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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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# Contents 目 录





	前言	İ	i
1	奥巴马超凡的领导力		
	1.1	6 Leadership Skills From Barack Obama	2
		奥巴马的六个领导技巧	
	1.2	Barack Obama's Lessons on Leadership	8
		跟奥巴马学领导力	
	1.3	President Barack Obama's Leadership Styles	16
		奥巴马独特的领导风格	
	1.4	Obama's Charismatic Leadership	22
		奥巴马的领袖魅力	
	1.5	A Good Leader for the Common Interest of the Mass	27
		优秀的领导者为群众着想	
	1.6	Barack Obama's Leadership and Character Traits	32
		优秀的性格铸就出色的领导才能	
	1.7	Obama Has Been a Good Leader for the Democratic Party	39
		奥巴马成为民主党领军人物的智慧	
James C			
2	奥巴	!马独特的做事风格	43
2	<b>奥</b> 巴 2.1		<b>43</b>
2		<b>写独待的做事风格</b> The Management Style of Obama 奥巴马特别的工作风格	
2		The Management Style of Obama	
2	2.1	The Management Style of Obama 奥巴马特别的工作风格	44
2	2.1	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader	44
2	2.1	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学	44 49
2	2.1	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学 Obama's Aggressive Negotiating Style	44 49
2	<ul><li>2.1</li><li>2.2</li><li>2.3</li></ul>	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学 Obama's Aggressive Negotiating Style 奥巴马积极的谈判风格	49
2	<ul><li>2.1</li><li>2.2</li><li>2.3</li></ul>	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学 Obama's Aggressive Negotiating Style 奥巴马积极的谈判风格 Web 2.0 President Obama	44 49 53
2	<ul><li>2.1</li><li>2.2</li><li>2.3</li><li>2.4</li></ul>	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学 Obama's Aggressive Negotiating Style 奥巴马积极的谈判风格 Web 2.0 President Obama 奥巴马总统"网"络民心 A Muted Return to Washington 奥巴马低调返回华盛顿	44 49 53
2	<ul><li>2.1</li><li>2.2</li><li>2.3</li><li>2.4</li></ul>	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学 Obama's Aggressive Negotiating Style 奥巴马积极的谈判风格 Web 2.0 President Obama 奥巴马总统"网"络民心 A Muted Return to Washington 奥巴马低调返回华盛顿 Obama Is a Master of Personnel Decisions	44 49 53
2	<ul><li>2.1</li><li>2.2</li><li>2.3</li><li>2.4</li><li>2.5</li><li>2.6</li></ul>	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学 Obama's Aggressive Negotiating Style 奥巴马积极的谈判风格 Web 2.0 President Obama 奥巴马总统"网"络民心 A Muted Return to Washington 奥巴马低调返回华盛顿 Obama Is a Master of Personnel Decisions 奥巴马慧眼识人才	44 49 53 59 64
2	<ul><li>2.1</li><li>2.2</li><li>2.3</li><li>2.4</li><li>2.5</li></ul>	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学 Obama's Aggressive Negotiating Style 奥巴马积极的谈判风格 Web 2.0 President Obama 奥巴马总统"网"络民心 A Muted Return to Washington 奥巴马低调返回华盛顿 Obama Is a Master of Personnel Decisions 奥巴马慧眼识人才 Obama's Had a Full Plate of Challenges	44 49 53 59
2	<ul><li>2.1</li><li>2.2</li><li>2.3</li><li>2.4</li><li>2.5</li><li>2.6</li><li>2.7</li></ul>	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学 Obama's Aggressive Negotiating Style 奥巴马积极的谈判风格 Web 2.0 President Obama 奥巴马总统"网"络民心 A Muted Return to Washington 奥巴马低调返回华盛顿 Obama Is a Master of Personnel Decisions 奥巴马慧眼识人才 Obama's Had a Full Plate of Challenges 奥巴马积极应对挑战	44 49 53 59 64 70 78
2	<ul><li>2.1</li><li>2.2</li><li>2.3</li><li>2.4</li><li>2.5</li><li>2.6</li></ul>	The Management Style of Obama 奥巴马特别的工作风格 Barack Obama Proves to Be a Very Good Leader 奥巴马的管理哲学 Obama's Aggressive Negotiating Style 奥巴马积极的谈判风格 Web 2.0 President Obama 奥巴马总统"网"络民心 A Muted Return to Washington 奥巴马低调返回华盛顿 Obama Is a Master of Personnel Decisions 奥巴马慧眼识人才 Obama's Had a Full Plate of Challenges	44 49 53 59 64 70









