

accurately | actually



en·gi·neer

[ˌendʒɪˈnɪr]



re·cog·nize

['rekəɡnaɪz]



spot

[spɒt]



the agreeable

dis|agree|able



I want you to look around the room for a minute and try to find the most **paranoid** person here.

请大家花点时间环顾一下四周，找出这里最**多疑**的人。

paranoid

adj. 被害妄想的，过分猜疑的



例1: You're getting **paranoid**.

你越来越**多疑**了。

例2: She's getting really **paranoid** about what other people say about her.

她真的越来越**猜疑**别人对她有什么议论了。



Takers are **self-serving** in their interactions.

索取者在日常交往中是最**自私的**。

self-serving

adj. 自私的，自私自利的



例1： They suggest that my motives for proposing reform are **self-serving** and mercenary.

他们暗示说我提议改革是因为贪图金钱，想**谋取私利**。

例2： Industry has been quick to fill the gap with largely **self-serving** publications.

行业已经快速填补了大部分**自助**出版物的空白。



It's somebody who **approaches** most interactions by asking, "What can I do for you?"

给予者与人**交往**时，通常会问：“我能为你做些什么？”

approach

v. 接近，走近，靠近



例1: When I **approached**, they grew silent.

当我**走近**时，他们就不说话了。

例2: As autumn **approached**, the plants and colors in the garden changed.

秋天**临近**，花园中的草木和颜色也发生了变化。



Your style is how you treat most of the people most of the time, your **default**.

你是哪种人是由你平时是如何对待别人决定的，是你的默认属性。

default

n. 常规行为，默认属性

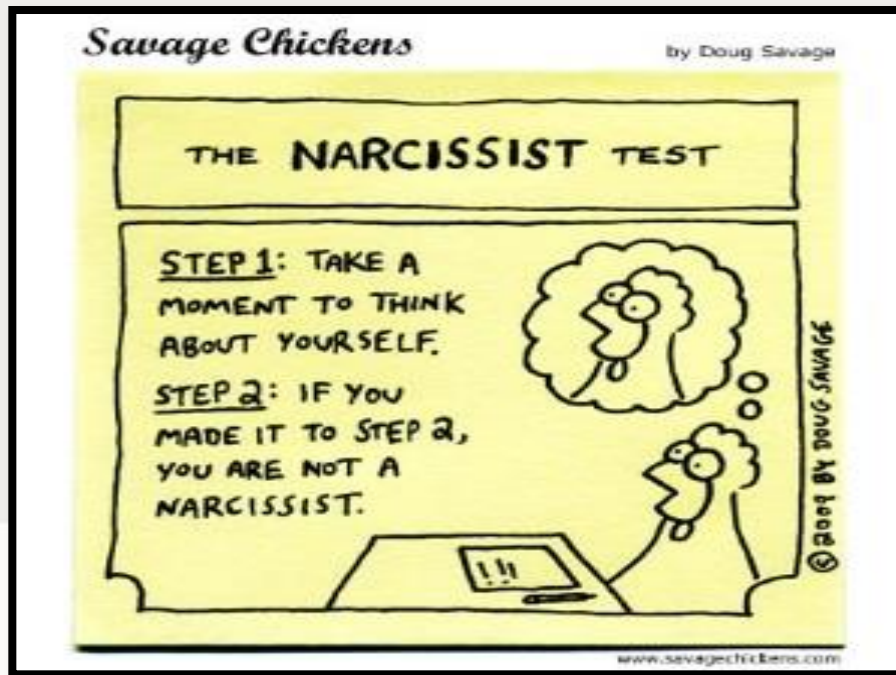


例1：The **default** is usually the setting that most users would probably choose.

默认选项通常是大多数用户都会选择的设置。

例2：Death, not life, is the **default** state of cells.

细胞的常态是死亡而不是存活。



Narcissist

n. 自恋者

Narcissus

自恋者 narcissist

自恋情结 narcissism

自恋 adj. narcissistic



Some are just givers who **got burned** one too many times.

