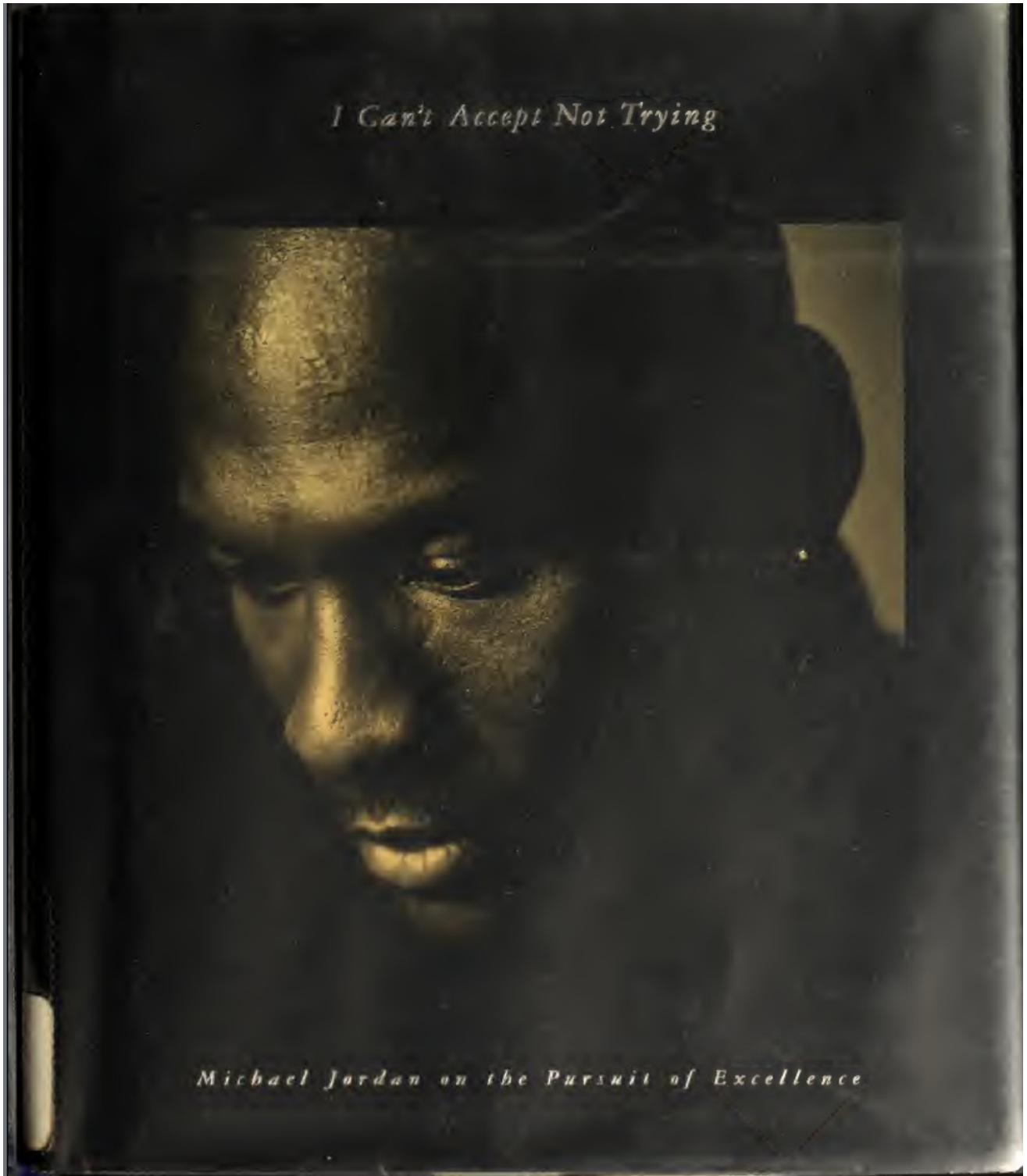


# I Can't Accept Not Trying 我无法接受不曾尝试

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Michael Jordan on the Pursuit of Excellence  
迈克尔·乔丹追求卓越

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Dedicated to my close friends and family,  
for the inspiration and support I have received from them.

And to my parents, for the love and guidance they given me  
throughout my life. They are my true role models.

献给我亲密的朋友和家人，  
感谢他们给予我的启迪和支持。  
以及我的父母，感谢他们曾给予我的爱与指引，  
贯穿于我的生命中。他们是我真正的榜样。

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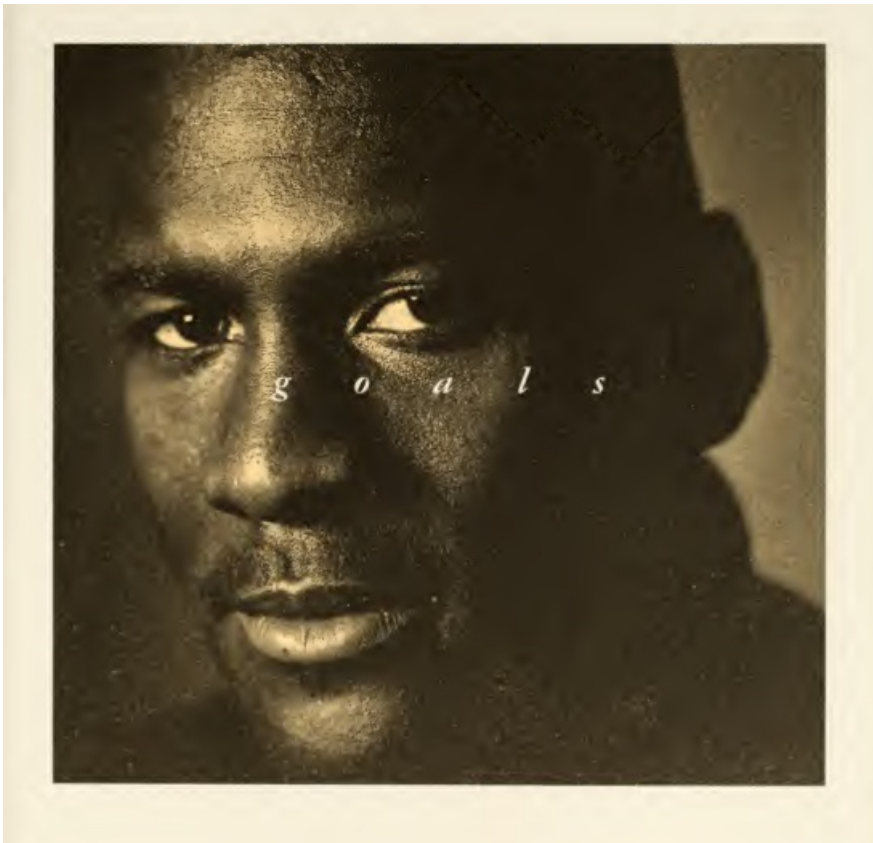
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图中文字：goals 目标

