

# SUCCESS

# 成功

可以

## KEY TO SUCCESS

PASSION NURTURES AMBITION

◀ 用激情成就梦想 ▶

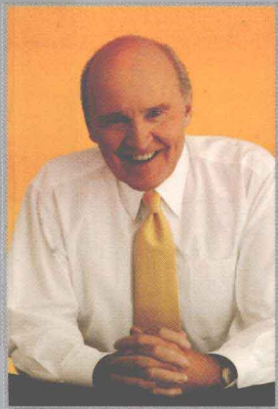
成应翠 祝万伟◎主编

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英语励志读物

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哈尔滨工业大学出版社  
HARBIN INSTITUTE OF TECHNOLOGY PRESS

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英语  
阅读

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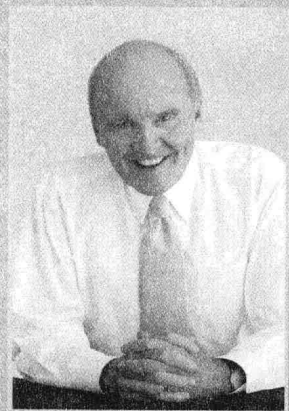
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持。“成功可以复制”系列有其独特的优势：

### 优势1 循序渐进式学习，培养新的阅读视野

本套书将精英们的优秀品质精编成册，从优秀好习惯、快乐明智人生、时刻抓住机会、成就梦想、你一定能做到、认真工作等6个角度出发，将一个人从成长到成功各阶段所应必备的素质都囊括其中，使你读一本胜万本，一套书终生受用。

### 优势2 成功案例全景展现，精英的成功可以复制

本套书收录了近200位各界精英，他们能有今天的成就，同样是经历了种种考验、艰难取舍和痛苦挣扎。正因为如此，他们的成功对所有正在风雨中前行的人们而言，更具参考意义和借鉴价值。仔细阅读这些案例，他们的故事将带给你完全不一样的心灵体验。

### 优势3 成功细节必修，发现自己的“成功基因”

多少钻石，多少水晶，多少润玉，被误看作砂石，不要让自己成为被埋没的人才。精英的成功细节是可以学习的，每一个人都可以成功，关键是你能不能发现自己的“闪光点”。

### 优势4 励志小语，小中见大，顿悟人生

一句话，一个字，传递的是一种境界，一种思想。细细体会，慢慢品酌，你定能找到属于自己的那份顿悟。

### 优势5 中文导读式英语阅读，迅速提升阅读理解力

每一篇精英人物案例，均采用中文导读的阅读模式，便于读者理解全文大意，增强读者阅读英语的信心，从而使读者轻松品读英文。建议读者在阅读时先浏览导读部分，然后把精力主要放在英语上，以训练自己的英语阅读力。

由于编者水平有限，挂一漏万自不待言，望广大读者不吝赐教。

编者

2011年3月于北京



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志趣，是一个被很多人所忽视的命题。志趣是志向和情趣融合的产物，志拓才，趣壮志。志之所趋无坚不入，趣之所引其乐无比。单纯的志气往往使人如苦行僧一般地埋头苦干，而单纯的兴趣又容易使人朝三暮四浅尝辄止。唯有志趣，可以使人抱负宏伟而品格优雅，心有所属而又乐在其中。

北宋大儒张载说：“人若志趣不远，心不在焉，虽学无成。”他认为“本心乐为”才能有“自修之志”，从而达到“自得”的境界。以识人于微著称的清末重臣曾国藩认为，“凡人才高下，视其志趣。卑者安流俗庸陋之规，而日趋污下；高者慕往哲隆盛之规，而日即高明。贤否智愚，所由区也。”志趣高远，自然能够百折不挠地追求内心的目标，不因诱惑而分神，不因挫折而放弃。

理查德·布兰森是白手起家的企业家典范，更是西方商界的传奇。从唱片到航空，从服装到通讯，维珍集团的200多家公司涵盖了人们能想到的几乎所有领域，似乎没有布兰森玩不转的行业。这位中学辍学的创业家，与传统的商人风格迥然不同，尤其是他重兴趣不重利润的经营宗旨，使他成为无数创业者的偶像。

