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奥巴马震撼人生系列

# 奥巴马震撼人生·成功处世篇

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# 奥巴马超凡的领导力



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## 1.1

## 6 Leadership Skills From Barack Obama

### 奥巴马的六个领导技巧

Like a tough law professor, Obama will call on staffers who haven't spoken up.

奥巴马就像一位严格的法学教授，他会让没有发言的同事发表自己的看法。

#### Leadership Training Tip #1: No Drama

Excerpt from the *Fortune*<sup>1</sup> article: When Barack Obama was selecting his closest advisors, he told each person he wanted zero drama—meaning no backstabbing<sup>2</sup>, damaging media leaks or anything that would detract from the campaign.

Try this: Ask yourself, do you create drama or avoid it? You can get a lot done as a team member and as a leader by ignoring drama and actively working to reduce it. How? Use metrics (i.e. reportable numbers) in your work to completely dissolve “arguments of opinion”. Build effective work relationships. If you're already in a leadership position, then lead without surprises.

#### 领导技巧 1：不小题大做

《财富》杂志节选：巴拉克·奥巴马在选择自己最亲近的顾问团时说，他不希望有人小题大做，也就是说，任何人不许在背后中伤别人，也不能向媒体泄密或做任何不利于竞选的事情。

试一试：问问自己，你会不会大题小做？不管是团队中的一分子还是其中的领导者，只要你不小题大做而是尽量减少这样的事件发生，你可以非常有成就。应该怎样做呢？在工作中，可以借助一些指标（如报道中的数字）消除“不同意见的争论”。建立起高效的工作关系。如果你已经身处领导职位，那么就不能总是表现得大惊小怪。

1. *Fortune* 《财富》，是一本由美国人亨利·鲁斯（Henry Luce）创办于1930年、主要刊登经济问题研究文章的杂志。现隶属时代华纳集团旗下的时代公司。《财富》杂志自1954年推出全球500强排行榜以来，历来都成为经济界关注的焦点，影响巨大。

2. backstab ['bæk,stæb] vt. 以卑鄙的手段陷害





## Leadership Training Tip #2: Praise Those Who Don't Expect It

Excerpt from the *Fortune* article: Obama emphasized his grassroots approach by bringing organizers onto the stage as well.

Try this: Actively look at those around you. Who has done a great job, but maybe hasn't been recognized? Perhaps there's someone who just achieved a personal milestone<sup>3</sup>, but something you've already done in your career. Take the time<sup>4</sup> to notice them for it. You don't have to do it publicly—even dropping a simple card in their mailbox is a great way to praise those who don't expect it.



Another idea: When was the last time you recognized someone in a meeting for the work they have been doing?

## Leadership Training Tip #3: Make Every Person in a Meeting Participate

Excerpt from the *Fortune* article: Like a tough law professor, Obama will call on staffers who haven't spoken up<sup>5</sup>.

Quite often, the best ideas are not spoken, and that's a shame. Sometimes,

## 领导技巧 2：在出其不意的时候赞赏别人

《财富》杂志节选：通过让组织者也能出现在人们的视野中，奥巴马再一次强调了自己的草根经历。

试一试：好好看看周围的人，有哪些人虽然完成了非常重要的工作，却还没有得到大家的认可？也许有些人刚刚实现了自己人生的一次重大转折，而这些事你已经完成了。腾出点时间留心一下这样的人，你可以不在公开的场合下进行赞赏；即使是在他们的邮箱中放下一张简简单单的卡片，也不失为赞赏别人的一种好方法，因为他们未曾想过会得到赞赏。

想一想：你上一次在会议上认可一个人或认可他所做出的贡献是在什么时候？

## 领导技巧 3：让每一个出席会议的人都积极参与进来

《财富》杂志节选：奥巴马就像一位严格的法学教授，他会让没有发言的同事发表自己的看法。

最好的想法没有人提出来，这是非常常见的现象，但也是

3. milestone ['mɪlstaʊn] n. 里程碑，重要事件

4. take the time 花时间

5. speak up 无保留地说



the only way you can effectively engage people in a meeting is to call on them. Yes, there will be times that this will not work. The person will just go along with the flow of what was already said, or decline to comment. However, the best ideas are the ones that are most vigorously debated. Other times, you can have a moment of obvious clarity—a “duh” moment—just by reflecting on a random idea from someone in the meeting.

Try this: For one day, conduct your day as if it's your responsibility to get participation in<sup>6</sup> meetings. You are the “host” of the “party” for that day—trying to connect people with different ideas around a common purpose. Reflect on what you learned at the end of the day—you might be surprised at what you are able to accomplish.