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*Michael Jordan*

*"Step by step. I can't see any other  
way of accomplishing anything."  
“一步一步来。我看不出有任何其他  
实现目标的方法。”*

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I always had the ultimate goal of being the best, but I approached

everything step by step. That's why I wasn't afraid to go to the University of North Carolina after high school.  
我一直以来的终极目标就是成为最佳，但我实现  
所有都是一步一步来的。这就是为什么我不惧怕去  
北卡罗来纳大学,在高中毕业后。

Everyone told me I shouldn't go because I wouldn't be able to play at that level. They said I should go to the Air Force Academy because then I would have a job when I finished college. Everyone had a different agenda for me. But I had my own.  
每个人都告诉我我不应该去，因为我无法胜任  
那个水准（的篮球）。他们说我应该去空军学院，因为  
这样我在大学毕业后就会有工作。每个人对我都有不同  
的计划。但我有自己的计划。

I had always set short-term goals. As I look back, each one of those steps or successes led to the next one. When I got cut from the varsity team as a sophomore in high school, I learned something.  
我一直都设定短期目标。当我回首，每一个  
步骤或成功都引向了下一个(步骤或成功)。当我被校队淘汰时  
在高二,我学到了一些东西。

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### *I Can't Accept Not Trying*

I knew I never wanted to feel that bad again. I never wanted to have that taste in my mouth, that hole in my stomach.  
我知道我再也不想感受到那般糟糕。我再也不想  
在嘴里品尝那份苦涩，在胃里拥有那种空洞。

So I set a goal of becoming a starter on the varsity. That's what I focused on all summer. When I worked on my game, that's what I thought about. When it happened, I set another goal, a reasonable, manageable goal that I could realistically achieve if I worked hard enough.  
所以我设定了一个目标，即成为校队的首发。这是  
我整个夏天专注的事情。当我训练的时候，这  
就是我思考的事情。当这件事发生时，我设定了另一个目标，  
一个合理的、可管理的目标，我可以现实地实现,如果  
我足够努力的话。

Each time I visualized where I wanted to be, what kind of player I wanted to become.  
每次我都会观想自己想要达到的位置，什么等级的  
球员是我想成为的。

I guess I approached it with the end in mind. I knew exactly  
我想我是在心智中以结果(为导向)去实现目标的。我确切地知道

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### *Michael Jordan*

where I wanted to go, and I focused on getting there. As I reached those goals, they built on one another. I gained a little confidence every time I came through.  
我想去的地方，并且专注于到达那里。随着我实现这些  
目标，它们一个接一个地积累起来。我都会增加一点信心，每次我度过难关时。

So I had built up the confidence that I could compete at North Carolina. It was all mental for me. I never wrote anything down. I just concentrated on the next step.  
于是我建立了信心，认为自己可以在北  
卡罗来纳州竞技。对我来说，这完全是精神上的（历程）。我从未写下任何东西。  
我只是专注于下一步。

I think I could have applied that approach to anything I might have chosen to do. It's no different from the person whose ultimate goal is to become a doctor. If that's your goal and you're getting Cs in biology then the first thing you have to do is get Bs in biology and then As. You have to perfect the first step and then move on to chemistry or physics.  
我认为我可以把这种方法应用到我可选择做的任何事情上。  
这与终极目标成为医生的人没有什么不同。  
如果那是你的目标，而你在生物上得了C，  
那么你首先要做的就是生物上得B，然后是A。你必须完善第一步，然后  
转向化学或物理。

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### *I Can't Accept Not Trying*

Take those small steps. Otherwise you're opening yourself up to all kinds of frustration. Where would your confidence come from if the only measure of success was becoming a doctor? If you tried as hard as you could and didn't become a doctor, would that mean your whole life was a failure? Of course not.

迈出那些微小的步骤。否则你会让自己陷入各种挫折之中。你的信心从何而来，如果成功的唯一标准是成为一名医生？如果你尽力了但没有成为医生，那是否意味着你的一生是一个失败？当然不是。

All those steps are like pieces of a puzzle. They all come together to form a picture.

所有这些步骤就像拼图的碎片。它们汇聚在一起 构成了一幅图画。

If it's complete, then you've reached your goal. If not, don't get down on yourself.

如果它是完整的，那么你已经达到了你的目标。如果没有，不要对自己气馁。

If you've done your best, then you will have had some accomplishments along the way. Not everyone is going to get the entire

如果你已经竭尽全力，那么你在这个过程中会有所成就。并不是每个人都能得到完整的

### *Michael Jordan*

picture. Not everyone is going to be the greatest salesman or the greatest basketball player. But you can still be considered one of the best, and you can still be considered a success.

图画。并不是每个人都能成为最伟大的销售员或最伟大的篮球运动员。但你仍然可以被认为是最好的之一，你仍然可以被认为是成功的。

That's why I've always set short-term goals. Whether it's golf, basketball, business, family life, or even baseball, I set goals—realistic goals—and I focus on them. I ask questions, I read, I listen.

I did the same thing in baseball with the Chicago White Sox. I'm not afraid to ask anybody anything if I don't know. Why should I be afraid? I'm trying to get somewhere. Help me, give me direction. Nothing wrong with that.