## With Interest and Ambition 志趣

——玩转维珍帝国的坏小子理查德·布兰森



3 STAEDTLER YELLOW PENCIL 152 HB

## 人物案例

如果人的一生有80%的时间都在工作，那么我们是否应该围绕自己的兴趣之一来展开工作呢。如果你既想跳到滑翔翼上，又想成为一名企业家，那么就利用这架滑翔翼来做事吧。看，如果可以沉迷于兴趣又可以从事工作，你的人生将比仅仅工作有趣得多。你将会更加努力工作，对工作了解得更多。想做到兴趣和工作兼得，首先你必须走出去，在你决定从事的领域好好培训自己——对滑翔翼比别人了解得更多，工作就是这样来的。如果你正在做自己热衷的事情，那么工作就会自然而然地到来。

I set up this magazine called *Student* when I was 16, and I didn't do it to make money—I did it because I wanted to edit a magazine. There wasn't a national magazine run by students, for students. I didn't like the way I was being taught at school. I didn't like what was going on in the world, and I wanted to put it right.

Of course, a lot of businesses want to reach students, so I funded the magazine by selling advertising. I sold something like \$8,000 worth of advertising for the first edition, and that was in 1966. I printed



up 50,000 copies, and I didn't even have to charge for them on the newsstand because my costs were already covered.

So I became a publisher by mistake—well, not quite by mistake, because I wanted to be an editor but I had to make sure the magazine would survive. The point is this: Most businesses fail, so if you're going to succeed, it has to be about more than making money.

Ideally, since 80 percent of your life is spent working, you should start your business around something that is a passion of yours. If you're into kite-surfing and you want to become an entrepreneur, do it with kite-surfing.

Look, if you can indulge(沉溺于) in your passion, life will be far more interesting than if you're just working. You'll work harder at it, and you'll know more about it. But first you must go out and educate yourself on whatever it is that



you've decided to do—know more about kite-surfing than anyone else. That's where the work comes in. But if you're doing things you're passionate about, that will come naturally.

理查德·布兰森的一生好比童话故事里的主人公的命运一样，充满了传奇特点。谁也不会想到这位坏小子会有今天这样的成就：成为一个商业帝国的掌控者，管理着他从十几岁无忧无虑的年代白手起家创建起来的价值70亿美元的商业帝国。我们不需要知道他是不是世界上最伟大或者最成功的商人，也不需要知道他是不是世上最富有的人（尽管他的净财富据他的理财顾问评估有26亿美元），我们只要了解他的商业帝国的经营范围很宽广就够了，他的公司从新娘礼服、化妆品到航空、铁路，最近还涉足手机和消费电子产品，公司经营的历史记录五花八门。而且他的公司大多数都是私有的，由离岸家庭信托基金控股。

**R**ichard Branson's life is better than a fairy tale. The corporate bad boy was never supposed to end up like this: the master of his universe, directing a \$7 billion empire he created from scratch as a teenager, from his hammock in paradise. He is not necessarily the world's greatest

businessman, or the most successful. His empire is spread willy-nilly(不管愿不愿意地) from bridal gowns and cosmetics to airlines and railways; most recently he has jumped into cellphones and consumer electronics. His track record is varied, with home runs in records and airlines and fumbles in retail and rail. He's not the wealthiest businessman around either, although his net worth (estimated by his financial advisors at \$2.6 billion) is as hard to pin down as the profitability of many of his companies. His holdings are mostly private, controlled through offshore family trusts.

