
accountability	责任制，问责制
hierarchy	（机构）等级制度

测验与练习

1. 阅读课文并回答问题。

1. Which two advantages of having no boss were mentioned?

2. What was the first thing they did once Crisp decided to have no boss?

3. What do Crisp do when they have a problem that can't be worked out between staff?

4. Which word means 'in a state of confusion with no order'?

5. True or false: Overall, Crisp are happy with having no boss.

2. 请你在不参考课文的情况下完成下列练习。选择一个意思合适的单词填入句子的空格处。

1. I wouldn't ask Max unless you really have to. Only ask him as a _____.

radical choice	legal resort	last resort	get rid of the others

2. You need to be _____ for your actions. You can't just say what you like.

accountable	motivated	radical	leaderless

3. This is a flat organisation. There's no _____.

leaderless	hierarchy	board	management structure

4. We need to _____ Simon. He doesn't contribute anything to our company.

get rid	get rid of	bump up	bump up against

5. Our experiment had _____. Some of it worked and some of it completely failed,

mixed results	a bad result	mixed result	a mixed result

答案

1. 阅读课文并回答问题。

1. Which two advantages of having no boss were mentioned?
   Heinrik Kniberg says that things get done faster and there is a higher level of staff satisfaction using their current management structure.

2. What was the first thing they did once Crisp decided to have no boss?
   After deciding to have no boss, they had to give all the CEO's roles and jobs to existing staff and board members.

3. What do Crisp do when they have a problem that can't be worked out between staff?
   When there is a tricky issue that staff can't resolve, the board can take action.

4. Which word means 'in a state of confusion with no order'?
   Chaotic

5. True or false: Overall, Crisp are happy with having no boss.
   True. Crisp report a high level of workplace satisfaction.

2. 请你在不参考课文的情况下完成下列练习。选择一个意思合适的单词填入句子的空格处。

1. I wouldn't ask Max unless you really have to. Only ask him as a **last resort**.

2. You need to be **accountable** for your actions. You can't just say what you like.

3. This is a flat organisation. There's no **hierarchy**.

4. We need to **get rid of** Simon. He doesn't contribute anything to our company.

5. Our experiment had **mixed results**. Some of it worked and some of it completely failed.