这就是为什么我总是设定短期目标。无论是高尔夫球，篮球，商业，家庭生活，甚至棒球，我设定目标——现实的目标——并且专注于它们。我提问，我阅读，我倾听。

在芝加哥白袜队打棒球时，我也是这样做的。我不怕向任何人请教，如果我不知道的话。为什么我应该害怕？我在努力达到某个地方。帮助我，给我指引。这没什么错。

Step by step, I can't see any other way of accomplishing anything.

一步一步来。我看不出有任何其他实现目标的方法。



图中文字：fears 恐惧

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*Michael Jordan*

***Fear is an illusion.***  
**恐惧是一种幻觉。**

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I never looked at the consequences of missing a big shot. Why? Because when you think about the consequences you always think of a negative result.

我从不聚焦于投丢关键一球的后果。为什么？因为当你考虑结果时，你总是想到一个负面的结果。

If I'm going to jump into a pool of water, even though I can't swim, I'm thinking about being able to swim at least enough to survive. I'm not jumping in thinking to myself, "I think I can swim, but maybe I'll drown." If I'm jumping into any situation, I'm thinking I'm going to be successful. I'm not thinking about what happens if I fail.

如果我要跳进水池，即使我不会游泳，我会想着至少能游泳到足以生存的程度。我不会跳进（水里）自己心想着“我想我能游泳，但也许我会淹死。”如果我将跳入任何情况，我会想着我将会成功。我不会想着如果失败会发生什么。

But I can see how some people get frozen by that fear of failure. They get it from peers or from just thinking about the possibility 但是我观察到有些人出于对失败的恐惧而被冻结。他们从同伴那里或只是通过思考这种源自负面结果的可能性而得到了恐惧。

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*I Can't Accept Not Trying*

of a negative result. They might be afraid of looking bad or being embarrassed. That's not good enough for me.

看起来糟糕或变得尴尬。这(指维系表面的体面)对我来说是不够好的。

I realized that if I was going to achieve anything in life I had to be aggressive. I had to get out there and go for it. I don't believe you can achieve anything by being passive. I know fear is an obstacle for some people, but it's an illusion to me.

我意识到，如果我要在生活中取得任何成就，我必须保持攻击性（气势汹汹的积极主动）。我必须（离开舒适圈）走出去，争取它。我不相信你能够实现任何事情，通过保持被动。我知道恐惧对一些人来说是一个障碍，但对我来说，恐惧是一种幻觉。

Once I'm in there, I'm not thinking about anything except what I'm trying to accomplish. Any fear is an illusion. You think something is standing in your way, but nothing is really there. What *is* there is an opportunity to do your best and gain some success.  
一旦我在那里，我不会考虑任何事情，除了我要完成的事情。任何恐惧都是一种幻觉。你认为有什么东西挡在你（实现目标）的路上，但事实上那里什么也没有。真正存在的是一个尽你所能并获得一些成功的机会。

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*Michael Jordan*

If it turns out my best isn't good enough, then at least I'll never be able to look back and say I was too afraid to try. Maybe I just didn't have it. Maybe I just wasn't good enough. There's nothing wrong with that and nothing to be afraid of either. Failure always made me try harder the next time.

如果结果证明我尽力了还不够好，那么至少我不会回头看时说我太害怕尝试了。也许我就是没有。也许我就是不够好。那没什么错，也没什么可怕的。失败总是让我下次更加努力。

That's why my advice has always been to "think positive" and find fuel in any failure. Sometimes failure actually just gets you closer to where you want to be. If I'm trying to fix a car, every time I try something that doesn't work, I'm getting closer to finding the answer. The greatest inventions in the world had hundreds of failures before the answers were found.

这就是为什么我的建议一直是“思考正面”，在任何失败中寻找动力。有时候，失败实际上只是让你更接近你想去的地方。如果我试图修理一辆车，每次我尝试一些不管用的东西，就更接近找到那个答案。世界上最伟大的发明经历了数百次失败在找到正确答案之前。

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*I Can't Accept Not Trying*

I think fear sometimes comes from a lack of focus or concentration, especially in sports. If I had stood at the free-throw line and thought about 10 million people watching me on the other side of the camera lens, I couldn't have made anything.

我认为恐惧有时来源于缺乏专注或集中，尤其是在运动中。如果我站在罚球线上，想着镜头另一边有一千万人在看着我，我将不会做成任何事。

So I mentally tried to put myself in a familiar place. I thought about all those times I shot free throws in practice and went through the same motion, the same technique that I had used thousands of times. You forget about the outcome. You know you are doing the right things. So you relax and perform. After that you can't control anything anyway. It's out of your hands, so don't worry about it.

所以我精神上试图把自己放在一个熟悉的地方。我想着

在训练中所有那些投罚球时刻，经历了

同样的动作、同样的技巧，我曾使用了数千次。

你忘记了结果。你知道你正在做正确的事。

所以你放松并执行。（执行）之后，你也无法控制任何事情，无论如何。事情已经不在你的掌控之中，所以不必担心。

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*Michael Jordan*

It's no different than making a presentation in the business world or doing a report for school. If you did all the things necessary, then it's out of your hands. Either the clients liked the presentation or they didn't. It's up to the client, the buyer, or the teacher.

这与在商界做演讲或

为学校做报告没有什么不同。如果你做了所有必要的事情，那么

它就离开了你的掌控。客户要么喜欢演讲，

或他们不喜欢。这取决于客户、买家或老师。

I can accept failure. Everyone fails at something. But I can't accept not trying. That's why I wasn't afraid to try baseball. I can't say, "Well, I can't do it because I'm afraid I may not make the team." That's not good enough for me. It doesn't matter if you win as long as you give everything in your heart and work at it 110 percent.

我可以接受失败。每个人在某些事情上都会失败。但我无法接受



不曾尝试。这就是为什么我不怕尝试打棒球。我不能说，“嗯，我不能做，因为我害怕也许无法进入球队。”这对我来说是不够好的。是否获胜并不重要，只要你全心投入所有并付出110%的努力去做。

Fear is an illusion.  
恐惧是一种幻觉。

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图中文字：commitment 致力

*Michael Jordan*

*There are no shortcuts.*  
**没有捷径可走。**

Coming out of high school, if I had been any less committed or had any less desire to achieve, I would have taken the easy path and gone to another school. But I went to North Carolina because I realized that a lot of Dean Smith's players got drafted by NBA teams. People were telling me I should go around the difficult route, but I wasn't about to do that. I had locked in, committed to my goals. I wanted to find out. I wanted to know where I stood.

