

题目：What frogs in hot water can teach us about thinking again

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You might have heard that if you drop a frog in a pot of **boiling** water, it will jump out right away, but if you put it in **lukewarm** water, and then slowly heat it up, the frog won't survive. The frog's big problem is that it lacks the ability to rethink the situation. It doesn't realize that the warm bath is becoming a death trap -- until it's too late.

你可能听说过，如果把一只青蛙丢进开水里，它会被烫得立刻跳出来，但如果把它丢进微温的水里，然后慢慢把水加热，青蛙就会被煮熟而死。青蛙最大的问题在于它没有重新思考自己处境的能力。它没有意识到这锅温水渐渐成为了自己的葬身之地，等反应过来已经太迟了。

Humans might be smarter than frogs, but our world is full of slow-boiling pots. Think about how slow people were to react to warnings about a **pandemic**, climate change or a **democracy** in **peril**. We fail to recognize the danger because we're **reluctant** to rethink the situation.

人类虽然比青蛙要聪明，但我们的世界也有很多类似的一锅锅“温水”。人们的反应往往很迟钝，不管是面对一场全球大流行病，还是气候变暖，或者民主政治受到威胁。我们无法意识到这些威胁，因为我们不愿意换个角度重新审视。

We struggle with rethinking in all kinds of situations. We expect our **squeaky** brakes to keep working, until they finally fail on the freeway. We believe the stock market will keep going up, even after we hear about a **real-estate** bubble. And we keep watching "Game of Thrones" even after the show jumps the shark.

在各种场景下我们都会固执己见。我们觉得车上嘎吱作响的刹车还能继续用，直到它们在高速公路上失灵。我们坚信股价会一直上涨，就算听说有房地产泡沫也绝不改口。《权力的游戏》每季质量越来越差，我们还老是追着不放。

boiling
adj. 沸腾的

lukewarm
adj. 微温的

pandemic
n. 瘟疫；疫情

democracy
n. 民主，政体

peril
n. 极大危险

reluctant
adj. 不情愿的

squeaky
adj. 嘎吱作响的

real-estate
房地产

Rethinking isn't a hurdle in every part of our lives. We're happy to refresh our wardrobes and renovate our kitchens. But when it comes to our goals, identities and habits, we tend to stick to our guns. And in a rapidly changing world, that's a huge problem.

生活中不是所有的方面都存在这个问题。我们很乐意给衣柜里添新衣，或者修缮家里的厨房。但是涉及到我们的个人目标、身份、习惯时，我们往往会特别固执。在这个迅速变化的大千世界，这是一个很大的问题。:21

I'm an organizational psychologist. It's my job to rethink how we work, lead and live. But that hasn't stopped me from getting stuck in slow-boiling pots, so I started studying why. I learned that intelligence doesn't help us escape; sometimes, it traps us longer. Being good at thinking can make you worse at rethinking. There's evidence that the smarter you are, the more likely you are to fall victim to the "I'm not biased" bias. You can always find reasons to convince yourself you're on the right path, which is exactly what my friends and I did on a trip to Panama.

我是一名组织心理学家。我的职责就是去重新思考我们工作、生活、领导的方式。然而这没有使我自己逃脱“温水煮青蛙”的困境。于是我开始研究其中原因。我了解到，智力本身无法让我们脱困；有时，它会让我们困得更久。善于思考可能会让人不善于重新思考。有证据显示，一个人越聪明，就越有可能陷入“我不会带有偏见”这种偏见。你总可以找到理由说服自己，以为自己的思路是正确的，我和朋友的一次巴拿马之行就出现了这种情况。

I worked my way through college, and by my junior year, I'd finally saved enough money to travel. It was my first time leaving North America. I was excited for my first time climbing a mountain, actually an active volcano, literally a slow-boiling pot. I set a goal to reach the summit and look into the crater.

我在大学期间一直兼职打工，到了大三那年终于存够了钱出国旅游。那是我第一次离开北美洲。我特别期待第一次爬上高山，那座山恰巧是座活火山，简直跟一锅温水无异。我定了一个目标，要爬到山顶，看看火山口里是什么样。

wardrobes

n. 衣柜

renovate

v. 翻新

kitchens

n. 厨房

organizational

psychologist

组织心理学

junior

adj. 年龄较小的；大三的

climb a

mountain

爬山

volcano

n. 火山

summit

n. 山顶；首脑

So, we're in Panama, we get off to a late start, but it's only supposed to take about two hours to get to the top. After four hours, we still haven't reached the top. It's a little strange that it's taking so long, but we don't stop to rethink whether we should turn around. We've already come so far. We have to make it to the top. Do not stand between me and my goal. We don't realize we've read the wrong map. We're on Panama's highest mountain, it actually takes six to eight hours to hike to the top. By the time we finally reach the summit, the sun is setting. We're stranded, with no food, no water, no cell phones, and no energy for the hike down.