But if you were able to trade places with any corporate chieftain, wouldn't it be Richard Branson? He simply has the most fun. Branson's greatest business feat, perhaps, has been to engineer a breathtaking life for himself. We're not talking expensive art collections, or memberships at Augusta, or well-appointed apartments, or fancy cars. We're talking about a career that feeds his passions,



holds his interest, incorporates his family, allows for his quirks. He loves adventure, and his job provides plenty of it: from his quixotic attempt to save the high-speed Concorde to his dangerous transoceanic(横越海洋的) hot-air balloon races (he's been rescued four times by helicopter). He has trouble with authority, so the brand he came up with demands that he mock it. He gets bored easily; with Virgin he can constantly reinvent himself. He loves beautiful women, and they are always around. He has an insatiable curiosity, and his job provides the education he was never able to get in a classroom. "I don't think of work as work and play as play. It's all living," Branson says. "I'm living and learning every day—it's like being at a university, studying a course you're really fascinated by. And in between all that, I am surrounded by family and friends."

维珍代表快乐，所以当然应该拥有一座维珍岛。在那里，你不仅可以款待



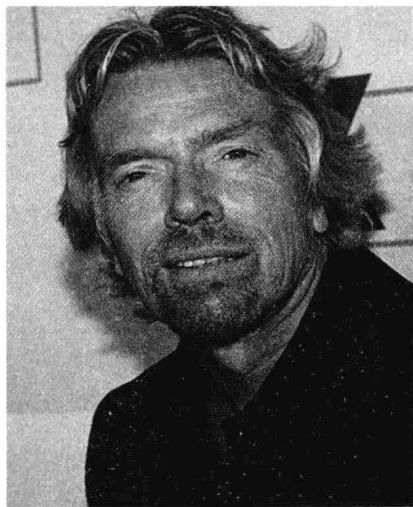
你的高管层，还可以招待你的孩子的朋友们、你的投资者、你的父母。哦，还可以接待比尔·盖茨——如果你认为当你说微软该分家时他会被你气疯的话。在那里，你可以通过办派对、跳水比赛、快艇比赛来招待这些人。在那里，你还可以搞个恶作剧，你把一只船上的插头拔下来，然后看着世界上最大的航空公司的CEO沉入水中。

Underlying it all is an unorthodox circular logic that, in the case of Necker Island, goes something like this: Virgin stands for fun, and that of course justifies owning a Virgin Island. There you can entertain not only your top brass but your kids' friends, your investors, your parents, your pilots—oh, and Bill Gates, if you think you might've ticked him off when you said that Microsoft should be split up. You do this by partying and diving and speedboat(快艇) racing; sometimes, just for fun, you pull a plug on one of the boats and watch the CEO of your biggest airline begin to sink.

"I get up in the morning, and I come into what must be the nicest office in the world. It is a fantastic time for reflection and thinking about things," he says. "I come up with more ideas here than I ever do in the day-to-day running back home." He is almost always up by 5:30. "England has been at

work for two or three hours, and Australia is just going to bed. The U.S. is waking up,” he says, a twinkle in his eye. “We’re quite well positioned here on the time zones.”

For someone who was invited to speak at a Microsoft conference, Branson is hilariously low tech. He never uses a computer. He uses his black book and writes all his ideas down in longhand, including the e-mails he will dictate to his secretary. Immediate things to remember—like phone messages—he writes on the back of his hand.



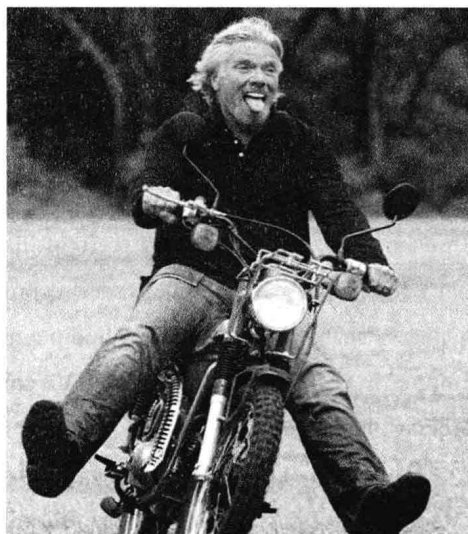
理查德爵士（他是在2000年被授以爵位的）从不认为自己像一个传统的生意人，因为他从来不这样自称。他的故事很经典：他出身于一个英国中产阶级家庭，由于阅读障碍的原因，功课几乎都不及格，不停地转学，从一家学校

