



晨英语

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职场商务英语

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计划与策略：一集拿走 23 个地道职场表达

BBC Office English 第 37 集。围绕"做计划、定战略"整理出 23 个核心表达 + 8 个扩展短语，全部带原文例句，最后串成一段能直接用的范文。

本篇收获

23 个核心职场表达

8 个扩展短语

7 分钟原声音频

1 段串词成段范文

这一集聊的是职场里最常碰到的话题：**怎么做计划、怎么定战略、怎么判断战略有没有用**。两位主持人 Phil 和 Georgina 把 objective、KPI、Q1-Q4 这些词在真实对话里全部用了一遍——下面 23 条表达全部来自对话原文，按场景分好组。



01 一、制定计划与目标

词条	中文释义	原文例句
strategy	战略；策略	"What do we mean by strategy at work? A strategy is a plan to do something — but a very detailed plan."
long-term plans	长期计划	"Do you make long-term plans at work?"
think (sth) through	把……想清楚	"It's more difficult to make detailed plans that you've thought through really well."
come up with	想出；提出	"You've been asked to come up with a strategy to improve results in your team."
objective / target	目标	"We're aiming to cut costs by 25 percent — you could call this an objective."
ultimate goal	最终目标	"You've got your ultimate goal — then think: how do we work back from that goal?"
aim to do / be aiming at	力求；以……为目标	"We're aiming to cut costs by 25 percent."

02 二、描述要达成什么

词条	中文释义	原文例句
cut costs (by X%)	削减成本	"We want to cut costs by 25 percent."
increase sales	提升销售额	"You might want to increase your sales at a company."
improve productivity	提高生产率	"Maybe your bosses want to increase sales or improve productivity."
prioritize / priorities	优先处理；优先事项	"Why don't we prioritize increasing sales instead?"

03 三、时间与执行

词条	中文释义	原文例句
deadlines and timelines	截止日期; 时间表	"It usually involves some deadlines and targets."
quarters of the year (Q1-Q4)	季度	"You'll often hear people talking about quarters of the year — abbreviated to Q1, Q2, Q3, Q4."
implement	实施; 执行	"The first phase of our plan will be implemented in Q2."

04 四、评估效果

词条	中文释义	原文例句
success criteria	成功标准	"We also might call them success criteria."
meet targets	达成目标	"You've met your targets — your strategy is working."
key performance indicators (KPIs)	关键绩效指标	"These things might be called key performance indicators, or KPIs."
measure / assess	衡量; 评估	"You can assess how well or how badly a strategy is doing."
evaluate its impact	评估其影响	"We'll evaluate its impact at the end of Q3."
quantify	量化	"Try and write that down — quantify that."

05 五、环境与角色

词条	中文释义	原文例句
fast-moving field	快速变化的领域	"You might be in a really fast-moving field where it's just impossible to predict what happens next."
day-to-day	日常的；按天处理的	"Some people work in jobs which are much more day-to-day."
approach (a problem)	处理问题的方法	"It can also be a particular way of approaching a problem."

06 扩展表达（未入选核心清单，但同样值得收）

词条	中文释义
structured timetable	结构化的时间安排
definite language	明确、不含糊的措辞
work in shifts	轮班工作
look into the future	展望未来
a big shift away from ...	远离……的重大转变
threats and opportunities	威胁与机遇
work back from (the goal)	从目标倒推
keep updated about ...	及时了解……的最新动态

07 串词成段

23 个词放回一个真实语境，是这样的：



Our **strategy** this year is built around one **ultimate goal**: **cut costs** by 10% while we **increase sales** and **improve productivity**. We're **aiming to implement** the first steps in Q2, with clear **deadlines** and **success criteria**. We'll **measure** progress against our **KPIs**, **evaluate its impact** at the end of Q3, and **assess** whether we've **met our targets** — if not, we'll **prioritize** what works best.

