

# 想要真正的成功

## 自己向上的时候要拉别人一把

题目: Want to truly succeed? Lift others up while you climb

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When it comes to our careers, the analogy we've been given is a ladder. We're climbing, climbing, climbing, seeing just how high we can get. But if we want to be a part of organizations that are diverse and **inclusive** and truly reflect the world that we live in, that's simply not enough. While we climb, we also need to lift.

当谈论到我们的职业，职业晋升通常被比喻为阶梯。我们一直在攀爬，看我们到底可以爬多高。但是如果我们能成为多样包容，并且充分反映当今世界的组织的一员，这是远远不够的。当我们在攀爬的时候，我们还需要举起。

It's no secret that our companies and organizations rarely have **leadership** teams that represent the communities they serve. That makes them less effective in their work, less innovative and less profitable too. We need more women steering the ship, more people of color at the helm, more folks with disabilities in charge, more **immigrants** setting the tone, more queer and trans folks calling the shots. So whether you're a new hire who's a proud member of one or more of these groups or a **longtime** leader who is none of the above, each of us has a role to play in making this happen.

众所周知，我们的公司和组织很少有代表他们社团的领导队伍。这导致了低工作效率，低的创造力，和更低的利润。我们需要更多的女性来掌舵，更多有色人种来指挥，更多的残疾人来看管，更多的移民来营造企业氛围，更多同性恋和跨性别群体拥有决定权。所以无论你是否是一位隶属于以上组织的新职工，或是一名并不属于以上任何群体的资深的领导，每一个人都应在这件事情上起到作用。

**inclusive**  
adj. 包括的；包容广阔的

**leadership**  
n. 领导地位；领导

**immigrant**  
n. 移民

**longtime**  
adj. 长时间的

Success is no longer about our **individual** ambitions, but about how we build something greater together. My mother introduced me to this concept of lifting while you climb. She was an absolute **powerhouse** in her work, and she spent so much of her time working with younger Black women to help advance them, too. She would remind me that the point of success isn't success for success's sake. She said that when you climb that ladder and you get to the top, you can take a moment to enjoy the view, but you must be **principally** concerned with using all of your might to throw the **ladder** back down for those who are coming behind you. There's no point in being the first if we're also the last. So here are three ways that all of us, whether you're a first in your company or a part of a deep legacy, can embrace this spirit.

成功不再仅仅关于个人野心，而是关于我们怎样一起创建更伟大的事情。我的母亲告诉了我这个当攀爬的时候举起他人的概念。她对于工作充满热情，并且花费了很多时间帮助年轻的黑人女性。她会提醒我，成功的意义并不是仅仅是为了成功。她说，当你在爬阶梯到顶的时候，你可以休息一下享受风景，但是你必须专注使用全部力量将梯子扔给那些在你后面的人。在我们是最后一名的时候当第一是毫无意义的。有三种方式可以让我们学习这个精神，无论你是公司的佼佼者或是遗留遗产中的一员。

One: question your surroundings. One of the benefits, and really the consequences of privilege, is being around people whose experiences mirror your own. So when you're at the table, I want to ask you to really examine who's there with you, and even more importantly, who isn't.

第一：对你的环境提出质疑。特权所带来的好处及后果是与你经历相同的人共事。所以当你正在交谈时，你需要认真的审视谁在你身旁，并且更重要的是，谁不在。

**individual**

adj. 个人的

**powerhouse**

n. 精力充沛的人

**principally**

adv. 主要地；大部分

**ladder**

n. 梯子

Do you see women, people of color, people with disabilities, people who look like your customers, **clients**, patients and community? If not, I need you to ask why. Calling it out matters. If we don't name it, we can't change it.

你看得见女性，有色人种，残障人士，与你的顾客、客户、病患和社区相似的人吗？如果不，请问问为什么。发声很重要。如果我们不指出来，什么都改变不了。

Once you notice these **disparities**, let's do something about it. For example, we have a lot of data that women get interrupted during **presentations** more than men do. So make counting this an activity that you try in meetings where there's multiple people presenting. Keep a tally: how often do women or **nonbinary** folks get interrupted, and how often are men getting interrupted? Add up your tally at the end of the week, and if you notice **discrepancies**, talk about them. Talk about them in the moment. Address it in the meeting if you can. Practice saying, "Hey Fred, I think you interrupted June. June, can you repeat that?" Or if that feels like too much, you can just hand the **mic** back to June. "Hey June, what were you saying? I think I missed it." When you notice it happening, speak up. It's a chance to give yourself and others the opportunity to show up better.

