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Career Success

# 审时度势的领导技巧

LEADERSHIP When the Heat's On

(美) 丹尼·考克斯 (Danny Cox) 约翰·胡佛 (John Hoover) 著  
林宜萱 译

推荐专家

清华大学经济管理学院 赵纯均教授

Professor Zhao Chunjun  
School of Economics and Management  
Tsinghua University

英汉对照 附送 CD

清华大学出版社



Management

时代商业领袖丛书  
Contemporary Business Leaders

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（美）迈克尔·詹姆斯·史密斯（Michael James Smith） 著  
（美）詹姆斯·洛尔（James Loefer） 译  
张世英 译

编辑推荐

领导技巧的精髓在于心，而非技能。  
Manage What Matters  
Manage Your Relationships  
Manage Yourself

管理科学

第13卷

2007年10月



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Education

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北京

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### 图书在版编目 (CIP) 数据

审时度势的领导技巧/ (美) 考克斯 (Cox, D. ), 胡佛 (Hoover, J. ) 著; 林宜萱译.

—北京: 清华大学出版社, 2006. 8

(职业成功必读书架)

书名原文: LEADERSHIP When the Heat's On

ISBN 7-302-12968-1

I. 审… II. ①考… 胡… ②林… III. 企业领导学: 英、汉 IV. F272.91-62

中国版本图书馆CIP数据核字 (2006) 第043841号

北京市版权局著作权合同登记号 图字: 01-2005-5690

Danny Cox with John Hoover

**LEADERSHIP When the Heat's On**

EISBN:0-07-141406-1

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出版者: 清华大学出版社

<http://www.tup.com.cn>

社总机: 010-62770175

地址: 北京清华大学学研大厦

邮编: 100084

客户服务: 010-62776969

封面设计: 北京行走出版咨询有限公司

版式设计: 北京行走出版咨询有限公司

印装者: 清华大学印刷厂

发行者: 新华书店总店北京发行所

开本: 148 × 210 印张: 6.375 字数: 82 千字

版次: 2006 年 8 月第 1 版 2006 年 8 月第 1 次印刷

书号: ISBN 7-302-12968-1/H · 761

定价: 24.00 元 (附赠送 CD 光盘 2 张)

## 作者简介

### 丹尼·考克斯

丹尼·考克斯是今日最受欢迎的演说家及培训师之一。他曾是一位高绩效的业务主管，并担任过超音速试飞员，著有《没有极限》一书。丹尼·考克斯是（美国）全国演讲家协会名人堂成员。

### 约翰·胡佛

约翰·胡佛是一位为各类公司提供企业培训指导的专家。

### Danny Cox

Danny Cox is one of today's most sought-after speakers and trainers. A proven sales executive, formal supersonic test pilot, and author of *There Are No Limits*, Cox is a member of the National Speaker Association's Hall of Fame.

### John Hoover

John Hoover directs corporate training programs for a wide range of clients.

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# 出版说明

在这个瞬息万变、竞争激烈的商业环境中，各行各业的人士若想要跟上时代的步伐，不断吸收新知识当属首要任务。面对当前形势，更惟有能够精通中英文，熟悉职场文化的人才，才能抢得先机，领先群伦。

有鉴于此，清华大学出版社精心策划引进了世界知名出版公司麦格劳-希尔（亚洲）教育出版公司全力打造的“职业成功必读书架”系列丛书，旨在为广大有志在职业生涯中取得成功的人士量身打造一套内容精要易懂、中英文对照的管理好书，让读者能以最短的时间、最快的速度，吸收当今有效的管理新知，并通过中英文对照、难词注释及配套的英文朗读，熟练掌握相关知识的地道英文表达，使您双倍受益，信心百倍地走上成功之道。

本套书在编排上独具特色，每章末尾都附有名言警句。读者可以吸收管理新知，更能从中领略到智慧与哲学的思考。同时，本套书在开本大小、中英文对照、生词标记、中心思想重点提取等方面精心设计，以方便商务人士携带，在运动休息之时、茶余饭后或会议休息之际，或者出差旅途之中花上不多的时间就能轻松阅读。

本系列丛书呈开放式，方便不同领域和职位的人士各取所需，找到最适合自己或自己最迫切需要的内容，使之成为准备或已经进入商务圈的人士必备的进修工具书和赢在起跑线上不可或缺的成功利器。

清华大学出版社外语分社

2006年夏·北京



## Preface

Only a few feet separate the lead pilot's tailpipe from the nose of my **supersonic** fighter as we **rip** through the sky at speeds in excess of 500 miles per hour. I feel the **blast** from his engine vibrating through my feet on the **rudder pedals** and through my right hand on the control stick. There are seven more jets behind me packed just as tight in our nine-ship formation.

Almost with one motion, the nose of each fighter gently drops below the horizon. The airspeed builds until the lead pilot pulls back on the stick. The nose of every fighter rises in perfect symmetry as the G forces build. I feel the blood being forced into my legs and feet. All nine of us are now experiencing the same 5

**supersonic** /ˌsju:pə'sonik/  
adj. 超声速的

**rip** /rip/ v. 划破

**blast** /bla:st/ n. 一股 (强而突然的气流)

**rudder pedal** /ˈrʌdə 'pedl/  
方向舵脚踏

# 前言

我们以每小时超过500英里的高速冲入天空，我驾驶的超音速战斗机机头，与领航机的尾喷管相距只有几英尺。我感觉到他飞机引擎的喷射气流正通过方向舵脚蹬撼动我的双脚，通过操纵杆震动我的右手。在我后面还有7架喷气式战斗机，在九机队形中一样地紧紧相随。

每架战斗机的机头几乎以同一个动作落到天际线以下，空速不断提高，直到领航机飞行员拉回操纵杆。随着G力（重力和惯性力）增强，战斗机机头以匀称的姿势向上抬升。我感到血液流进我的腿脚。现在我们九人都在经历相同的五级G力——五倍于我们的

G force—five times our body weight. We tighten our leg and abdominal muscles to keep blood in our upper **extremities** to avoid blacking out.