于是我们到了巴拿马，我们去到山脚时有点迟，不过理论上只需要两个小时就能登顶。然而四个小时之后，我们还在半山腰上。花那么长时间感觉有点奇怪，但我们完全没停下来思考要不要转身下山。我们已经爬了这么久了。我们必须登到顶峰。谁都不能阻止我。我们没意识到，我们看的地图是错的。我们来到的是巴拿马最高峰，登顶需要6到8个小时的时间。当我们终于爬到顶时，太阳已经下山了。我们困在山顶，没吃没喝，没有手机，也完全没有下山的体能了。

There's a name for this kind of mistake, it's called "escalation of commitment to a losing course of action." It happens when you make an initial investment of time or money, and then you find out it might have been a bad choice, but instead of rethinking it, you double down and invest more. You want to prove to yourself and everyone else that you made a good decision. Escalation of commitment explains so many familiar examples of businesses plummeting.

这类的错误有一个统称，叫做“为失败的决策加倍投入”。它的意思是，当你在某件事上已经投入了一定的金钱或精力，但之后发现这件事做下去会导致失败，你反而选择加倍投入，而不是重新思考自己的决定。你想向自己和别人证明你做的决定是正确的。如此的加倍投入常常出现在商界各个衰落的大企业身上。

escalation
n. 迅速增加

double down
双倍投入

plummet
v. 暴跌

Blockbuster, BlackBerry, Kodak. Leaders just kept **simmering** in their slow-boiling pots, failing to rethink their strategies.

Escalation of **commitment** explains why you might have stuck around too long in a miserable job, why you've probably waited for a table way too long at a restaurant and why you might have hung on to a bad relationship long after your friends encouraged you to leave.

比如百视达、黑莓、柯达。企业高层一直在温水里被反复炖煮，未曾思考过转变航向。如此的加倍投入可能导致你卡在糟糕的工作岗位却不愿离开，在餐厅门口排长队等了太长时间，或者是坚决不愿结束一段不顺心的恋情，即使朋友们已经多次劝你与对方分手。

It's hard to admit that we were wrong and that we might have even wasted years of our lives. So we tell ourselves, "If I just try harder, I can turn this around."

我们很难承认自己犯了错，更难承认自己可能已经因此浪费了多年时光。于是我们安慰自己，“如果我再用功一点，我一定可以扭转局面。”

We live in a culture that worships at the altar of **hustle** and prays to the high priest of grit. But sometimes, that leads us to keep going when we should stop to think again. Experiments show that gritty people are more likely to **overplay** their hands in **casino games** and more likely to keep trying to solve impossible puzzles. My colleagues and I have found that NBA basketball coaches who are determined to develop the potential in rookies keep them around much longer than their performance justifies. 我们的社会文化崇尚奋斗、拼搏，崇尚坚韧不拔的精神。但有时候，这会让我们盲目向前，忘记了停下脚步、重新思考。实验证明，性格坚毅的人更有可能在赌博游戏中下过高的赌注，也更有可能在客观无解的谜题上花更多时间。我和我的同事发现美国职业篮球的一些教练特别坚决地想发掘、培养新秀球员的潜力，即使球员表现糟糕，教练还会让他们长时间上场。

simmer

v. 炖

commitment

n. 忠诚；献身

hustle

n. 卖力；忙碌

overplay

v. 夸张；过分依赖

casino game

赌博游戏

And researchers have even suggested that the most **tenacious** mountaineers are more likely to die on **expeditions**, because they're determined to do whatever it takes to reach the summit. 有另外的研究还表明 最有毅力的登山者也最有可能死在登山途中，因为他们下定了决心，无论如何都要攀到山顶。

In Panama, my friends and I got lucky. About an hour into our descent, a lone pickup truck came down the volcano and rescued us from our slow-boiling pot. There's a fine line between heroic persistence and stubborn **stupidity**. Sometimes the best kind of grit is gritting your teeth and packing your bags. "Never give up" doesn't mean "keep doing the thing that's failing." It means "don't get locked into one narrow path, and stay open to **broadening** your goals. The ultimate goal is to make it down the mountain, not just to reach the top. Your goals can give you tunnel vision, blinding you to rethinking the situation.

回到巴拿马，我和朋友幸亏运气好。我们开始下山一个小时候，一辆孤零零的皮卡车正好从火山开下来，把我们从这锅温水中解救了。英勇的坚持不懈与愚昧的顽固不化 只有非常细微的区别。有时候最好的勇气 就是一咬牙，决定知难而退。“永不放弃”并不意味着“不断尝试注定会失败的事”。它其实意味着：不要被一条狭窄的道路所困，而要保持开放心态，不断拓展自己的目标。毕竟最终的目的是要顺利下山，并不是登到山顶就结束了。你设定的目标容易给你一孔之见，使你盲目而无法重新审视局面。

And it's not just goals that can cause this kind of **shortsightedness**, it's your identity too. As a kid, my identity was wrapped up in sports. I spent countless hours shooting **hoops** on my **driveway**, and then I got cut from the middle school basketball team, all three years.