有人之所以成为索取者，是因为自己以前是给予者的时候**受了太多伤**。

got burned

v. 上当受骗



例1: If he stuck with us and bought a '60 Ford, he **got burned** twice in a row.

如果他同我们有感情，又买一辆1960年的福特车，那他就是连续两次**上当受骗**。

例2: We really **got burned** on the used car we bought.
我们被**欺骗**买了辆旧车。



Then there's another kind of taker that we won't be addressing today, and that's called a psychopath.

还有一种索取者我们今天不会提到，就是心理变态的人。

address

v. 演说，称呼

psychopath

n. 精神变态者



例1：He is due to address a conference on human rights next week.

他下星期将在一个大会上发表关于人权的演说。

例2：I heard him address her as darling.

我听见他称她为“亲爱的”。



例1: He's a psychopath, a killer.

他是个精神变态杀人者。

例2: She was abducted by a dangerous psychopath.

她被一个危险的精神变态狂给绑架了。



If you're a matcher, you try to keep an even balance of give and take: **quid pro quo** — I'll do something for you if you do something for me.

如果你是平衡者，你则是想要在给予和索取之间取得一种平衡：换句话说，就是，**我帮了你的忙，那么你也要帮我的忙（拉丁）**。

quid pro quo

n.（拉丁）回报，交换条件，相等物



例1：A **quid pro quo** is a gift or advantage that is given to someone in return for something that they have done.

“**quid pro quo**” 是一种给予某人的礼物或好处，作为他们所做事情的回报。

例2：They share a great deal of information on a **quid pro quo** basis.

他们互通有无，共享大量信息。

The answer to that question is a very **definitive**...
maybe.

答案是非常**明确的**：不一定。

definitive **adj. 确定的，决定性的**



例1：There is no **definitive** test as yet for the condition.

对这种病目前还没有**决定性的**检测手段。

例2：Did you mean this to be a **definitive** collection of
your work?

你觉得这是对你所有作品的一个**最终的**收集吗？



And then in sales, too, the lowest revenue **accrued** in the most generous salespeople.

在销售领域也是一样，业绩最差的销售员，都**集中**在最大方的那一批人当中。

accrue

v. 累积，聚集



例1：The interest **accrued** to our account.

利息**计入**我们的账户。

例2：Knowledge will **accrue** to you from reading.

读书能**增加**知识。



And I asked him, “Why do you **suck** at your job?”

我问他：“你的工作为什么做的这么**烂**？”

suck（五星口语） adj. 糟糕，非常坏



例1: It sucks.

太烂了!

例3: School sucks.

上学太没劲了。

例2: The system sucks.

这个系统太差劲了。



"Well, I just care so deeply about my customers that I would never sell them one of our **crappy** products."

嗯，我太在意我的客户了，所以从来不会把**不好的**产品卖给他们。

crappy

adj. 烂的，像垃圾一样的



But actually, it turns out there's a **twist** here, because givers are often **sacrificing** themselves, but they make their organizations better.

但是事实上，这里有一个**转折**：因为给予者通常会**牺牲**自己，所以会让他们的组织变得更好。

twist

n. 意想不到的转折

sacrifice

v. 牺牲



例1：The story takes a strange **twist**.

故事发生了意想不到的**转折**。

例2：The happy **twist** of fate transformed her life.

命运的神奇**扭转**改变了她的生活。



例1： He was endowed with the spirit of self-sacrifice.

他富有自我牺牲精神。

例2： She sacrificed family life to her career.

她为事业牺牲了家庭。



And that way justice gets served.

这样一来，正义得到了伸张。

serve

v.(为…) 服务，任（职），提供，端上



例1：Justice gets served.

正义得以伸张。

例2：Most of them are destroyed because they've served their purpose.

它们中大多数在完成使命后被销毁。



The second thing that matters if you want to build a culture where givers succeed, is you actually need a culture where help-seeking is the **norm**; where people ask a lot.