I concentrate on keeping my grip on the **throttle**. If it slips off, the G force will push it down between the side panel and my ejection seat. I will lose my ability to make minor throttle adjustments and hold precise position. As we curve over the top of our perfect **loop**, the world switches places with the sky. The G forces diminish down the backside. I steal a millisecond glance at the two rearview mirrors. Everyone is still tucked in tight. The G pressure builds again as our lead pilot pulls the nose back up to level flight and eight pilots follow in perfect unison.

The lead pilot takes us through a series of horizon tumbling rolls followed by a formation shift to a nine-ship diamond. It's my turn to fly center position as we make a high-speed, low-level pass over the airfield. The noise of eight other jets in front and back and on both sides, flying two to three yards from wingtip to

**extremity** /ik'streməti/ *n.*

末端；根部

**throttle** /θrɒtl/ *n.* 节油阀

**loop** /lu:p/ *n.* 圈；环

体重。我们绷紧腿部和腹部肌肉，使血液保持在上肢，避免血流中断。

我全神贯注地紧紧踩住油门，如果滑脱，G力就会把它往下推，推到侧仪表板和我的弹射座椅之间，我将无法作细微的速度调整，也将无法把握住精确的位置。随着飞机翻转上升至曲线顶端，地面与天空的位置倒转了。G力向背部加强，我偷眼一瞥两面后视镜——架架飞机仍然排得紧紧的。当领航机将机头拉回向上作水平飞行，其他八名飞行员协调一致地跟随，G力又一次加强了。

领航机带领我们做一系列的水平翻转，接着将队形转换成一个九机菱形。我们以高速低空掠过机场，此时轮到我飞中心位置。其他八机在我的前后左右，翼尖各各相距只有两到三码，噪声震耳欲聋。这是无与伦比的高水平飞行，只有一个词来形容它：振奋人心！哇！我多喜欢啊！

这是终极的团队体验。生死全在一线之

这是终极的  
团队体验。

wingtip, is deafening. It's high-performance flying right to the edge. There's only one word to describe it: *exhilarating*. Wow! How I love it!

It's the ultimate team experience. The difference between life and death can be how well we learn from our successes *and* failures. Our **synergy** comes from courage, creativity, and being there for each other, no matter what. After leaving the Air Force and entering the corporate world, I had to transfer the principles of individual and team high performance to new challenges.

I had to make some tremendous adjustments, but my drive to again be a part of a high-performance team was strong. I sought out advice from the most successful people I could find in various industries. What they taught me, along with some innovations of my own, put my new team into a supersonic climb. In five years, we increased production 800%, morale soared, and turnover dropped to nearly zero.

Consider this your supersonic flight plan as you discover how my team broke the old

**exhilarating** /ɪgˈzɪləreɪtɪŋ/  
adj. 令人兴奋的

**synergy** /ˈsɪnədʒi/ n. 协同  
作用

间，就看我们能否从成功与失败中获取经验。我们的协作来自勇气、创意，以及随时随地的默契配合。离开空军进入企业界之后，我得将这种帮助个人和团队创造高绩效的原则转到新的挑战上。

当然，我必须做些大的调整，但我希望再度成为高绩效团队一分子的这种驱动力是强烈的。我从各行各业中最成功人士那里汲取忠告，他们教给我的经验，连同我自己的一些创意，使我的新团队成长速度惊人。在五年之内，我们的产量增加到八倍，员工士气大振，人员流失率几乎为零。

你会发现我的团队如何不断打破旧纪录并持续创造新纪录，请把这当做你的超音速飞行计划。你会明白如何成为你团队的“领航飞行员”和“突破音障”的领导人。

我们的协作  
来自勇气、创意，  
以及随时随地的  
默契配合。

records and continued to break the new ones. You're going to find out how to become the lead pilot for your team and a **barrier-breaking** leader.



**barrier-breaking** /ˈbæriə  
ˈbreɪkɪŋ/ *adj.* 打破障碍的

*The Ultimate reward for the leader of people is to be able to say, "I Saw someone grow today, and I helped."*

对领导者而言，最终的奖赏是他可以这样说：“今天我看到了某人的进步，而我助了他一臂之力”。



☐ Let problems **hamper** your career

☒ Use problems to **enhance** your career

I've broken the sound barrier over 2,000 times at the controls of everything from the F-86 Sabre and the F-102 Delta Dagger to the F-101 Voodoo and the F-16 Viper. I have knocked off a lot of **plaster** and broken countless windows. My extra duty job in the Air Force was to speak to groups of upset, **hostile** civilians and convince them that those sonic booms were "the sound of freedom."

**hamper** /'hæmpə/ v. 阻碍

**plaster** /'plɑ:stə/ n. (涂墙等用的) 灰泥

**hostile** /'hɒstail/ adj. 敌意的; 敌视的

Having built a reputation in the military as the "sonic boom salesman," I got into sales when I stopped flying. Those hostile audiences must have provided excellent training, because