参考译文：今年的战略围绕一个最终目标：在提升销售额、提高生产率的同时削减 10% 成本。我们计划在第二季度实施首批举措，并设定清晰的截止日期与成功标准；第三季度末将依据 KPI 衡量进展、评估影响，判断是否达成目标——若未达成，则优先投入最有效的方向。

一句话带走

Strategy 不是一句口号，而是「目标 + 截止日期 + 成功标准」的完整路径——下次开会，试着把这三样一次说全。

▼ 完整台词（自动转录，未加标点）

do you make long-term plans at work it's quite easy to make long-term plans that you haven't thought about very thoroughly it's more difficult to make detailed plans that you've thought through really well i find it quite hard to make long-term plans myself because i'm not very organized i find it hard to see into the future and make a structured timetable of events i'm not very good at that in this episode we'll talk about plans and strategies so phil today we're talking about plans and strategies what do we mean by strategy at work well a strategy is a plan to do something but it's a very detailed plan to do something so you've probably got lots of steps and perhaps different ways that you want to do something yeah and it's what you want to do but also how you want to do it so it usually involves some deadlines and targets and some success criteria but it can also be a particular way of approaching a problem so for example a sales strategy you might want to increase your sales at a company the strategy is the way that you approach that problem how do you do it yeah and so today we're going to discuss how to come up with plans and strategies and also how to decide whether they're working or not okay let's imagine you've been asked to come up with a strategy to improve results in your team at work maybe your bosses want to increase sales or improve productivity what words and phrases can we use to talk about plans like this phil well we've got the what which is thinking about what you want to do and what you can achieve so for example you might say we're aiming to cut costs by 25 percent and you could call this an objective we also might call them success criteria and these are the things that when you meet them you'll know that your strategy has worked yes we also need to think about the when so timelines or deadlines are useful you'll often hear people in this context talking about quarters of the year so imagine the

year broken up into three month quarters they're often abbreviated to q1 q2 q3 q4 so for example someone might say the first phase of our plan will be implemented in q2 and we'll evaluate its impact at the end of q3 that means we'll start in the second quarter of the year and then we'll review things in the third quarter of the year yeah and then we have the how and those are what specific things are you going to do to try and meet these targets and it's quite good when you're specifying these to use definite language say we will do something rather than we'll try to do something yeah i think that's really important so strategy is not just a target it is all of the things that you want to do your approach to meeting those targets that you've got for yourself okay we've talked about creating a strategy but how can we decide whether the strategy is working and make changes well one way is to look at the evidence uh so we mentioned there might be success criteria and these might have numbers attached so say your target is we want to cut costs by 25 percent you would measure look at the evidence what percentage have you cut costs by at the end of a certain amount of time yeah and sometimes these things might be called key performance indicators or kpis and they're just the things that are measured so you can assess how well or how badly a strategy is doing yeah so it may be that everything's gone well and you've met your targets your strategy is working um but if it's not if you've not seen the results that you'd hoped for then it's probably a good time to talk about changes what you can change in your strategy that might make things better um how would we do this phil what are some options well you might talk about priorities you might say um well maybe cutting costs isn't isn't working but why don't we prioritize increasing sales instead okay we've talked about strategies but what about long-term plans how much should you plan for the future at work phil well this is going to depend a lot on the industry you're in and the kind of work it might be that something's probably not going to change that much so you can look way off into the future or you might be in a really fast moving field where it's just impossible to predict what happens next yeah and it depends on your role and responsibilities so some people work shifts or in jobs which are much more day-to-day they're really just dealing with what happens on the day so imagine a doctor for example they really are just treating the people that walk into the hospital on that day and whereas other people focus on strategy and planning a lot more in their job their job is to look into the future and to build something over time but i think it can be useful to think about the future even if your job is quite day-to-day it can be tempting sometimes to just worry about what's in front of us and not make long-term plans so how can people think about these long-term plans if they're not used to doing it at work well what's probably a good idea is to think about what your ultimate goal is what do you want to achieve in the future what would you really like to have achieved and maybe yeah try and write that down quantify that and go this is what i'm aiming at another thing to think about is are there any events or changes

coming up that might impact you your job or your company um so will there be a big shift away from the kind of work that you do is there a big thing happening in the future that you need to prepare for yes and when when you've thought about all these things you've got your ultimate goal you've considered what kind of threats or what kind of opportunities there are for things that could change then think okay how do we work back from that goal what are the things that i need to do to make sure that i can achieve it