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Career Success

# 卓越领导者完全手册

The Handbook for Leaders

(美) 约翰·曾格 (John H. Zenger) 约瑟夫·弗克曼 (Joseph Folkman, Ph.D.) 著  
许晋福 译

推荐专家

清华大学经济管理学院 赵纯均教授

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英汉对照 附送 CD

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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，旨在为广大大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，彻底掌握相关知识的地道英文表达，使您双倍受益，信心百倍地走入成功之道。

本套书在编排上独具特色。每章末尾都附有名言警句，读者除了可以吸收管理新知，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、生词醒目标记、中心思想重点提取等方面精心设计，以方便商务人士的携带，也方便他们利用运动休息之时、茶余饭后和会议休息之际，或者出差旅途之中花上不多的时间轻松阅读。

本系列丛书呈开放式，使得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。

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# Preface

Should you care about developing your leadership skills? You should care. By developing your leadership skills, you are assured a more **rewarding** and successful career. You will make a greater difference in every organization in which you work. You will lift the performance of everyone who works with you. If you aspire to greater responsibility and the rewards that follow, then learning how to be a better leader is a necessary step to getting there. Opportunities and rewards in your organization will surely increase if you are an effective leader.

Your organization (whether a hospital, a government agency, a business, or a school) needs you to be a strong and effective leader.

rewarding /ri'wɔ:diŋ/ *adj.*  
报答的; 有得益的



# 前 言

你需要培养领导技巧吗？需要。掌握了领导技巧，你的事业会更成功，收获也会更多；你可以为组织做出更大的贡献，让所有与你共事的人发挥更好的绩效。如果你梦想担负更大的责任并获取更高的报酬，学习成为更好的领导者是必要的。高效领导者可以为组织创造更多的机会和更高的回报。

无论你工作的地方是医院、政府机关、企业还是学校，你都有必要做个强势、高效的领导者。本书所提出的研究证实，领导的成效和经营的结果是高度相关的。培养出一批优秀领导者确保企业的长久经营，是现今

高效领导者  
可以为组织创造  
更多的机会和更  
高的回报。



**cadre** /'kɑ:də/ *n.* 干部;  
骨干  
**preoccupation**  
/pri(ɔ)ˌɒkju'peɪʃən/ *n.* 急  
务; 首要任务

Research presented in this book proves there is a high correlation between leadership effectiveness and the results that leaders produce. Developing an adequate **cadre** of leaders to perpetuate their organization is the number one **preoccupation** of CEOs in today's large corporations.

What's more, your organization needs you to be more than "adequate" in your leadership. While those who learn to lead get better results than those who don't, one startling conclusion presented in this book is the huge difference between the merely good and the extraordinary leader.

Unfortunately, the concept of leadership continues to be shrouded in misunderstanding. Ask 100 people to define leadership, and you are sure to get 100 different responses. So one objective of this book is to provide a simple and practical definition of leadership. It is not based on the subjective impressions of the authors, but comes from solid empirical research.

Based on analysis of over 20,000 leaders,

许多大企业首席执行官的第一要务。

不过，对公司而言，仅具有“充分”的领导技巧是不够的。愿意进一步学习领导技巧的人固然比没有意愿者能产生更好的绩效，但本书还得出了一个惊人的结论：合格领导者和卓越领导者相差了十万八千里。

可惜，关于领导力，很多人依然抱着错误的观念。找100个人为领导力下定义，你会得出100个不同的答案。本书的目的之一是为领导力提出一个简单而实用的定义。这个定义并非根据作者的主观印象而来，而是以可靠的实证研究为依据。

我们在分析过两万多名领导者的行为之后发现，最高效领导者和最无效领导者之间有16种不同行为。这些行为都是下属、同事或上司会注意到的，也是身为领导者的你应起而效法、努力学习的。

很多领导者有一个错误的观念，以为只要找出自己最弱的地方或特质，再把这些所

合格领导者  
和卓越领导者相  
差了十万八千里。

this book describes the 16 behaviors that differentiate the best leaders from the least effective. These are the behaviors that subordinates, peers and bosses notice. These are the behaviors that you should work on developing.