3	興2	29与人沟通的技巧	89		
	3.1	Excellent Communicating Skills Earn Obama Supports	90		
		懂得沟通,方能赢得支持			
	3.2	How to Communicate Like Barack Obama	95		
		向奥巴马学习与人交流			
	3.3	What Communication Skills Can CEOs Learn From Obama	100		
		奥巴马教给公司领导们的沟通技能			
	3.4	Obama Mends Relations With CEOs	107		
		奥巴马改善与企业大亨们的关系			
	3.5	Obama Sits Down With His Foes	112		
		奥巴马向对手"示好"			
	3.6	President Obama Tries to Bypass Reporters	118		
		奥巴马与记者们的"迂回"			
	3.7	Obama's Skills in Public Speaking	125		
		奥巴马在公共场合与人沟通的技巧			
A	<b>奥巴马善于经营人脉</b>				
	4.1	Oprah's Support Made the Difference for Obama	<b>131</b>		
		奥巴马赢得奥普拉全力支持	132		
	4.2	President Obama and Former Presidents (I)	12.7		
	7.2	美国前总统们助奥巴马一臂之力(一)	137		
	4.3	President Obama and Former Presidents (II)	146		
	4.3		145		
	4.4	美国前总统们助奥巴马一臂之力(二) Ridon a Postost Partner of President Observe	151		
	4.4	Biden, a Perfect Partner of President Obama	151		
	1 5	奥巴马总统的得力助手——副总统拜登			
	4.5	Hillary Clinton: President Obama's Foreign Policy "Shield"	156		
		奥巴马总统外交政策的"挡箭牌"——希拉里・克林顿			
	4.6	Obama Filling His Cabinet With Experienced Friends	163		
		奥巴马用人,经验最重要			
	4.7	The Speechwriter of President Obama	167		
a B s		奥巴马的第一"写手"——法夫罗			
5	奥巴	2马打造宗民形象	175		
	5.1	Obama Surprises the Sink During Boulder Visit	176		
		博尔德之行,尽显亲民本色	0		
	5.2	President Obama Always Makes People at Ease	181		
	(*)	平易近人的奥巴马总统			







	5.3	President Obama Treats Others to Burgers	185
		奥巴马总统的汉堡情结	
	5.4	Obama Reads to Kids on Christmas	189
		奥巴马走进校园,亲自为学生读书	
	5.5	President Obama's Stress on Public Concern	196
		关注民生的好总统	
	5.6	Obama Always Considers the Audience When Speaking	202
		演讲中的奥巴马时刻为听众着想	
6	奥巴	29的竞选智慧	207
	6.1	How Obama Won	208
		奥巴马击败对手的法宝	
	6.2	Obama vs. Romney	215
		奥巴马与罗姆尼的对决	
	6.3	Obama's Brilliant Campaign	222
		奥巴马杰出的竞选才华	
	6.4	Some Keys to Obama's Success in 2008 Election	229
		奥巴马 2008 年竞选获胜的资本	
	6.5	Reason Why Obama Won Over McCain	237
		奥巴马战胜麦凯恩的秘诀	
	6.6	Barack Obama the Organization Man	241
		奥巴马的优秀组织力	
Nan C	- COO ET		0.45
		2马的成功之道	245
	7.1	Life Lessons From Barack Obama	246
		奥巴马关于成功的几点建议	
	7.2	Obama's Secrets of Success	253
		奥巴马事业有成的小窍门	
	7.3	Success Tips From Barack Obama	261
		奥巴马的官场制胜经	
	7.4	Obama Defines His American Dream	266
		奥巴马成功演绎美国梦	



## 奥巴马超凡的领导力



各节摘要

**BAMA** 

- ◎ 1.1 奥巴马的六个领导技巧 Track1-1
- ◎ 1.2 跟奥巴马学领导力 Track1-2
- ◎ 1.3 奥巴马独特的领导风格 Track1-3
- 1.4 奥巴马的领袖魅力 Track1-4
- ◎ 1.5 优秀的领导者为群众着想 Track1-5
- ◎ 1.6 优秀的性格铸就出色的领导才能 Track1-6
- ◎ 1.7 奥巴马成为民主党领军人的智慧 Track1-7











### 

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。

<sup>1.</sup> 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。

<sup>2.</sup> 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。

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

<sup>3.</sup> milestone ['mailstəun] n. 里程碑, 重要事件

<sup>4.</sup> take the time 花时间

<sup>5.</sup> 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 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

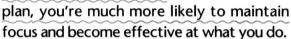
<sup>6.</sup> get participation in 参与

<sup>7.</sup> 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



### 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

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

<sup>8.</sup> achieve [ə't[i:v] vt.完成

<sup>9.</sup> 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 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。

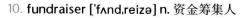
领导技巧 6:让新的想法 自下而上产生

《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联系的人。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。



<sup>11.</sup> dramatically [drəˈmætikəli] adv. 显著地







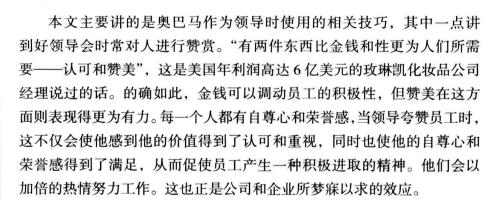
### ★ 关键词速览

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





### 1.2 Barack

### 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。

Whis 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

<sup>3.</sup> fervent ['fə:vənt] adj. 强烈的, 热烈的



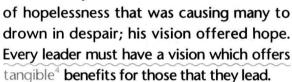
<sup>1.</sup> aura ['ɔːrə] n. 气息, 气味

<sup>2.</sup> touch upon 简单涉及



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

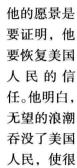


### **Empower Others**

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

需要。他知道,美国人民已经 失去了对国家领导人的信任。



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。

#### 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

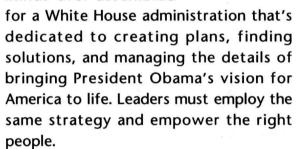
<sup>4.</sup> tangible [ˈtændʒəbl] adj. 切实的, 确实的

<sup>5.</sup> tangled ['tæŋgld] 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



#### **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

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,这两一次,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





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 entails7 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 tenet8.

### **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

<sup>7.</sup> entail [in'teil] vt. 需要

<sup>8.</sup> tenet ['tenit] n. 原则