转到另一家学校，然后又被学校开除，最终辍学。16岁时，他创办《学生》杂志，并希望有一天可以成为英国的“滚石”（现在他仍然没有高中文凭）。他从未打算要赚钱，也没想过要做CEO，“我对经营公司一点儿都不感兴趣，”布兰森说。但是，他创办的杂志需要资金，所以他开始了唱片邮购的业务。由此发展，又成立了一间唱片工作室，最终发展为维珍唱片、维珍大西洋等等。

If Sir Richard (he was knighted in 2000) doesn't think like a conventional businessman, it's because he never purported to be one. The outlines of the story are familiar: He was a middle-class British kid with dyslexia(阅读障碍) who nearly flunked out of one school, was expelled from another, and finally dropped out altogether at age 16 to start *Student* that he hoped would one day be Britain's Rolling Stone. (He still lacks a high-school degree.) He never set out to be rich, nor did he ever intend to be a CEO. “I had no interest whatsoever in running a company,” Branson says. But he needed to fund his magazine. So he started a mail-order record business. That led to a recording studio and eventually to Virgin Records, and Virgin Atlantic, and so on.

He continues to be a corporate iconoclast, defying conventional wisdom,

pushing the envelope, poking fun at the big guys, saying exactly what he thinks and doing exactly what he wants. Right now, though, he's not looking so foolish. Virgin—the naughty name he dreamed up in 1969, when he was 19 and living in a drug-infested London commune—has become one of the world's best-known brands. Virgin Atlantic, the niche player that everybody said he was crazy to start from scratch in 1984, has become (along with Southwest Airlines) one of the models for the airline industry. His goal was never to be the biggest. Branson likes being a disruptor—taking on industries that charge too much (music) or hold consumers hostage (cellular) or treat them badly and bore them to tears (airlines). His goal was never to be the most profitable. Although two of his companies—Virgin Express



and the clothing and cosmetics company Victory—are publicly traded, he generally prefers to stay private. (Branson took Virgin Atlantic public in 1986, then private again two years later after its market value fell by half.) He has little interest, most of the time, in delivering a nice, steady earnings stream.

So Virgin Group operates like an eclectic venture-capital(风险投资) firm. Branson has mostly majority stakes in its 224 companies, each of which has its own CEO and board of directors. Each board includes at least one member from Branson's seven-man advisory council, a team of bankers, strategists, and accountants who are more or less in constant touch. "He's not driven like other people. He's driven to do stuff(显身手, 露一手)," says Tom Alexander, a former British Telecom executive who is now head of Virgin's U.K. Mobile. "The money is the byproduct. If it makes money, well, then great, because then he can go off and do more stuff. Doing nothing is not an option. If you've ever been on holiday with him, it's hard work."

## 励志小语

细细品味字里行间流淌出的语言美和思想美，你就会感受到“Jump and get an apple”的喜悦，不知不觉间自身修养得到了提升……

(以下小语均来自理查德·布兰森)

1

**I don't go into ventures to make a fortune. I do it because I'm not satisfied with the way others are doing business.**

我开公司不是为赚钱，只是因为我不满意其他人做生意的方式。



2

**A business has to be involving, it has to be fun, and it has to exercise your creative instincts.**

要经营一个产业，它必须是有趣的，同时也必须能够激发你的创造潜能。

3

**And obviously, from our own personal point of view, the principal challenge is a personal challenge.**

显然，从我们自己的观点看，最重要的挑战是个人挑战。

4

**And you know, I've had great fun turning quite a lot of different industries on their head and making sure those industries will never be the same again, because Virgin went in and took them on.**

