



从创意人到管理者，这是一场属于我的

关键跨越

事业一部总经理 Q4工作汇报





空降管理者，要完成的“三步走”



1-获得团队认可

权力并非来源于职位，而是来自人和人之间的认可和信任。



2-建立标准共识

对工作要有标准上的共识，这是工作沟通的基础。



3-团队的赋能

对齐专业度、强化共识，同理心与团队意识的发掘。



1-认可与接纳

我这样融入团队



01 认可与接纳-设法融入团队

- **类比法快速熟悉项目，完成经验的迁移**

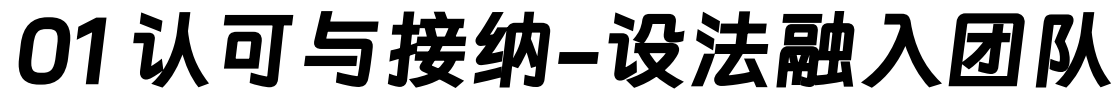
借助项目说明书等资料，快速熟悉项目的风格调性。

深入项目群，观察甲方沟通习惯，根据日常执行情况，

判断项目的执行难度。



项目说明书 X20



按照文案组、视频组、设计组的顺序，分批次熟悉组员。对照座次表及大群备注，分清每个人的名字、微信头像，将「名字」-「形象」-「项目」三位一体逐步对号入座。

The figure is a template for an office seat distribution chart. It features a large grid of desks, each represented by a small table with two columns and two rows, containing numbers from 1 to 80. The desks are arranged in a grid that is 10 rows high and 10 columns wide. The rows are labeled on the left with office names: 领导办公室 (top), 办公室2, 办公室1, 洽谈室, 前台区域, and 文印室. The columns are labeled at the top with office names: 领导办公室, 办公室3, 办公室4, 办公室5, 办公室6, 办公室7, 办公室8, 办公室9, 办公室10, and 办公室11. The grid is divided into several sections by thick lines. A large section on the right is labeled 会议室 (Meeting Room). A section at the bottom right is labeled 财务室 (Finance Room). A section at the bottom left is labeled 档案室 (Archive Room). The chart is titled '座位表' (Seat Chart) and includes a subtitle 'A4打印 / 自动公式 / 内容可修改' (A4 Print / Automatic Formula / Content Editable).



01 认可与接纳-设法融入团队

- **来不及慢慢熟悉，就先树立「刻板印象」**

本想慢慢熟悉，但背后已经有同事议论纷纷，于是借助培训机会，一次性列出20多个人标签。

在正式熟悉之前，先用标签来建立一个刻板印象。





01 认可与接纳-设法融入团队

- **解决关键问题，建立专业信赖**

日常工作里，深度参与同事的工作，避免出现“纸上谈兵”，“何不食肉糜”的泛泛而谈。

遇到项目上的难点、卡点，及时为同事解答问题，解决他们的困惑，建立初步的信赖。





2-标准与共识

培养工作的默契



02 标准与共识-建立team work的前提

- 资料分享与专业书籍采购

80本行业书籍，5本作为必读书目

不定期群内分享行业干货、标杆案例

等等资料作为兴趣阅读



行业报告.zip





02 标准与共识-建立team work的前提

● 文案基本功培训（每月2次）

从文案的职业生涯规划，到如何定义一篇推文
再到如何降低写作难度，如何理解文章逻辑

结合具体的工作实例，分析工作中常见的错误

The collage consists of six slides from a presentation titled "HOW TO WRITE?".