第二件事情是，如果你想要建立一个让给予者能够成功的环境，那么就要让寻求帮助成为**日常**，让人们频频求助。

norm

n. 行为准则，常规



例1： Families of six or seven are the **norm** in Borough Park.

在公园住宅区六口或七口之家十分**普遍**。

例2： Of his age, the child is above the **norm** in arithmetic.

在他那个年龄，这个孩子的算术能力是超过**标准**的。



It's called **agreeableness**, one the major dimensions of personality across cultures.

这种特点就是“**令人感到愉悦**”，这也是各种文化里共通的一个重要的性格特点。

agreeableness

n. 适合，随和，令人愉快



agree|able|ness

例1： He was much attracted by the agreeableness of the climate.

他被那气候的宜人程度大为吸引。

例2： As Kant says, many things possess for us charm and agreeableness.

正如康德所说，许多事情对我们来说是有魅力和合意的。



But then I gathered the data, and I was **stunned** to find no correlation between those traits, because it turns out that agreeableness-disagreeableness is your outer **veneer**.

收到数据之后，我**吃惊**地发现这两种他晚点之间没有任何关联，因为是不是招人喜欢只是你**粉饰**过的表象。

stun

v. 使大吃一惊，给（某人）以深刻印象

veneer

n. 外饰，虚饰



例1: When they told me she had gone missing
I was totally **stunned**.

他们告诉我她不见了时，我完全惊呆了。

例2: Sam stood his ground and got a blow that
stunned him.

萨姆站在原地，一下被打昏了。



例1: He was able to fool the world with his veneer of education.

他打着受过良好教育的幌子到处欺瞒世人。

例2: Her veneer of politeness began to crack.

她那彬彬有礼的伪装开始露馅儿了。



If you really want to judge people accurately, you have to get to the moment every consultant in the room is waiting for, and draw a **two-by-two**.

如果你真的想要准确地判断一个人，那就来到了在座每位咨询师都在等待的时刻，画一张**2x2**表格。

two-by-two

n. **2x2**表格



We need to do a much better job valuing these people as opposed to **writing them off** early, and saying, "Eh, kind of **prickly**, must be a selfish taker."

我们在正确地评估这些人时做得远远不够，不应该像现在这样一边草草**开除**他们，一边说，“嗯，这人**脾气不好**，肯定是个自私的索取者。”

write off

v. 结束掉，解雇

prickly

adj. 多刺的，易动怒的，棘手的



例1： He had long since **written off** the money.

他很早就将那笔钱**勾销**了。

例2： He is fed up with people **writing him off**
because of his age.

他很讨厌大家因为他的年纪而**小看**他。



例1：The issue is likely to prove a prickly one.

这个问题有可能很棘手。

例2：You know how prickly she is.

你知道她有多么爱发脾气。



So if we do all this well, if we can **weed** takers out of organizations.

我们可以把索取者从组织里面**剔除**出去。

weed

v. 除（草），消除



例1：Caspar was weeding the garden.

卡斯珀正在给花园除杂草。

例2：Peasants are busy weeding under the scorching sun.

农民在炎炎烈日下忙着除草。



Pronoia is the delusional belief that other people are **plotting** your well-being.

惊喜妄想症是指会妄想别人都在密谋**策划**帮助你得到幸福。

pronoia

plot

n. 惊喜妄想症

v. 规划



例1：For the next five years she **plotted** her career.

她**规划**了自己今后5年的事业。

例2：New residential districts are all **plotted** out.

新居住区的范围都已**划定**。



总结

1. Share knowledge.
2. Introduce individuals who might benefit from knowing each other.



给予练习

- Use a product and offer concise, vivid and helpful feedback.
- Introduce two people with a well-written email, citing a mutual interest.
- Read a summary and offer crisp and concrete feedback.
- Serve as a relevant reference for a person, product, or service.
- Share, comment or retweet something on Facebook, Twitter, LinkedIn, Tumblr, Google+ or other social places.
- Write a short, specific and laudatory note to recognize or recommend someone on LinkedIn, Yelp, or other social place.