Many leaders mistakenly believe that the path to greatness lies in finding their least effective **traits** or skills, and then bring those so-called “weaknesses” up into an acceptable range. These leaders believe that by removing these lower scores, they will then be **perceived** as much more effective leaders. This book argues that this is a grave misconception.

Great leaders are defined by having a small number of real strengths. Exceptional leaders don't get there because they are flawless. And, conversely, they are not exceptional leaders because they do 180 things remarkably well. This book describes how the acquisition of certain strengths help make you an extraordinary leader. These strengths can **catapult** leaders into the 90th percentile. Those people then make enormous contributions to

**trait** /treit/ n. 品质; 特性

**perceive** /pə'si:v/ v. 发觉;  
理解

**catapult** /'kætəpʌlt/ v. 一  
下子把……抬到高处; 提升

谓“缺点”加以改进，使其处于一个能被接受的范围内，就能够成为一流的领导者。他们以为摆脱掉这些不尽人意的地方，别人对其领导能力的评价就会提高许多。本书要告诉您，这样的想法大错特错！

一个优秀领导者，一定拥有几项实在的优点。一个人能成为卓越领导者，不是因为他完美无瑕，也不是因为他每件事都做得十全十美。本书要告诉你，只要具备某些优点，就可以让你成为排名在前10%的优秀领导者，进而带动你的组织和员工创造卓越绩效。以下各章给你提供了可以遵循的建议，帮助你成为卓越的领导者。

一个优秀领导者，一定拥有几项实在的优点。

the success of their organizations and their employees. The following lessons are stepping stones you can follow to become an extraordinary leader.

---



presence /ˈprezəns/ *n.*  
存在

---

*Great leaders are not defined by the absence of weakness, but rather by the **presence** of clear strengths. The key to developing great leadership is to build strengths.*

一个领导者之所以伟大，不是因为他没有什么缺点，而是因为他具备了某些鲜明的优点。所以，培养卓越领导者的关键在于建立长处。

培养卓越领导者的关键在于建立长处。

# 1

☐ Leaders are born

☒ **Leaders can be made**

When the subject turns to leadership, someone inevitably asks, “Isn’t leadership something you either have or you don’t? Aren’t leaders born that way? Can people really become better leaders?” These questions are as hardy as **cockroaches** – they just won’t die.

In fact, leadership characteristics can be developed. You can be a better leader. It is true that some leadership characteristics show up very early in life, but it is also true that people often can’t predict who will become the superstar leaders. Some people come into the world **endowed** with self-confidence and a

cockroach /'kɒkrəʊtʃ/ *n.*

蟑螂

endow /in'dau/ *v.* 赋予



□ 领导者是天生的

☑ 领导者是可以培养的

每次一谈到领导力就会有人问：“领导能力不是天生的吗？你要不就是有领导能力，要不就是没有领导能力，一个人真的可以通过学习而成为更好的领导者吗？”这样的疑问就像打不死的蟑螂一样永远存在。

事实上，领导的特质是可以培养的；换句话说，每个人都可以成为更好的领导者。没错，某些领导力特质会在早年就已经出现，但是，我们往往无法预知谁会成为卓越的领导者。有人天生自信十足、聪明过人，其优势自不待言。不过，通过特定的训练活动，

每个人都可以成为更好的领导者。

keen intellect. That is clearly an advantage. But nearly all people are made better leaders from specific developmental activities. Leaders are a lot more “made” than they are “born.”

One of the best evidences that leaders can be created starting with “regular” people is the remarkable track record of the U.S. Marines. Marine recruits often come from troubled or **abusive** homes. They are frequently casual users of drugs or alcohol or have minor convictions. They often have not attended college. All of the usual predictors of success are generally absent in this group of individuals. Yet many Marine recruits are **transformed** into effective leaders after a two-to three-year period and go on to display remarkable leadership skills as their careers continue.

Leadership experts James Kouzes and Barry Posner wrote, “We would be intellectually dishonest if we did not say that some individuals clearly have a higher probability of succeeding at leadership than others. But this

**abusive** /ə'bjʊsɪv/ *adj.* 责骂的; 辱骂的

**transform** /træns'fɔ:m/ *v.* 改变; 转变