一旦你发现这些差异，我们应该作出改变。比如，很多数据表明女性在做报告的时候比男性更容易被打断。所以在很多人将要报告的时候记录这个事情。统计女性或其他性别群体被打断的次数，有多少男性被打断了？在一周的末尾统计这个次数，如果你发觉了任何不符，与他们交流。在当下与他们交流。如果可以的话在例会中解决这件事。尝试说，“弗雷德，我觉得你打断了琼。琼，你可以重复你刚才说的话吗。”如果这不可行，你可以直接与琼沟通。“琼，你刚才在说什么？我好像错过了。”当这件事发生了，站出来。这是一个帮助自己和他人的机会。

**client**  
n. 客户

**disparity**  
n. 不同，不一致

**presentation**  
n. 仪式；典礼

**nonbinary**  
adj. 非二进制的

**discrepancy**  
n. 差异

**mic**  
麦克风；话筒

Two: aim for **sponsorship** over **mentorship**. Mentorship is making a connection for someone, giving them advice, helping them know when to ask for a promotion. It's great, but we can do even better. Sponsorship is using your **privilege**, your position, your power to give opportunities to someone else who's traditionally been excluded. It's not just saying that someone would excel in a make-or-break project, but getting in there and helping them make it across the finish line. It's sending their finished project to senior leaders and letting them know how strong you thought it was.

第二，相较辅导他人，争取资助。辅导他人是为别人而联结，给予他人建议，让他们知道什么时候应该争取晋升。这很棒，但是我们可以做得更好。资助他人是用你的特权、职位、权利去给予那些传统意义上被排除的人们机会。并不是说人们会在孤注一掷的项目上做得很好，但是真的帮助他们跨越终点线。把他们的最终成果交给高管们，并且让他们知道你觉得他们做的很棒。

When the work gets picked up and used, it's reminding people where it came from and who produced it. If mentorship happens behind the scenes, sponsorship happens right there in the front: not just before the meeting but in the meeting, not just on the private thread but in that big group email, because the **platitudes**, the kind of half stepping -- it's not cutting it.

当这样的工作被发现，会提醒别人工作是哪里来的，由谁完成的。如果辅导在背后发生，资助将在前面。不仅仅在会议前，而是在会议中。不仅仅在私下，而是在群发邮件里。因为这些陈词滥调，这种优柔寡断，并不会影响什么。

**sponsorship**

n. 赞助

**mentorship**

n. 导师制

**privilege**

n. 特权

**platitude**

n. 陈词滥调

Finally, pass on the chance for glory. Think about how you can create opportunities for the people in your organization who might not get them as often. The next time you're asked to do a panel, consider offering your seat to someone who also has bold and **imaginative** ideas but might be **overlooked** because of their race or gender or disability, and then help that person prepare. Take someone who wouldn't normally have access to the meeting and bring them in with you, not to observe, but to present with you.

最后，将这样引以为豪的机会传下去。想一想你可以怎么样为那些没有这样机会的员工创造机会。当下次你被邀请做分享会，考虑把你的位子让给那些可能因为他们的种族、性别或残疾，而被忽略的人，并且帮助他准备。带领那些通常没有机会参会的人一起，不是去观察，而是与你一起报告。

If you've been running an ideation session for a while, pass it on to someone new. Keep the calendar invite intact, talk them through what's worked in the past and what hasn't so that they can excel too. Pass on your **institutional** knowledge. It's on the leadership of your company or your organization to set goals and metrics for hiring equitably and bringing in more diverse employees, but when it comes to **inclusion** and **celebrating** others, you can help with that. You can go to someone who doesn't share your identities to partner on a project. You can amplify the work of a colleague who might be the only person like them on the team.

当你已经带领了很久创新会议，让新人接手。保持同样的邀请人，与他们沟通之前会议的利弊，让他们也可以成功。将你的知识传授给他们，在你的公司和组织的带领下，制定雇佣多元化员工的目标。但是当提到包容和颂扬他人，你可以起到帮助。你可以去找到那些与你身份不相同的人去共同完成项目。你可以放大那些与他人不同的同事的工作成果。

**imaginative**

adj.创新的

**overlook**

v.忽视

**institutional**

adj.机构的

**inclusion**

n.包含，包括

**celebrate**

v.庆祝

You may think about where you first started in this work and feel so proud of what you've learned and how brave you've been as you climbed. I need you to hold that feeling. Please hold that feeling, but also chase that feeling, because what good is our power and success, what use is it making it to the top if all it affords us is a bird's-eye view of everyone we've left behind? If your journey in inclusion feels easy, you have packed too light. So feel proud, feel uplifted, feel accomplished in your **commitment** to equity, but also feel like you have more work to do because lifting -- it's difficult. And your help -- it's essential.

**commitment**  
n. 忠诚，献身；承诺

或许你会想到你新入职的时候，为你所学的东西而感到骄傲，并且赞许你攀爬时的勇气。我需要你保持这个感觉。请保持，但与此同时追逐这种感觉，因为如果我们获得的权力和成功的背后是那些被我们遗忘在后的人们，有何好处？只剩下鸟瞰每个被扔下者的视野罢了。如果你感觉这趟包容性旅程很简单，你的行装太轻了。所以为自己感到骄傲，感受到被抬起，为你在达到公平所投入的精力感到有所成就。与此同时，感知你还要做更多，因为举起--很困难，而你的帮助--至关重要。