

# Unit 2 Leadership

## Reading: When to terrorise talent

### 何时恐吓人才

**The football dressing room remains the last refuge of old-style management techniques.**

足球更衣室仍然是旧式管理技术的最后避难所。

[1] The nation was in shock. David Beckham, Britain's most beautiful (and skilful) footballer, emerged from his house on Monday morning to allow the world to photograph a wound above his left eye. Sir Alex Ferguson, manager of his then team Manchester United, had lost his temper after a defeat and kicked a football boot, which hit the Beckham eyebrow.

举国震惊。大卫·贝克汉姆，英国最英俊（也是最有技巧）的足球运动员，于周一早晨走出家门，让全世界拍摄他左眼上方的伤口。当时他所在的曼联队的经理亚历克斯·弗格森爵士在一次失败后失去冷静，踢了一只足球鞋，正中贝克汉姆的眉毛。

[2] In sports, more than in most businesses, the management tactics are out in the open for all to see. Not many managers tried to strangle their subordinates—as Bobby Knight, a former basketball coach at Indiana University, once did. But the ability to inspire fear has always been an essential tool of management.

在体育界，管理策略比大多数行业更公开地展现给所有人看。并不是所有经理都试图掐死他们的下属——正如印第安纳大学前篮球教练鲍比·奈特曾做过的那样。但激发恐惧的能力一直是管理的重要工具。

[3] Lots of successful chief executives rule by terror. None, it must be said, reaches the standard set by John Patterson, who built NCR early in the 20th century. “When a man gets indispensable, let's fire him,” he would apparently say. One NCR executive discovered he had been fired when he found his desk and chair in flames on

**Refuge** /'refju:dʒ/ 避难所，藏身处  
refugee /,refju'dʒi:/ (n.) 难民

**Old-style** 旧式的，老派的  
the old school 保守派，旧派  
of the old school 保守的，老式的

**Emerge** (from, out of) 出现，产生，脱颖而出  
From our investigations a new fact has ~d.  
经调查我们发现了一个新的事实

**Lose one's temper** 发脾气，动怒  
in a temper 发着脾气，发怒着

**Tactics** 策略，手法  
e.g. These ~ are unlikely to help you.  
tactic [单数] 战术 a delaying ~ 拖延的战术  
tactical (adj.) ~ offensive (defensive) 战术攻势（防御）

**Strangle** (v.) 勒死，把...(议案等)压下  
~ free speech 压制言论自由

**Subordinate** (adj.) 下级的，从属的 (to)  
In the army colonels are ~ to major generals.  
在陆军，上校（军衔）在少将之下  
a subordinate clause 从属子句（从句）

**Inspire** (v.) 激励，鼓舞，使...产生 (to, with)  
The failure ~d him to greater efforts.

**Essential** (adj.) 不可缺的，必要的 (to, for)  
Sleep and good food are ~ to health.  
(n.) essentials 本质，要点

**Chief executive** 总裁，首席执行官 = ~ officer (CEO)

**Rule** (v.) 统治，管理 -> govern (同义)  
learn to ~ your emotions 学会控制情绪  
(n.) 规则，规定，管理，统治  
~s and regulations 规章制度  
the rule of force 武力统治

**Indispensable** (adj.) 不可或缺的 (to, for)

**Apparently** (adv.) 表面上、明显地

the company lawn. Modern laws on constructive dismissal and employee harassment have put an end to such fun.

许多成功的首席执行官通过恐吓来统治。必须说，没有人能达到约翰·帕特森设定的标准，他在 20 世纪初建立了 NCR。据说，他常说：“当一个人变得不可或缺时，就解雇他。”一位 NCR 高管发现自己被解雇是因为他在公司草坪上发现自己的桌椅被火烧。现代关于建设性解雇和员工骚扰的法律已结束了这种乐趣。

[4] However, terror in the workplace is making a comeback these days. In an economic upswing, fear goes underground. Workers are scarce, and therefore powerful; bosses must handle the talent with care. When times turn tough, the balance of power swings. As Hank Paulson, chairman of Goldman Sachs, put it, in a speech that upset his staff, “in almost every one of our businesses, there are 15-20% of the people that really add 80% of the value.” In other words, 80- 85% are largely redundant—and had better shape up fast.

然而，如今工作场所的恐惧正在卷土重来。在经济上升期，恐惧潜伏于地下。工人稀缺，因此强大；老板必须小心对待人才。当形势变得艰难时，权力的平衡发生变化。高盛董事长汉克·保尔森在一次令员工不安的演讲中说：“在我们几乎所有的业务中，真正创造 80%价值的是 15-20%的人。”换句话说，80-85%的人基本上是多余的，必须迅速改善。

### Motivating talent 激励人才

[5] Does fear really motivate? In sport says Scott Snook, who teaches organisational behaviour at Harvard Business School, “fear can become a barrier to taking risks, yet can provide the essential emotional kick needed to meet a challenge.” Coaches need to strike the right balance (and the right player?) in order to develop talent.