我很有兴趣来做这些事情：把很多不同行业的公司推翻，同时保证它们不会再恢复到从前，因为维珍加入了，维珍要取代它们。

5

**Business opportunities are like buses, there's always another one coming.**

商机就像公共汽车，总有一辆要到来。





理查德·布兰森生于1950年7月18日，是一位英国企业家，他的维珍集团包括400多家公司，闻名世界。

16岁时，理查德有了第一次成功的创业尝试，出版《学生》杂志。1970年，他成立了一项唱片邮购的业务，1972年，他创办连锁商店“维珍唱片”，之后成为著名的维珍百货。20世纪80年代，他成立了维珍大西洋航空公司，并打造出“维珍唱片”的音乐品牌。布兰森的维珍品牌在这一期间飞速发展。

根据福布斯2010年的亿万富翁排行榜，理查德·布兰森位列第212位，净财富评估约为29.7亿英镑（40亿美元）。



Richard Branson (born 18 July 1950) is a British industrialist, best known for his Virgin Group of over 400 companies.

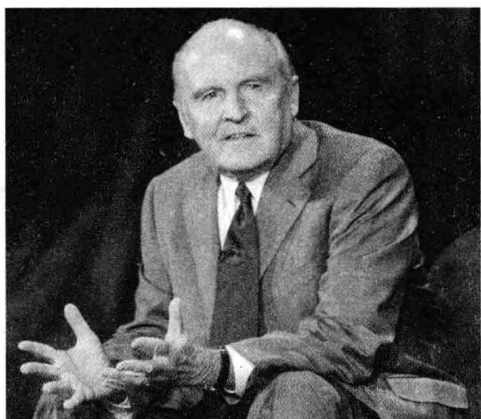
At age 16, Richard had his first successful business venture, publishing a magazine called *Student*. In 1970, he set up an audio record mail-order business. In 1972, he opened a chain of record stores, Virgin Records, later known as Virgin Megastores. Branson's Virgin brand grew rapidly during the 1980s—as he set up Virgin Atlantic Airways and expanded the Virgin Records music label.

Richard Branson is the 212th richest person in the world according to *Forbes'* 2010 list of billionaires, with an estimated net worth of approximately £2.97 billion (US\$ 4.0 billion).

杰克·韦尔奇曾有句名言：“所有的管理都是围绕‘自信’展开的。”由于自信，上小学时个子矮小的他便加入篮球队，而自己却丝毫没有察觉出自己与其他篮球队员在身材上的不协调。凭着这种自信，在担任通用电气公司首席执行官的20年中，韦尔奇显示了非凡的领导才能。

Jack Welch ever said that all the managements are carried out based on confidence. With this confidence, Welch showed his uncanny leadership skills during his twenty years management in General Electric. His confidence is cultivated(培养) by her mother. His slight stutter, a handicap that has bedeviled him since childhood, makes him oddly vulnerable. He was ever usually teased by other boys for his stutter(口吃); however, his mother told him that he was so smart that nobody's tongue can follow his brain. Thus Welch never worried about his stutter or even let stutter stagger his career, for he believed in what her mother had told him.

Welch is not a tall boy when he was at primary school; however he wanted to join the basketball team of his school.



His mother encouraged him to have a try, saying that you just work hard at whatever you dream to and you'll make it. Welch joined the basketball team despite the fact that he was much shorter than others, yet he was so confident that he hardly noticed that. After decades, he was surprised at his weakness compared with other team members when he looked at the pictures.

Welch believes that life is a struggling journey without end, and you should be full of confidence without paying too much attention to failure.

在过去20年的潮起潮落中，韦尔奇驾驶着通用电气这个商业界的泰坦尼克号不断地获得新生。这家公司的市值从1981年他接任时的140亿美元暴涨到4100亿美元，用富可敌国来形容它是绰绰有余，而韦尔奇本人也被认为是本世纪最优秀的管理人员之一。韦尔奇在公司内部推行“六西格玛”质量标准、全

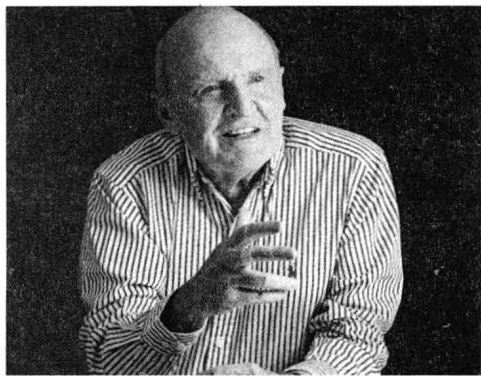
球化和电子商务，建立起综合的用人机制和奖惩机制。他的管理手段可谓大刀阔斧，是企业管理的典范。