高中毕业后，如果我有任何程度上的不坚定或没有那么强烈的成就欲望，我会选择一条容易的道路，去另一所学校。但是我去了北卡罗来纳，因为我意识到迪恩·史密斯的很多球员都被NBA球队选中了。人们告诉我应该绕过困难的路线，但我不打算那样做。我已经坚定地锁定了目标，致力于我的目标。我想找出答案。我想知道我的位置。

I've always believed that if you put in the work, the results will come. I don't do things halfheartedly. Because I know if I do, then I can expect halfhearted results. That's why I approached practices the same way I approached games. You can't turn it on and off like a faucet. I couldn't dog it during practice and then, when I needed that extra push late in the game, expect it to be there. I've always believed that if you put in the work, the results will come. I don't do things halfheartedly. Because I know if I do, then I can expect halfhearted results. That's why I approached practices the same way I approached games. You can't turn it on and off like a faucet. I couldn't dog it during practice and then, when I needed that extra push late in the game, expect it to be there. I've always believed that if you put in the work, the results will come. I don't do things halfheartedly. Because I know if I do, then I can expect halfhearted results. That's why I approached practices the same way I approached games. You can't turn it on and off like a faucet. I couldn't dog it during practice and then, when I needed that extra push late in the game, expect it to be there.

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*I Can't Accept Not Trying*

way I approached games. You can't turn it on and off like a faucet. I couldn't dog it during practice and then, when I needed that extra push late in the game, expect it to be there. I've always believed that if you put in the work, the results will come. I don't do things halfheartedly. Because I know if I do, then I can expect halfhearted results. That's why I approached practices the same way I approached games. You can't turn it on and off like a faucet. I couldn't dog it during practice and then, when I needed that extra push late in the game, expect it to be there. I've always believed that if you put in the work, the results will come. I don't do things halfheartedly. Because I know if I do, then I can expect halfhearted results. That's why I approached practices the same way I approached games. You can't turn it on and off like a faucet. I couldn't dog it during practice and then, when I needed that extra push late in the game, expect it to be there.

我不能在训练中偷懶然后，在比赛后期需要额外推动时，期望它会在那里。

But that's how a lot of people approach things. And that's why a lot of people fail. They sound like they're committed to being the best they can be. They say all the right things, make all the proper appearances. But when it comes right down to it, they're looking for reasons instead of answers.

但这正是很多人对待事情的方式。这也是为什么很多人失败了。他们听起来像是致力于成为他们能够成为的最佳版本。他们说所有正确的话，做出所有正确的表象。但归根结底，他们是在寻找理由而不是答案。

You see it all the time in professional sports. You can even see it in your friends or business associates. There are a million excuses for not paying  
你在职业体育中经常看到这种情况。你甚至可以在你的朋友或商业伙伴中看到。有一百万个借口，为了不付出

*Michael Jordan*

the price. "If I was only given a particular opportunity" or "if only the coach, teacher or boss liked me better, I could have accomplished this or that." Nothing but excuses.

代价。“如果我只得到一个特别的机会”或“如果只要教练、老师或老板更喜欢我，我就可以完成这或那。”除了借口，别无他物。

Part of this commitment is taking responsibility. That's not to say there aren't obstacles or distractions. If you're trying to achieve, there will be roadblocks. I've had them; everybody has had them. But obstacles don't have to stop you. If you run into a wall, don't turn around and give up. Figure out how to climb it, go through it, or work around it. 这种承诺的一部分是承担责任。这并不是说没有障碍或（让你分神的）干扰。如果你正在努力实现目标，路上一定会有障碍。我遇到过，每个人都会遇到。但障碍不必非要阻挡你前行。如果你碰到了一堵墙，不要掉头然后放弃。弄清楚如何攀登它，穿过它，或者绕过它。

I got a very good lesson about distractions my junior year at North Carolina. My sophomore season turned out to be my best in college. 我得到了一个关于分神干扰的很好教训，在大学的三年级在北卡罗来纳大学。我的二年级赛季证明是我大学期间表现最好的赛季。

## *I Can't Accept Not Trying*

Because of that, there were all kinds of expectations during my junior year. What I tried to do was come out and live up to those expectations.

因此，存在着各种各样的期待，在我三年级的时候。我所努力的是挺身而出，兑现那些期望。

I was trying to live up to everyone else's expectations for me instead of following my own road. I found myself standing around looking for the spectacular dunk, cheating out on the defensive end to get that breakaway situation.

我试图满足其他人对我的期望，而不是走我自己的路。我发现自己站在那里，寻找精彩的扣篮机会，在防守端作弊，以获得快攻的机会。

Coach Smith called me in one day and showed me two films, one from the beginning of my sophomore season, the other from the beginning of 史密斯教练有一天叫我去，给我看了两部录像带，一部来自于我二年级赛季初的，另一部来自于我三年级赛季初的。

*Michael Jordan*

my junior year. They were totally the opposite. I was looking for shortcuts and that wasn't how I got there. I still had the desire, but I had lost my focus.