#### Leadership Training Tip #4: Establish a Plan and Stick to It

Excerpt from the *Fortune* article: National finance chairman Penny Pritzker<sup>7</sup> said Obama decided he wanted to run the campaign like a disciplined business.

Especially in the Web Marketing world, plans change weekly, daily, sometimes hourly. However, having a bigger plan, and

一种遗憾。有些时候，让人们积极参与到会议中的唯一方式就是对他们进行提问。没错，有时这不起作用。人们只会根据刚才已经谈过的结果随波逐流，或者是不愿意做出评论。然而，最好的想法是需要经过激烈讨论的。还有的时候，你会对会议中某个人的随意想法表示出明显的不满。

试一试：找一天把自己想象成要负责让会议中的人都参与进来的人。这一天，你就是这次“聚会”的主人，你要试着围绕一个共同的目的让人们交换不同的想法。在这一天结束的时候，回忆一下自己学到了什么，这时候你会对自己的成就感到吃惊。

#### 领导技巧4：制订计划并严格遵守

《财富》杂志节选：美国财政主席潘妮·普利茨克说，奥巴马希望自己的竞选过程能像一次纪律严明的商业活动。

特别是像在网络营销领域，计划每周、每天，甚至每个小时都会发生变化。拥有一个更

6. get participation in 参与

7. Penny Pritzker 潘妮·普利茨克，美国女商人、政治家，芝加哥普利茨克家族成员。潘妮·普利茨克是其家族拥有的大型消费信贷信息公司的董事长、凯悦酒店的负责人之一。作为巴拉克·奥巴马的经济顾问，她在奥巴马当选后成为其内阁的商务部长。





over-arching vision, dramatically improves your effectiveness. Anyone can get work done. Some of those can get work done well. However, it's a rare person who can get effective work done. What is effective work? Work necessary to achieve<sup>8</sup> your goals, your team's goals, and your organization's goals at the same time. If you have a bigger goal or plan, you're much more likely to maintain focus and become effective at what you do.

### Leadership Training Tip #5: Give Feedback That's Clear, Direct and Immediate

Excerpt from the *Fortune* article: If he's happy, you know it. If he prefers to do something different, you know it, says (Valerie) Jarrett (an Obama campaign advisor).

Adopt a new style immediately: Let those that you work with know exactly what you know and exactly how you feel. This is especially true with leaders. Far too often, we have a tendency to hold back<sup>9</sup> criticism or praise, fearing how the person will react. Delivering both quickly is one of the keys to being a successful leader—whether you lead people or projects. If you hold back criticism, you prevent the

伟大的计划和宏伟的愿景能够显著提高你的效率。每个人都可以完成工作，有些人能完成得很出色。但很少有人能高效

地完成工作。

什么是有效工作？就是能够同时实现你、团队及组织的目标的工作。如果你有一个宏伟的目标或

计划，你就更有可能专注于自己所做的事情，效率也更高。

### 领导技巧5：反馈信息要清楚、直接、即时

《财富》杂志节选：瓦莱丽·贾勒特（奥巴马竞选顾问）说，如果他高兴了，他会让你知道；如果他想做一些与众不同的事情，他也会让你知道。

试试新方法：让与你共事的人准确了解你所知道的事情和你的想法。这对领导者来说也尤其重要。通常情况下，我们总是不敢提出批评或表扬，因为我们不知道对方会有什么样的反应。不管你是带领着一个团队还是负责着许多项目，及时提出批评或表扬是成为优秀领导者的关键特质之一。如



8. achieve [ə'tʃi:v] vt.完成

9. hold back 隐瞒



person from being able to grow and react to it. When you hold back praise, you limit the person's feelings of self-worth.

Remember: People rise to the expectations you set for them.

### Leadership Training Tip #6: Allow New Ideas to Come from the Bottom up

Excerpt from the *Fortune* article: The idea for Obama University, a unique training program for first-time fundraisers<sup>10</sup>, came not from campaign leadership but from three supporters...

Do you truly allow new ideas to impact you? It's very easy to bias ideas based on their source. Don't do it! Keeping a dramatically<sup>11</sup> open mind is a key to growth and productivity. Listen to your clients, listen to your teammates, listen to your partners and vendors, and listen to anyone and everyone you come into contact with. Within every email, conversation, etc. that you have are ideas that can help you.