If leadership is an art, then surely Welch has proved himself a master painter. Few have personified corporate leadership(企业领导力) more dramatically. Fewer still have so consistently delivered on the results of that leadership. For 20 years, while big companies and their chieftains tumbled like dominoes in an unforgiving global economy, Welch has led GE to one revenue and earnings record after another. In 1980, the year before Welch became CEO, GE recorded revenues of roughly \$26.8 billion. In 2000, the year before he left, the revenues increased to nearly \$130 billion. When Jack Welch left GE, the company had gone from a market value of \$14 billion to one of more than \$410 billion at the end of 2004, making it the most valuable and largest company in the world.

Through the 1980s, Welch worked to streamline GE and make it a more competitive company. He also pushed the managers of the businesses he kept to become more productive. Welch worked to eradicate inefficiency by trimming inventories(存货) and dismantling the bureaucracy that had almost led him to leave GE in the past. He shut down

factories, reduced payrolls and cut lackluster old-line units. Although he was initially treated with contempt by those under him for his policies, they eventually grew to respect him. Welch's strategy was later adopted by other CEOs across corporate America.

Each year, Welch would fire the bottom 10% of his managers. He earned a reputation for brutal candor(直率) in his meetings with executives. He would push his managers to perform, but he would reward those in the top 20% with bonuses and stock options. He also expanded the broadness of the stock options program at GE from just top executives to nearly one third of all employees. Welch is also known for destroying the nine-layer management hierarchy and bringing a sense of informality to the company. During the early 1980s he was dubbed "Neutron Jack" for eliminating employees while leaving buildings intact.



In 1986, GE acquired NBC, which was located in Rockefeller Center; Welch subsequently took up an office in the GE Building at 30 Rockefeller Plaza. During the 1990s, Welch helped to modernize GE by shifting from manufacturing to financial services through numerous acquisitions (兼并). Welch adopted Motorola's Six Sigma quality program in late 1995. He led the company to massive revenues.

韦尔奇将通用电气这一具有传统企业保守思维的美国工业巨人转化成了有活力的、更具竞争力的跨国公司。他打破传统的行政管理系统，简化层次繁杂的上下级沟通程序及决策制定程序，对官僚作风做出大手笔的整改。

Welch has transformed what was an old-line American industrial giant into a keenly competitive (有竞争力的) global growth engine. He has astutely moved the once-Establishment maker of things into services. Welch has reshaped the company through more than 600 acquisitions and a forceful push abroad into newly emerging markets.

Making the company "informal" means violating the chain of command, communicating across layers, paying people as if they worked not for a big company but for a demanding entrepreneur where

nearly everyone knows the boss. It has as much to do with Welch's charisma as it has to do with the less visible rhythms of the company—its meetings and review sessions—and how he uses them to great advantage.

When he became CEO, he inherited a series of obligatory (必要的) corporate events that he has since transformed into meaningful levers of leadership. These get-togethers—from the meeting in early January with GE's top 500 executives in Boca Raton, Fla., to the monthly sessions in Croton-on-Hudson—allow him to set and abruptly change the corporation's agenda, to challenge and test the strategies and the people that populate each of GE's dozen divisions, and to make his formidable (可怕的) presence and opinions known to all.

Truth is, it often gets pulled, period. When Welch intervenes in a decision, he is rarely indecisive (犹豫不决的). "Welch will say yes. Welch will say no. But he never says maybe. A lot of CEOs do, and decisions lay there like three-legged horses that no one wants to shoot," says George Stalk Jr., a partner with Boston Consulting Group Inc. who has worked with GE.

Welch understands that an organization can be as impressionable as an individual. Every time he intervenes, the stories reverberate (回荡) through the company.