- Slide 1 (Top Left):** Titled "一个前提，统一标准：什么才算一篇好推文？". It lists criteria: 观点鲜明 (Clear viewpoint), 逻辑清晰 (Clear logic), 阅读舒适 (Comfortable reading). It also mentions "引经据典" (Quoting classics), "文采斐然" (Eloquent), and "高阅读量" (High views).
- Slide 2 (Top Right):** Titled "一些常识，厘清目的：推广软文是干嘛用的？". It lists purposes: 一套说服逻辑 (A set of persuasive logic), 一种自我标榜 (A kind of self-branding), and 一系列迎合的说辞 (A series of迎合 phrases).
- Slide 3 (Middle Left):** Titled "推文的特点，决定了我们要遵循以下几条原则：". It lists principles: 它不是媒体报道 (It's not media reporting), 它不是个人作文 (It's not personal writing), 它不是学术论文 (It's not academic paper), and 它不是八股公文 (It's not bureaucratic document).
- Slide 4 (Middle Right):** Titled "HOW TO WRITE? 4个步骤，降低启动门槛：". It lists steps: Step 1 提炼核心表达目的 (提炼), Step 2 充分搜集并消化资料 (搜集), Step 3 建立你的文章框架 (框架), and Step 4 驾驭你的文字，让它精准表达 (驾驭).
- Slide 5 (Bottom Left):** Titled "Step 3 建立你的文章框架 什么是逻辑？". It lists logic types: (1) 结构 (Structure), (2) 顺序 (Order), and (3) 关系 (Relationship).
- Slide 6 (Bottom Right):** Titled "概念大多没关系，咱们直接上案例". It shows examples of text and images.



02 标准与共识-建立team work的前提

● 日常内容审核与纠偏

在日常执行的把控中，尽量给同事自由发挥的空间

但对于及格线以下的内容，私下沟通打回重做

70分以上的标准

Reviewer 2

1) the conclusion is not related to the results: if in 5 monkeys, one died and another has pneumothorax the method is not safe.

We have revised our conclusion to better explain why we believe this method to be safe. As for the complications experienced by Animals 1 and 2, after we gained valuable experience with the smaller sizes and different hepatobiliary anatomy of Rhesus monkeys relative to humans, from these two animals, our remaining experimental animals suffered no complications. For this reason we believe that ultrasound-guided PTPC can be safe in Rhesus monkeys, provided that the team is familiar with the animal's anatomy and reasonable care is taken in pre- and post-operative management.

2) the number of 5 monkeys is too low to draw conclusions.

We respectfully disagree with this comment. We believe our study of 5 Rhesus monkeys is insightful given that the technique of PTPC has never been applied in this species. Our experience in this study highlights the important differences in hepatobiliary anatomy between humans and monkeys, as well as the challenges in performing intricate procedures in animals only one tenth the size of humans. Experiments in non-human primate models are costly and time-consuming. Our study results may help other investigators avoid some of the pitfalls we encountered during our first 2 animals, helping to pave the way for further research into xenotransplantation of porcine islets in type 1 diabetes patients.

3) I have not found any control group.

This paper describes a new method of ultrasound-guided PTPC of alginate microbeads as a surrogate for intra-portal islet transplantation in Rhesus monkeys, with a specific focus on safety. This type of proof-of-concept study does not require a control group.

4) I do not understand why not use porcine islets, alginate microcapsules have special chemical properties.

The purpose of this study was to evaluate the safety and feasibility of ultrasound-guided PTPC in Rhesus monkeys by imitating islet transplantation using alginate microbeads instead of actual islets. It is meant as a precursor to studying xenotransplantation of porcine islets into non-human primates as a model of eventual clinical application in humans.

5) not specify what percentage of microcapsules are 50 and 300 microns.

We have altered the manuscript to include this information.

Reviewer 3

1) It would be clearer and more interpretable by presenting the data from Table 2 in a graph with different time points of pre-infusion, time at half infusion, immediate end of whole procedure and 30 min post whole procedure.