果不提出批评，你就剥夺了使对方成长和应对此事的机会；如果不提出表扬，你就让对方失去了认可自我价值的机会。

请记住：人们会在你为他们设定的期待中成长。

### 领导技巧6：让新的想法自下而上产生

《财富》杂志节选：“奥巴马大学”计划，也就是给第一次筹措资金的人举办的一次独特的培训，这并不是来自竞选领导者的想法，而是来自三个支持者的。

你会允许别人向你灌输新的想法吗？想法的来源不同，就很容易对其产生偏见。请不要这样做！保持开放的心胸对成长和提高效率相当关键。注意倾听每个人的声音，比如客户、队友、伙伴、供应商及任何与你有关的人。这些存在于每一封邮件和每一次对话中的想法对你大有裨益。

10. fundraiser [ˈfʌndˌreɪzə] n. 资金筹集人

11. dramatically [drəˈmætɪkəli] adv. 显著地



## ★ 关键词速览

common purpose 共同目的

national finance 国家财政

run the campaign 竞选

effective work 有效工作

campaign advisor 竞选顾问

training program 培训计划



## 超级链接

本文主要讲的是奥巴马作为领导时使用的相关技巧，其中一点讲到好领导会时常对人进行赞赏。“有两件东西比金钱和性更为人们所需要——认可和赞美”，这是美国年利润高达6亿美元的玫琳凯化妆品公司经理说过的话。的确如此，金钱可以调动员工的积极性，但赞美在这方面则表现得更为有力。每一个人都有自尊心和荣誉感，当领导夸赞员工时，这不仅会使他感到他的价值得到了认可和重视，同时也使他的自尊心和荣誉感得到了满足，从而促使员工产生一种积极进取的精神。他们会以加倍的热情努力工作。这也正是公司和企业所梦寐以求的效应。





## 1.2

## Barack Obama's Lessons on Leadership 跟奥巴马学领导力

He has displayed the aura and demeanor of a leader since day one of his campaign, and has exhibited powerful lessons on leadership which have been exemplary.

从竞选总统第一天开始，奥巴马就表现出领导者具有的气质和风度，并展示出值得效法的强大领导技能。

With the world now scrutinizing his every move, President Obama continues to carry himself in the self-assured manner for which he is known. He has displayed the *aura*<sup>1</sup> and demeanor of a leader since day one of his campaign, and has exhibited powerful lessons on leadership which have been exemplary. This article *touches upon*<sup>2</sup> those lessons and the virtues that effective leaders must uphold.

### Have a Vision

The presidential election was not won by playing the status quo game of politics. It was won based upon the *fervent*<sup>3</sup> articulation of a vision which was intertwined with the visions that Americans have for their lives and their children's lives. It was a vision which showed that

对于奥巴马总统的一举一动，虽然现在全世界的人都在仔细观察，但他仍然坚持着自己为大家所知的自信的行事方式。从竞选总统第一天开始，奥巴马就表现出领导者具有的气质和风度，并展示出值得效法的强大领导技能。本篇文章简单介绍了这些技能，以及有效的领导者一定会赞成的一些优点。

### 怀有愿景

总统竞选的胜利靠的不是政治方面的现状竞赛，而是建立在对一种愿景的强烈表达之上，这种愿景与美国人及其子孙后代的愿景交织在一起。它显示出，奥巴马总统能够意识到、欣赏和理解他的追随者的

1. *aura* ['ɔ:rə] n. 气息，气味

2. *touch upon* 简单涉及

3. *fervent* ['fə:vənt] adj. 强烈的，热烈的





President Obama was able to recognize, appreciate, and understand the needs of his followers. He knew that the American people had lost trust in the country's leadership; his vision spoke to restoring it. He knew the American people were overcome by a tidal wave of hopelessness that was causing many to drown in despair; his vision offered hope. Every leader must have a vision which offers tangible<sup>4</sup> benefits for those that they lead.



需要。他知道，美国人民已经失去了对国家领导人的信任。

他的愿景是要证明，他要恢复美国人民的信任。他明白，无望的浪潮吞没了美国人民，使很

多人浸没在绝望之中。他的愿景给人民带来了希望。每个领导人都要怀有一种愿景，从而为其追随者提供切实的利益。

### Empower Others

According to John C. Maxwell, one of the nation's foremost authorities on leadership and author of *Leadership 101*, leaders don't delegate; they empower people. When you empower people, you work with and through people. You enable others to reach the highest levels in their personal and professional development. The main difference between management and leadership is that leadership is about influencing people to follow, while management focuses on maintaining systems and processes.