他们完全相反。我在寻找捷径，但那不是我到达那里的方式。我仍然怀有渴望，但我已经失去了我的专注力。

You have to stick to your plan. A lot of people try to pull you down



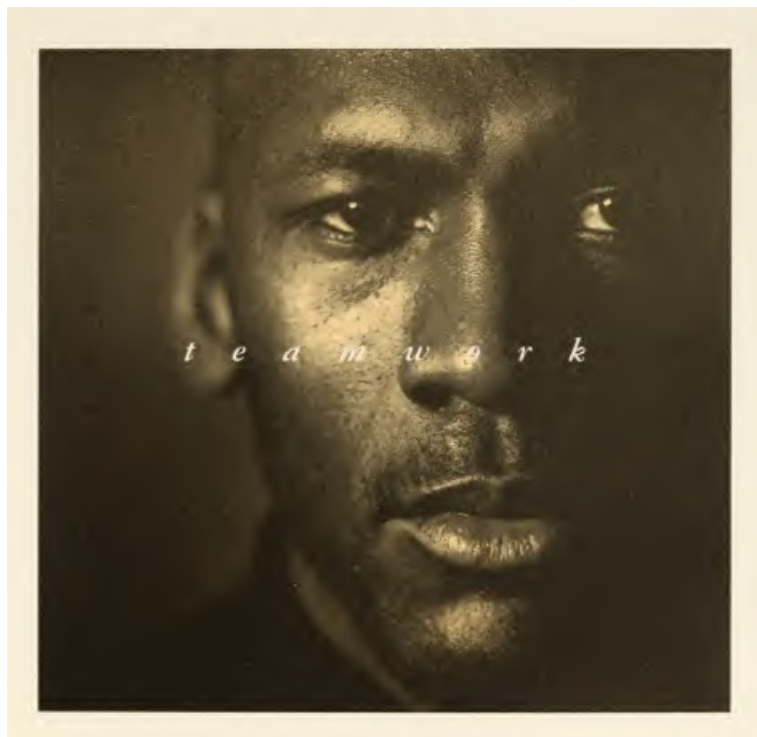
to their level because they can't achieve certain things. But very few people get anywhere by taking shortcuts. Very few people win the lottery to gain their wealth. It happens, but the odds certainly aren't with them. More people get it the honest way, by setting their goals and committing themselves to achieving those goals.

你必须坚持你的计划。很多人试图把你拉低到他们的水准，因为他们无法实现某些事情。但很少有人通过走捷径得到任何东西。很少有人通过中彩票来获得财富。这种事会发生，但几率肯定不在他们这边。更多的人通过诚实的方式，通过设定他们的目标，并全力以赴地坚决致力于实现这些目标。

That's the only way I'd want it anyway.

无论如何，那是我愿意追求（所渴望之物）的惟一方式。

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图中文字：teamwork 团队合作

*Talent wins games, but  
teamwork and intelligence  
win championships.*  
**才华赢得比赛，但是  
团队合作和智能  
赢得冠军。**

It seems our society tends to glamorize individual levels of success without taking the entire process into consideration. Football is a prime example.

似乎我们的社会倾向于美化个人层次的成功，却不将整个过程纳入考量。橄榄球就是一个很好的例子。

I think football is a backward sport.

我认为橄榄球是一项落后的运动。

Here you have a guy, the quarterback, who is very intelligent and is probably capable of carrying the team. But he can't do that if he doesn't have the protection of the guards and tackles in front of him. Yet those guys make pennies while the quarterback makes nickels. That doesn't make any sense. If you don't have those guys up front, that nickel isn't worth a penny.

这里你有一个人，四分卫，他非常聪明，并且可能有能力带领球队。但是，他做不到这一点，如果他沒有在他身前护卫和截锋的保护。

然而，那些家伙挣的是几美分，而四分卫挣的是几镍。这

毫无道理。如果你没有前面那些人，  
那镍币就不值一分钱。(5 美分等于 1 枚镍币)

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*I Can't Accept Not Trying*

It works the same way in a corporation. What if you have a CEO with a great idea, but he doesn't have the people to make it happen? If you don't have all the pieces in place, particularly at the front lines, that idea doesn't mean a thing. You can have the greatest salespeople in the world, but if the people making the product aren't any good, no one will buy it.

在公司里也是一样。如果你有一个有  
好主意的CEO，但他没有人手来实现它怎么办？如果  
你没有所有的组件到位，特别是在前线，  
那么这个想法毫无意义。你可以拥有世界上最好的销售人员，  
但如果生产产品的人不好，  
没有人会买它。

On the Bulls, we had two guys with distinct abilities in Bill Cartwright and John Paxson. And we found a way to use those talents within the framework of our team. It's the same with workers on the lower end of the corporate ladder. Managers, just like basketball coaches, have to find a way to utilize those individual talents in the best interests of the company.

在公牛队，我们有两位具有不同能力的球员，比尔·卡特赖特和  
约翰·帕克森。我们找到了一种方法，在我们的团队框架内使用这些  
才华。这也是一样的，  
对于公司底层的员工。经理们，就像篮球  
教练一样，必须找到一种方法，在公司的最大利益中  
运用那些个人的才华。

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*Michael Jordan*

When we started winning championships, there was an understanding among all twelve players about what our roles were. We knew our responsibilities and we knew our capabilities.  
当我们开始赢得冠军时，所有十二名球员之间对我们的角色有了共识。  
我们知道我们的责任，也知道我们的能力。

We knew, for example, that we wanted to go to Bill early and try to get him into the flow of the game. We knew that if John hit his first shot it would open things up for Scottie Pippen, B.J. Armstrong, and myself. Those were the kinds of things we had to understand and accept if we were going to win championships.

例如，我们知道，我们想早点把球传给比尔，尝试让他进入比赛的状态。  
我们知道，如果约翰的第一次投篮命中，这会为斯科蒂·皮蓬、B.J. 阿姆斯特朗和  
我自己打开局面。这些是我们必须理解和接受的事情，如果我们要赢得冠军。

It took us a period of time to understand that. It's a selfless process, and in our society sometimes it's hard to come to grips with  
我们花了一段时间来理解这一点。这是一个无私的过程，  
在我们的社会中，有时很难理解

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*I Can't Accept Not Trying*

filling a role instead of trying to be a superstar. There is a tendency to ignore or fail to respect all the parts that make the whole thing possible.  
扮演一个角色，而不是试图成为超级明星。有一种倾向是  
忽视或不尊重使整个事情成为可能的所有部分。

Naturally there are going to be some ups and downs, particularly if you have individuals trying to achieve at a high level. But when we stepped in between the lines, we knew what we were capable of doing. When a pressure situation presented itself, we were plugged into one another as a cohesive unit. That's why we were able to come back so often and win so many close games.