恐惧真的能激励人吗？哈佛商学院教授组织行为学的斯科特·斯努克表示，在体育中，“恐惧可能成为冒险的障碍，但也能提供迎接挑战所需的情感动力。”教练需要找到合适的平衡（和合适的球员？）来培养人才。

[6] Yet used in the boardroom, fear can be disastrous. Tony Couchman, a headhunter at Egon Zehnder in London, recalls the board of a large firm with a chief

### Dismissal (n.) 解雇、开除

constructive dismissal 推定解雇

被解雇：

be discharged

be fired

be laid off

be sacked

be made redundant

### Harassment (n.) 骚扰

sexual harassment 性骚扰

police harassment 警察滥用职权

### Put an end to 结束、终止

### Make a comeback 卷土重来、东山再起

### Upswing (n.) 上升、改善

be on the upswing 上升着

swing (n. & v.) 秋千、荡着

### Scarce (adj.) 稀有的、罕见的

e.g. Oil will become scarce. 石油将会短缺。

### Redundant (adj.) 多余的、被解雇的

the removal of redundant information  
多余信息的删除

### Shape up (vi.) 好好干

e.g. Shape up or get out. 好好干，不然出去。

### Kick (n.) [口语]刺激、动力

emotional kick 情感刺激

e.g. He gets a kick out of (reading) a comic book.  
他看连环图画书看得津津有味

### Strike the right balance 找到合适的平衡、折衷

### Boardroom (董事会) 会议室-> 文中代指董事会 Board (n.) 董事会

### Disastrous (adj.) 极糟糕的、灾难性的 (to)

a disastrous fire/earthquake 大火灾、大地震

executive who so dominated his directors that they rarely questioned or challenged him. "Success in such a company depends on having a great leader and a steady market", he argues.

然而，在董事会中使用恐惧可能是灾难性的。伦敦 Egon Zehnder 的猎头托尼·考奇曼回忆起一家大公司的董事会，该公司的首席执行官对董事们有如此大的影响力，以至于他们很少质疑或挑战他。他认为，“在这样的公司中，成功取决于拥有一位伟大的领导者和一个稳定的市场。”

[7] Jim Collins, author of a book that explains why some firms succeed in making the jump "from good to great" and others fail, found that the approach to fear was a key distinction among firms that he surveyed. He found that in the truly successful firms people were "productively neurotic". At Microsoft, for example, employees worry all year at the prospect of their annual meetings with Bill Gates, where even being shouted at would not hurt as much as seeming to be an idiot.

吉姆·柯林斯写了一本书，解释为何有些公司能从“优秀”跃升为“卓越”而其他公司却未能成功。他发现，调研的公司之间存在一个关键差异，那就是面对恐惧的态度。在真正成功的公司中，人们都是“高产的神经质”。例如，在微软，员工整年都担心与比尔·盖茨的年度会议，在会议上，即使被大声斥责，也不如显得愚蠢那么令人痛苦。

[8] The driving fear of failure, points out Mr. Collins, is not unique to corporate life. "I'm self-employed, and I live

disaster (n.) 灾难、灾祸

e.g. The climate was disastrous to his health.  
那种气候对他的健康极为有害。

**Headhunter** (n.) 猎头公司

**Recall** (v. & n.) 回想起[较文雅]、召回

recall old faces 想起老面孔

The head office recalled him to Shanghai.  
总公司把他召回上海。(from, to)

联想词:

- remember 记得

- memorize (下意识地)记住

- recollect 想起

- remind 使人想起 (of, about)

**Dominate** (v.) 控制、支配 | 耸立

e.g. His heart was dominated by ambition.

他的心受制于野心,他雄心 [野心] 勃勃

e.g. The old castle dominates the whole city.  
那座古堡俯瞰整个城市。

**Rarely** (adv.) 极少地、难得地

联想词:

- seldom 很少, 不常

- hardly 几乎不

- infrequently 罕见地

- occasionally 偶尔, 间或

**Question** (v. & n.) 质疑、询问

联想词:

- challenge 挑战、质疑

- ask 提问

- criticize 批评

- condemn 谴责

- complain 抱怨

- accuse (of) 控诉

- denounce 谴责

**Neurotic** (adj.) 神经质的、神经过敏的

e.g. He seemed a neurotic and self-obsessed man.  
他似乎是个神经过敏而又自恋的人。

**the prospect of** 期待、预期

e.g. Prospect is often better than possession.

[谚]期待 (拥有) 往往胜过实际的拥有

**idiot** (n.) 白痴、笨蛋

e.g. It was all your fault, you idiot.  
全是你的错, 你这笨蛋。

**Fragile** (adj.) 脆弱的、虚弱的、短暂的

Crystal is fragile. 水晶易碎

with constant fear,” he says. “But I’m self-afraid.” That kind of fear is common among creative artists and also in professional services where the person is the product and lots of fragile egos have to be managed.