Faced with a daunting list of tasks including the ending of a war, tangled<sup>5</sup> foreign policies, fragile international

### 授权于他人

约翰·C. 麦克斯韦是美国领导力方面最重要的权威人物之一，他还是《培育领导 101》一书的作者。他认为，领导者不应该委托他人，而应该授权于人。你在授权他人的时候，是在与他们合作。这样，你就使得其他人能够达到他们个人和职业发展中的最高水平。管理与领导之间的主要区别是，领导是要影响人们跟随领导者，而管理关注的是维持各个系统和程序的运转。

奥巴马总统面临着一系列艰巨的任务，包括结束战争、复杂的外交政策、脆弱的国际

4. tangible ['tændʒəbl] adj. 切实的，确实的

5. tangled ['tæŋɡld] adj. 复杂的，紊乱的



relations, mounting health care concerns, and a weakening economy on the verge of collapse, President Obama expressed early on the importance of not only hiring, but empowering the right people (i.e. most qualified). He knows that his brilliance must reflect on others, who in turn will reflect their brilliance upon him. This is said to be the best collection of brilliant minds ever assembled for a White House administration that's dedicated to creating plans, finding solutions, and managing the details of bringing President Obama's vision for America to life. Leaders must employ the same strategy and empower the right people.

### Have Character

On this subject of character Maxwell writes: there are three qualities that a leader must exemplify to build trust—competence, connection, and character. Character is the only effective bulwark<sup>6</sup> against internal and external forces that lead to a country's disintegration or collapse. Standing up for your beliefs in the face of adversity shows tremendous character. It's often when true character—or lack there of—is revealed. While you can assign someone to a leadership position,

关系、日益严重的卫生保险难题和即将崩溃的衰弱经济。他在早些时候就表达过了授权于适当之人（即最有资格的人），而不是雇佣员工的重要性。他

知道，自己的聪明才智必须通过别人反映出来，反过来，别人的聪明才智也会在他的身上得以体现。据说，白

宫政府聚集了一批最有才华的人才，他们要致力于制订计划、找到解决方案，并操控着详细过程，以使奥巴马总统为美国制定的愿景得以实现。领导者需要采取同样的策略，授权给适当的人。

### 赋有性格

关于性格这个话题，麦克斯韦如是写道：为了建立信任，领导必须要例证三种品格——能力、联系和性格。有很多内部和外部的力量会导致一个国家解体或崩溃，而性格是抵抗这些力量唯一有效的壁垒。面对困境时能坚持自己的信仰，这展示出了巨大的性格力量。此时，通常会显示出自己真正的性格（或是缺乏性格）。尽管你可以指派某人担任领导的职



6. bulwark ['bulwə(:)k] n. 壁垒，防御物



you can not assign trustworthiness. That has to be earned over time and through the demonstration of character that's consistent of a true leader.

### Have a Message

All leaders should have a message—a message they deliver consistently. In public relations (PR) the primary emphasis is on the development and consistent delivery of the message. Good PR entails<sup>7</sup> and thrives upon positive communications and interactions between a person, organization or company and the public on whom its success or failure depends.

Effective leaders establish a personal relationship between the message and their target audience. In other words, they make sure their individual followers care enough about that message so they are emotionally influenced to respond it. President Obama's successful influence is due in large part to this basic PR tenet<sup>8</sup>.

### Know Expectations & Priorities

Leaders also thrive on expectations and know how to prioritize in terms of importance and urgency. Mark McKinnon, a consultant who worked for a time for Senator John McCain, Mr. Obama's Republican opponent in the presidential election was quoted as saying, "People are going to give Obama more time than

位, 但你不能指派信任。信任需要通过一段时间的考验才能获得, 还需要一位真正的领导者表现出始终如一的性格。

### 传达出信息

所有的领导者都应该拥有某种信息, 而且要始终如一地传达。在公共关系中, 主要强调的是信息的发展和一贯的传达。公共关系的良好发展需要积极的沟通, 以及个人与组织、公司之间的交流, 同时还离不开公众, 因为公众决定了公共关系的成败。

有效的领导者总是能在信息和目标听众之间, 建立起一种人际关系。换句话说, 他们确保追随者足够关心这一信息, 并因此情感受到影响而做出回应。奥巴马总统之所以有成功的影响力, 在很大程度上得益于这一基本的公共关系原则。

### 了解期望和当务之急

领导们的成功还取决于期望, 他们知道如何按照重要性和紧迫性, 对事情区分优先顺序。马克·麦金农曾经是参议员约翰·麦凯恩(奥巴马在总统竞选中的共和党对手)的顾问, 他说过: “人们给奥巴马的时间比给其他任何新总统

7. entail [in'teɪl] vt. 需要

8. tenet ['tenɪt] n. 原则