自然会有一些起起落落，特别是  
如果你们之中有个人试图在高水平上取得成就。但当我们站在  
界线之间时，我们知道我们能够做什么。  
当压力情况出现时，我们作为一个凝聚力的整体互相配合。  
这就是为什么我们能够如此频繁地反击  
并赢得这么多接近的比赛。

And that's why we were able to beat more talented teams. There are plenty of teams in every sport that have great players and never win  
这也是为什么我们能够击败更有天赋的球队。

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*Michael Jordan*

titles. Most of the time, those players aren't willing to sacrifice for the greater good of the team. The funny thing is, in the end, their unwillingness to sacrifice only makes individual goals more difficult to achieve.

(冠军)头衔。大多数时候,那些球员不愿意牺牲,  
为团队的更大利益。有趣的是,最终,他们  
不愿意牺牲只会让个人目标更难实现。

The one thing I was taught at North Carolina, and one thing that I believe to the fullest, is that if you think and achieve as a team, the individual accolades will take care of themselves.

我在北卡罗来纳学到的一件事,也是我最坚信的一件事,  
就是如果你作为一个团队思考和实现,个人荣誉会自己解决。

Me? I'd rather have five guys with less talent who are willing to come together as a team than five guys who consider themselves stars and aren't willing to sacrifice.

我?我宁愿有五个愿意作为团队  
团结在一起但才华较少的球员,  
也不愿意有五个认为自己是明星  
但不愿意牺牲的球员。

Talent wins games, but teamwork and intelligence win championships.  
才华赢得比赛,但团队合作和智能赢得冠军。



图中文字 : fundamental 基础

*The minute you get  
away from fundamentals,  
the bottom can fall out.  
从你脱离基础的那一刻开始，  
底线可能会决堤。*

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Fundamentals were the most crucial part of my game in the NBA. Everything I did, everything I achieved, can be traced back to the way I approached the fundamentals and how I applied them to my abilities. 基础是我在NBA比赛中最重要的部分。我所做的一切，我所达成的一切，都可以追溯到我对基础的处理方式以及我如何将其应用于我的能力。

They really are the basic building blocks or principles that make everything work. I don't care what you're doing or what you're trying to accomplish; you can't skip fundamentals if you want to be the best. There are plenty of people with great abilities, but if they don't know how to apply those skills to a particular situation, then what good are they? So what if you can jump out of the gym. Can you shoot well enough to score if you're not in position to dunk? So what if 它们真的是让一切正常运转的基本构件或原则。我不在乎你在做什么或你在尝试完成什么；如果你想成为最佳，你不能跳过基本功。有很多人有很强的能力，但如果他们不知道如何将那些技能应用到特定的情况下，那他们有什么用呢？如果你能跳出健身房，那又怎么样？如果你不在扣篮的位置，你是否拥有足够好的投射能力去得分？

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*I Can't Accept Not Trying*

you can memorize an entire book for the test. Did you learn anything? 你可以为考试记住整本书。（可）你学到什么了吗？

But some guys don't want to deal with that. They're looking for instant gratification, so maybe they skip a few steps. Maybe they don't practice ballhandling because they don't handle the ball that much. Maybe they don't develop proper shooting techniques because they rely on their size to score. You can get away with it through the early stages, but it's going to catch up with you eventually. 但是有些人不想处理这些。他们在寻找即时满足感，所以他们可能跳过几步。也许他们不练习控球，因为他们不经常处理球。也许他们不发展正确的投篮技巧，因为他们依赖于他们的体型来得分。你可以在早期阶段逃避这些，但最终它会再次追上你。

It's like they're so focused on composing a masterpiece that they never master the scales. And you can't do one without the other. The minute you get away from fundamentals—whether it's proper technique, work 就像他们如此专注于创作一部杰作，以至于他们从未掌握音阶(基本知识)。你不能在不做另一件事的前提下完成另一件事。从你脱离基础的那一刻开始——无论是正确的技术，还是工作

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*Michael Jordan*

ethic, or mental preparation—the bottom can fall out of your game, your schoolwork, your job, whatever you're doing. 道德或精神准备——底线可能会决堤，无论是你的比赛、学业、工作或你正在做的任何事情。

Look at the NBA. You have players with a lot of ability who just can't get over the hump. Why? Because they don't have the fundamentals to build on. They have no foundation. Look at all the big men that were starters in college but end up on the bench in the NBA. Some of them were able to move from level to level by relying on their size or strength. Then they get to the ultimate level and that's not enough. By then it's too late. 看看NBA。你有很多有能力的球员，他们就是无法跨越障碍。为什么？因为他们没有可以依靠的基础去构筑。他们没有基础。看看那些在大学里是首发球员但最终在NBA却坐在板凳上的大个子。他们中的一些人能够通过依靠他们的体型或力量从一个级别移动到另一个级别。然后他们到达了最高级别（的篮球联盟），但这还不够。到那时就太晚了。

When I was at North Carolina, everybody said Dean Smith held me back. They joked about how Coach Smith was the only guy who could 当我在北卡罗来纳时，每个人都 said 迪恩·史密斯拖累了。他们开玩笑说史密斯教练是唯一一个可以

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*I Can't Accept Not Trying*

hold Michael Jordan under 20 points. But he taught me the game. He taught me the importance of fundamentals and how to apply them to my individual skills. That's what made me a complete player. When I got to the NBA and I had to work on different parts of my game, whether it was shooting or defense, I had that foundation to work from. I knew the way to go about it.

限制迈克尔·乔丹得分不超过20分的人。但他教会了我比赛。他教会了我基础的重要性以及如何将其应用于我的个人技能。这就是让我成为一个完整球员的原因。当我进入NBA时，我不得不练习比赛的不同部分，无论是投篮还是防守，我都有基础来依靠。我知道该怎么做。

When you understand the building blocks, you begin to see how the entire operation works. And that allows you to operate more intelligently, whether it's in school, business, or even raising a family. 当你了解了基本构件时，你就开始明白整个操作是如何运作的。这让你能够更智能地操作，无论是在学校、商业，还是抚养家庭。

That's what made Larry Bird such a great player. He essentially mastered the fundamentals to the point that he overcame any physical limitations he might have had. 这就是让拉里·伯德成为伟大球员的原因。他从根源上融会贯通了基础，达到了能够克服任何

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*Michael Jordan*

limitations he might have had. It sounds easy, but it isn't. You have to monitor your fundamentals constantly because the only thing that changes will be your attention to them. The fundamentals will never change.