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02 标准与共识-建立team work的前提

● 提高内容下限，标准内容示范与打样

比如提交给客户的大纲，避免“开头-阐述-结尾”这种形式主义大纲，要求内容大纲完成度必须要占到全文的30%以上。

在大纲阶段，就要完成全文的构思，小标题和文章主干的构想。

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3-管理与赋能

化解管理中的危机



03 管理与赋能-项目救火

- **项目救火等应急处理**

应急稿件的处理，问题稿件的解决
策划部门的方案堆积等等伸出援手
做好对内的兜底，对外的协助





03 管理与赋能-化解危机

● 调和内部矛盾

当面沟通：发现下属之间存在矛盾，立即进行沟通，了解双方的观点和感受。通过倾听和询问，确保双方都有机会表达自己的看法。

中立态度：保持中立态度，不偏袒任何一方。建立信任，并让双方感受到公平。

明确问题：帮助双方明确矛盾的具体问题和根源。聚焦问题，避免情绪化的冲突。

寻求共识：鼓励双方寻找共同点，并在这些共同点的基础上寻求解决方案。通过协商和妥协，达成双方都能接受的解决方案。

制定规范：为团队制定明确的沟通规范和冲突解决机制，确保团队成员在面临矛盾时能够遵循这些规范和机制。



03 管理与赋能-化解危机

● 化解造谣中伤

透明沟通：定期的团队会议、内部通讯等方式，保持与团队成员的透明沟通。这有助于减少信息不对称，降低谣言产生的可能性。

立即澄清：发现谣言立即进行澄清，并告知团队成员真相。防止谣言进一步扩散。

信任文化：通过公正的管理、积极的反馈和奖励机制，培养团队之间的信任。

反馈渠道：提供畅通的反馈渠道，鼓励他们及时反映问题和疑虑。

处理造谣者：对于恶意造谣者严肃处理。起到警示作用，防止类似行为再次发生。



03 管理与赋能-因人制宜

ACE

认真尽责，不推诿，做事靠谱。但组内威信一般。

ABA

工作积极性很高，文案功底较好，前期需要适应广告内容语境。

AAB

工作积极性很高，能力全面，但工作经验不足，文案功底尚需要打磨。

ABC

文字专业能力很强，但沟通能力较差，排斥沟通，且配合度相对一般。

ABD

能力全面且相对均衡，配合度高，但因项目问题，工作压力较大，已提出辞职。