柯林斯指出，对失败的驱动性恐惧并不是企业生活所独有的。“我是自雇人士，我生活在持续的恐惧中，”他说。“但我对自己感到害怕。”这种恐惧在创意艺术家和专业服务中很常见，在这些领域中，个人是产品，许多脆弱的自我需要管理。

fragile health 虚弱的体质  
this fragile life 这个短暂的人生  
**Ego** (n.) 自我意识、自尊心  
absolute ego 纯粹的自我  
satisfy one’s ego 满足某人的自尊心

## Glossary

### Words and phrases

Emerge	Upswing
Tactic	Scarce
Strangle	Redundant
Subordinate	Kick
Essential	Strike a balance
Indispensable	Disastrous
Apparently	Dominate
Dismissal	Neurotic
Harassment	Idiot
Put an end to	Fragile
Make a comeback	Ego

### Business terms

Chief executive
Executive
Boardroom
Headhunter

# Business knowledge: leadership styles 领导风格

A leadership style is leader's style of providing direction, implementing plans, and motivating people. It is the result of the philosophy, personality, and experience of the leader.

Different situations call for different leadership styles. In an emergency when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be the most effective; however, in a highly motivated and aligned team with a homogeneous level of expertise, a more democratic or laissez-faire style may be more effective. The style adopted should be the one that most effectively achieves the objectives of the group while balancing the interests of its individual members.

Here are some commonly seen leadership styles.

领导风格是领导者提供方向、实施计划和激励人员的方式。它是领导者的哲学、个性和经验的结果。

不同的情况需要不同的领导风格。在紧急情况下，当没有太多时间达成一致意见，而指定的权威人士比团队其他成员拥有明显更多的经验或专业知识时，专制型领导风格可能最为有效；然而，在一个高度积极且目标一致的团队中，如果团队成员的专业水平相当，那么更民主或放任型的风格可能更有效。采用的风格应该是能最有效地实现团队目标，同时平衡个体成员利益的风格。

以下是一些常见的领导风格：

## Autocratic or authoritarian 专制型或独裁型

Under the autocratic leadership style, all decision-making powers are centralized in the leader, as with dictators. Autocratic leaders do not entertain any suggestions or initiatives from subordinates. The autocratic management has been successful as it provides strong motivation to the manager. It permits quick decision-making, as only one person decides for the whole group and keeps each decision to himself or herself until he or she feels it needs to be shared with the rest of the group.

在专制型领导风格下，所有决策权都集中在领导者手中，就像独裁者一样。专制型领导者不接受下属的任何建议或主动性。专制型管理之所以成功，是因为它为管理者提供了强大的动力。它允许快速决策，因为只有一个人对整个团队做决定，并将每个决定保密，直到他或她认为需要与团队其他成员分享。

## Participative or democratic 参与型或民主型

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality.

**Call for** 需要

**Converge on an agreement** 达成共识

**Designated authority**

任命的/指定的权威

**Autocratic** (adj.) 独裁的

**Motivated** (adj.) 上进的，积极的

**Aligned** (adj.) 同步的，对齐的

align with 与...合作/对齐

**Homogenous** (adj.) 同类的

all the same or similar kind

**Laissez-faire** (n. & adj.) 放任的

**Centralize** (v.) 使...集中

**Dictator** (n.) 独裁者

**Entertain** (v.) 采纳（建议）

(v.) 招待、娱乐

**Promote the interests of** 维护...利益

**Practice social equality** 践行社会公平

practice patience 锻炼耐心

practice economy 践行节约

民主型领导风格包括领导者与团队成员分享决策能力，通过促进团队成员的利益和实践社会平等来实现。

practice early rising 实行早期  
practice moderation 守中庸之道

## Laissez-faire or free-rein 放任型或自由型

In laissez-faire or free reign leadership, decision-making is passed on to the subordinates. The subordinates are given complete right and power to make decisions to establish goals and work out the problems or hurdles.

在放任型或自由型领导中，决策权被下放给下属。下属被赋予完全的权力和权限来做决定，制定目标并解决问题或障碍。

**Right and power** 权利和权力

**Hurdle (n.)** 障碍、跨栏

(v.) 克服、跳过

e.g. 跨栏赛跑 hurdle race

表示“障碍”的同类词:

Obstacle -> overcome/surmount

Barrier -> overcome/remove

Challenge -> meet/address

Setback -> meet/overcome

Difficulty -> face/overcome

## Task-oriented 任务导向型

Task-oriented leadership is a style in which the leader is focused on the tasks that need to be performed in order to meet a certain production goal. Task-oriented leaders are generally more concerned with producing a step-by-step solution for given problem or goal, strictly making sure these deadlines are met.

任务导向型领导是一种领导者专注于需要执行的任务以达到特定生产目标的风格。任务导向型领导者通常更关注为给定问题或目标制定逐步解决方案，严格确保按时完成。

**Perform tasks** 执行任务

**Meet the deadlines** 如期完成

## Relationship-oriented 关系导向型

Relationship-oriented leadership is a contrasting style in which the leader is more focused on the relationships amongst the group and is generally more concerned with the overall well-being and satisfaction of group members. Relationship-oriented leaders emphasize communication within the group, show trust and confidence in group members, and show appreciation for work done.

关系导向型领导是一种相反的风格，领导者更专注于团队成员之间的关系，通常更关心团队成员的整体福祉和满意度。关系导向型领导者强调团队内部沟通，对团队成员表示信任和信心，并对完成的工作表示赞赏。