自己可能存在的身体限制的程度。听起来很容易，但事实并非如此。你必须不断地监控你的基础，因为唯一会改变的是你对它们的关注。基础永远不会改变。

It comes down to a very simple saying: There is a right way and a wrong way to do things. You can practice shooting eight hours a day, but if your technique is wrong, then all you become is very good at shooting the wrong way. 归根结底有一个很简单的说法：有正确的方式和错误的方式来做事情。你可以每天练习投篮八小时，但如果你的技术是错误的，那么你只是变得非常擅长以错误的方式投篮。

Get the fundamentals down and the level of everything you do will rise. 夯实基础，你做的每件事的水平都会提高。



图中文字：leadership 领导力

*Michael Jordan*

*If you don't back it up  
with performance and hard work,  
talking doesn't mean a thing.  
如果不通过表现和努力工作来支持，  
言谈就毫无意义。*

I've always tried to lead by example. That is just my personality. I never led vocally. I never really tried to motivate by talking because I don't think words ever mean as much as action.  
我一直试图以身作则。这就是我的个性。我从来不用言语领导。我从来没有真正尝试通过谈话来激励别人，因为我认为言语永远不如行动更重要。

They always say a picture carries a thousand words. So I tried to paint a picture of hard work and discipline. And I've never stopped. The second I let down, particularly if I'm perceived as the leader of my team or my company, I give others an opening to let down as well. Why not? If the person out front takes a day off or doesn't play hard, why should anyone else?

他们总是说一幅画胜过千言万语。所以我试图描绘出勤奋和自律的写照。我从未停止过。一旦我松懈下来，特别是如果我被认为是我的团队或公司的领导者，我就会给别人一个松懈的机会。为什么不呢？如果你身前的领袖休息一天或不努力工作，为什么别人要努力？

But a leader has to earn that title. You aren't the leader just because you're the best player on the team, the smartest person in the class, or but leaders must earn that title. You之所以成为领导者，并非仅仅因为你是队里最优秀的球员、班里最聪明的人，或者



the most popular. No one can give you that title either. You have to gain the respect of those around you by your actions. You have to be consistent in your approach whether it's basketball practice, a sales meeting, or dealing with your family.

最受欢迎的人。也没有人能给你那个头衔。你必须通过你的行动赢得周围人的尊重。你必须坚持你的风格，无论是篮球训练、销售会议还是处理家庭事务。

Those around you have to know what to expect. They have to be confident that you'll be there, that your performance will be pretty much the same from game to game, particularly when things get tight. 你周围的人必须知道该期待什么。他们必须确信你会在那，你的表现会在每场比赛中差不多，尤其是在情况焦灼时。

Ultimately, coaches or players can say anything they want, but if they don't back it up with performance and hard work, the talking doesn't mean a thing. That's why I tried to play through all the 最终，教练或球员可以说任何他们想说的话，但如果他们不通过表现和努力工作来支持，言谈就毫无意义。这就是为什么我努力克服各种

*Michael Jordan*

little nagging injuries—to make a point, to set a standard. If I was considered the best player or I was making the most money, I wanted everyone to know I earned those things. I wanted everyone around me to understand it wasn't an accident. And I wanted everyone to know I was watching them, too. 小小的恼人伤病——为了表明一个观点，设立一个标准。如果我被认为是最好的球员，或者我赚最多的钱，我希望每个人都知道我挣得了这些东西。我希望每个人都

A leader can't make any excuses. There has to be quality in everything you do. Off the court, on the court, in the classroom, on the playground, inside the meeting room, outside of work. You have to transfer those skills, that drive, to whatever environment you're in. 一个领袖不能找任何借口。你做的每件事都必须有质量。在球场外，在球场上，在课堂上，在操场上，在会议室内，在工作之外。你必须将这些技能、动力，转移到你所处的任何环境中。

*I Can't Accept Not Trying*

And you have to be willing to sacrifice certain individual goals, if necessary, for the good of the team. I think a leader is also a person who has had past successes in certain situations and isn't afraid of taking the chance to lead others down that road again—someone who has a certain vision, almost an ability to look ahead or to anticipate what's coming.