HIT

听话、尽责，但工作经验不足，需要引导。

SOP

配合度高，专业能力过硬，但性格较软，跨组合作时缺少对项目的推动。

SAA

专业能力过硬，责任心强，好沟通。跨部门疑难杂症处理专家。

SAC

专业能力可以，效率高，配合度高，但脾气相对火爆，容易被其他部门投诉。

SAD

专业素质可以，任劳任怨，反应快。细节上有些粗心。

SAE

配合度高，但专业能力较差，效率很低。

HED

好沟通，负责任，但统筹能力较差。

HOT

有主见，想法多，思维活跃。比较坚持自己。

HET

责任感强，能力中规中矩，创意较弱，工作中容易有情绪。

HAD

点子多，创意强，但过于依赖灵感。无灵感时效率低。小孩子脾气。

HAP

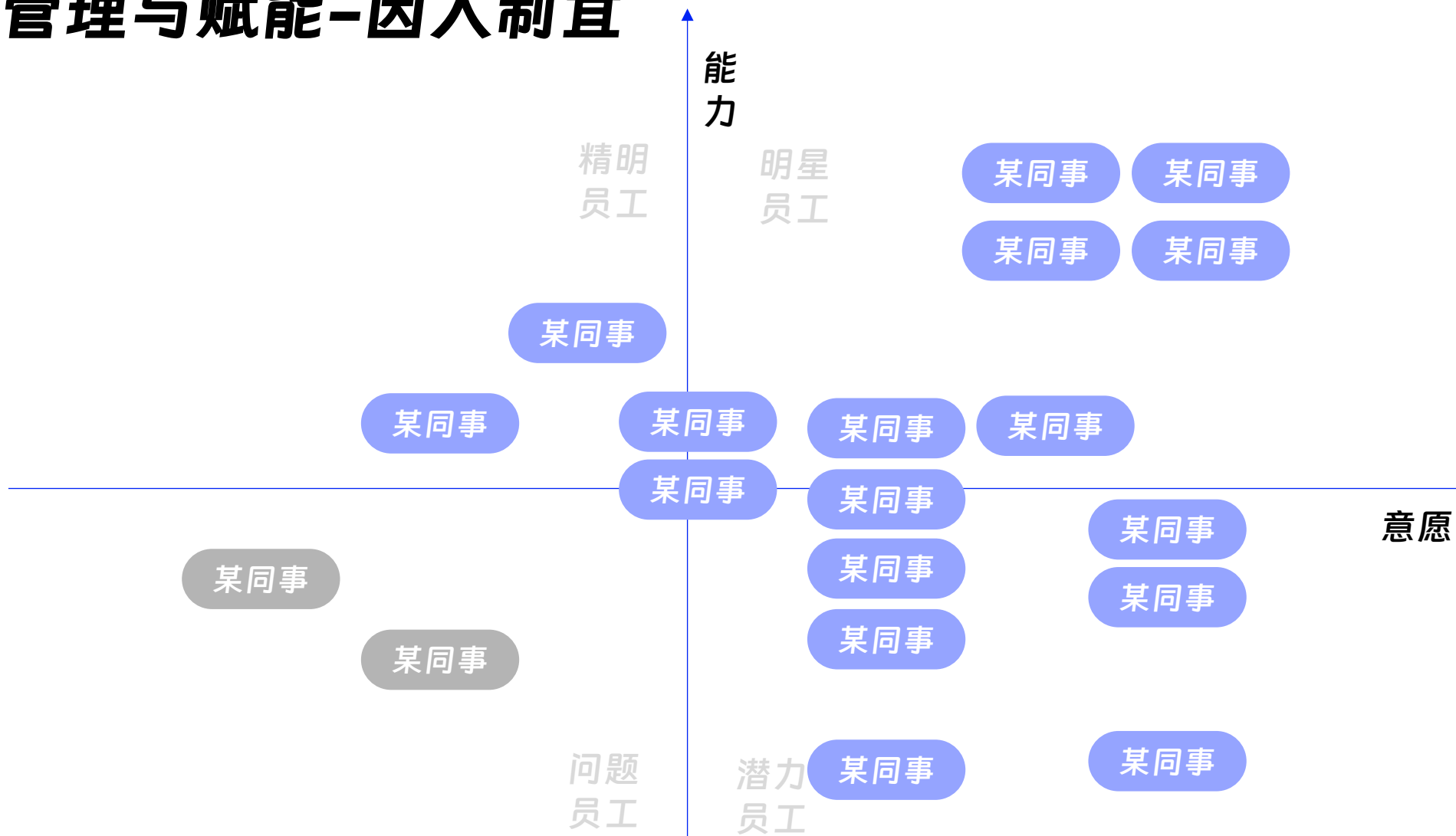
网感强，内容sense在线，但逻辑较差。责任感较弱。

HAT

认真负责，学习能力强。配合度高。



03 管理与赋能-因人制宜





03 管理与赋能-未来期望

「人人高光」

这是王者荣耀的研发团队曾经提出的价值导向。意思是，要让不同水平的玩家在游戏里都有机会获得高光时刻。

高光不是只是战神玩家才有，也应该给到成就别人的人。这个逻辑其实值得管理者思考，工作不是一味地让自己出尽风头，而是学会如何把高光时刻让渡给团队的每一个人，让他们拥有属于自己的荣耀时刻。

运营一个集体，就像运营一个游戏一样，不让活跃用户蒸发，不让这里变成死海。



我请教一位管理前辈：如何做好管理？ 他说：只需要做好三件事。

1 兜底

做好风控预案，兜得住风险，给团队安全感。

2 背锅

主动拦责，不推介责任，不向下甩锅。

3 公平

做大蛋糕，给足期望，论功行赏。

大道至简，以此自勉

A person in a dark coat stands on the crest of a dark, grassy hill. The hill slopes down from the left towards the bottom right. The sky above is a deep, clear blue, filled with numerous small white stars. The overall mood is contemplative and vast.

感谢聆听