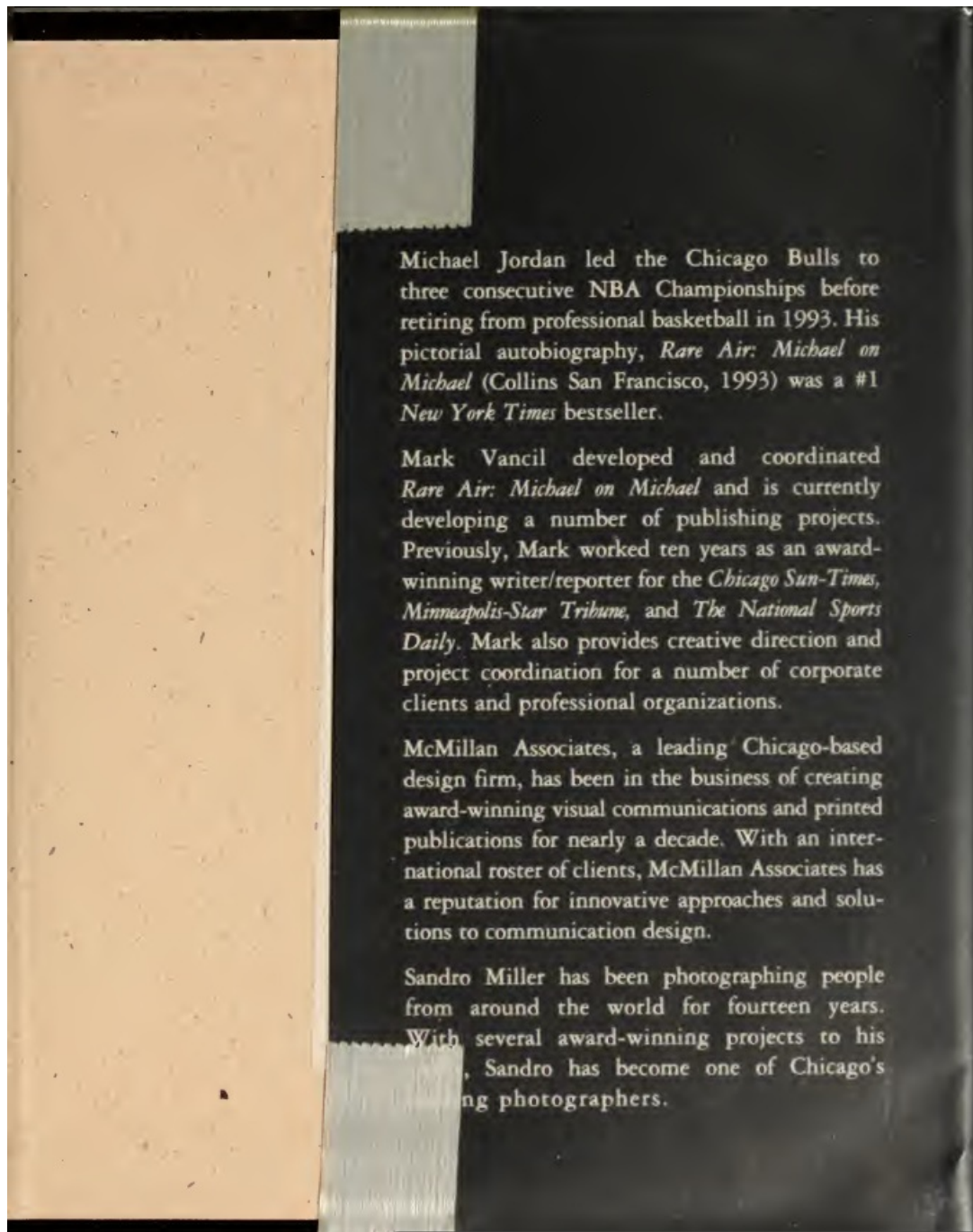
你必须愿意在必要时为团队的利益牺牲某些个人目标。我认为领导者也是一个在某些情况下曾取得过成功的人，并且不惧再次带领他人走那条路的人——一个有某种愿景的人，几乎是一种前瞻能力或预测未来的能力。

But along the way, you also have to stand up for what you believe and hold on to your convictions. All the people I admire do that. My parents were like that. They never let me down. I knew when the pressure was on they would come through for me. I had confidence in them. 但在这过程中，你还必须坚持自己的信仰，坚守自己的信念。我敬佩的所有人都这么做了。我的父母就是这样的人。他们从未让我失望。我知道当压力来临时，他们会为我挺身而出。我对他们有信心。

*Michael Jordan*

Coach Smith is like that. I think people like Julius Erving, Denzel Washington, Spike Lee, and Martin Luther King—people I admire—all created their own vision. And they didn't let anyone or anything distract them or break them down. They set an example and they led. 史密斯教练就是这样的人。我认为像朱利叶斯·欧文、丹泽尔·华盛顿、斯派克·李和马丁·路德·金这样的人——我敬佩的人——全部都创造了自己的愿景。他们没有让任何人或任何事情分散他们的注意力或击溃他们。他们树立了榜样并领导了他人。

But you don't have to be on television, coach an NBA team, or play a professional sport to be an effective leader. Just about every home, every business, every neighborhood and every family needs someone to lead. We've got enough people talking about it.  
但你不必上电视，不必执教NBA球队，也不必从事职业运动才能成为一个有效的领导者。几乎每个家庭、每个企业、每个社区和每个家庭都需要一个人来领导。  
我们有足够多的人在谈论这件事。



Michael Jordan led the Chicago Bulls to three consecutive NBA Championships before retiring from professional basketball in 1993. His pictorial autobiography, *Rare Air: Michael on Michael* (Collins San Francisco, 1993) was a #1 *New York Times* bestseller.  
迈克尔·乔丹带领芝加哥公牛队获得了连续三次NBA冠军，然后在1993年退役。他的图文自传《*Rare Air: Michael on Michael*》（1993年旧金山柯林斯出版社）是《纽约时报》的畅销书。

Mark Vancil developed and coordinated *Rare Air: Michael on Michael* and is currently developing a number of publishing projects. Previously, Mark worked ten years as an award-winning writer/reporter for the *Chicago Sun-Times*, *Minneapolis-Star Tribune*, and *The National Sports Daily*. Mark also provides creative direction and project coordination for a number of corporate clients and professional organizations.  
马克·万西尔开发并协调了《*Rare Air: Michael on Michael*》，目前正在开发多个出版项目。之前，马克在《芝加哥太阳报》、《明尼阿波利斯明星论坛报》和《国家体育日报》担任了十年的获奖作家/记者。马克还为许多企业客户和专业组织提供创意指导和项目协调。

McMillan Associates, a leading Chicago-based design firm, has been in the business of creating award-winning visual communications and printed publications for nearly a decade. With an international roster of clients, McMillan Associates has a reputation for innovative approaches and solutions to communication design.  
麦克米伦联合公司是芝加哥领先的设计公司，近十年来一直从事创造获奖的视觉传播和印刷出版物的业务。凭借国际客户名单，麦克米伦联合公司因其创新的传播设计方法和解决方案而享有盛誉。

Sandro Miller has been photographing people from around the world for fourteen years. With several award-winning projects to his name, Sandro has become one of Chicago's leading photographers.  
桑德罗·米勒十四年来一直在为世界各地的人们拍照。凭借多个获奖项目，桑德罗已成为芝加哥领先的摄影师之一。



INSPIRATION / GIFT  
灵感/天赋

*"I can accept failure.*

*Everyone fails at something.*

*But I can't accept not trying."*

"我可以接受失败。

每个人都会在某些事情上失败。

但我无法接受不曾尝试。”

HarperSanFrancisco