这种短见不仅是由设立的目标所造成的，自己的身份也是原因之一。我还小的时候，我给自己的定位 就是超级体育迷。我花了无数个小时在家门口训练投篮，然而后来连续三年没被我们中学篮球队选中。

tenacious
adj. 有毅力的

expedition
n. 远征；考察

stupidity
n. 愚蠢

broaden
v. 增长；变宽

shortsightedness
n. 短见

hoops
n. 篮圈

driveway
n. 车道

I spent a decade playing soccer, but I didn't make the high school team. At that point, I shifted my focus to a new sport, diving. I was bad, I walked like **Frankenstein**, I couldn't jump, I could hardly touch my toes without bending my knees, and I was afraid of heights.

Frankenstein
弗兰肯斯坦

我踢足球也踢了十年时间，结果也没被高中足球队选中。在那之后，我把自己的重心转移到一项新的运动：跳水。我跳得很差劲，我助跑僵硬得像机器人，根本跳不起来，如果不屈膝的话我几乎摸不到脚趾头，而且我还恐高。

But I was determined. I stayed at the pool until it was dark, and my coach kicked me out of practice. I knew that the seeds of greatness are planted in the daily grind, and eventually, my hard work **paid off**. By my senior year, I made the All-American list, and I qualified for the Junior Olympic Nationals. I was obsessed with diving. It was more than something I did, it became who I was. Diving gave me a way to fit in and to stand out. I had a team where I belonged and a rare skill to share. I had people rooting for me and control over my own progress.

pay off
取得成功，
有所回报

不过我早已下定决心了。我在跳水池训练到天黑，直到我们教练把我赶出场。我知道我每天的不懈努力一定会让我成就一番伟大事业，最终，我的付出有了回报。在我高中四年级时，我入选了全美大名单，还成为了青年奥运会国家队的一员。我全身心投入在跳水中。它不仅是我做的一项运动了，跳水已成为我生命的一部分。跳水使我能够融入集体、展现自我。我在跳水队中很有归属感，我的水平也十分出色。有许多人为我加油鼓劲，我的进步也尽在自己掌握之中。

But when I got to college, the sport that I loved became something I started to **dread**. At that level, I could not beat more talented divers by **outworking** them. I was supposed to be doing higher dives, but I was still afraid of heights, and 6am practice was brutal.

dread
v. 畏惧

outwork
比...更努力

然而当我到了大学，我所热爱的这项运动逐渐变成一个噩梦。在大学级别，我没法纯靠努力击败更有天赋的选手。我本应该继续挑战更高的高度，然而我还是有恐高的毛病，而且早上6点起来训练实在太辛苦。

My mind was awake, but my muscles were still asleep. I did back smacks and belly flops and my slow-boiling pot this time was a freezing pool. There was one question, though, that stopped me from rethinking. "If I'm not a diver, who am I?" In psychology, there's a term for this kind of failure to rethink -- it's called "identity foreclosure." It's when you settle prematurely on a sense of who you are and close your mind to alternative selves.

我的大脑已经清醒了，但肌肉还没完全活过来。我经常背部着地或者肚皮着地，我意识到这次的一锅“温水”就是这个冰冷的跳水池。然而有这么一个问题，让我很不愿意重新审视局面。“如果我不跳水的话，那我还能是谁？”在心理学中，有个术语就是描述这种不愿重新思考的心态，它叫做“同一性早闭”。它的意思是你就过早地承认了自己的身份与个性，而不再选择探寻新的自我。

You've probably experienced identity foreclosure. Maybe you were too attached to an early idea of what school you'd go to, what kind of person you'd marry, or what career you'd choose. Foreclosing on one identity is like following a GPS that gives you the right directions to the wrong destination. After my freshman year of college, I rethought my identity. I realized that diving was a passion, not a purpose. My values were to grow and excel, and to contribute to helping my teammates grow and excel. Grow, excel, contribute. I didn't have to be a diver to grow, excel and contribute.

你可能就经历过同一性早闭。或许你曾非常执著于自己之后想上哪一所学校，想娶或者想嫁给什么样的人，或者想做一份什么样的工作。对同一性的这种早闭就像跟着GPS导航，它给你指的是正确的路，但目的地却是错的。在我大一年级之后，我重新思考了我的身份。我意识到跳水是我的热情，不是自己的人生意义。我的价值观是让自己不断成长、出众，同时做出贡献，让我的队友也成长、出众。成长、出众、贡献。我不需要去跳水也能做到成长、出众、贡献。

flop

v.沉重地摔落

foreclosure

n.丧失赎回权

prematurely

adv.过早地

destination

n.目的地

Research suggests that instead of **foreclosing** on one identity, we're better off trying on a range of possible selves. Retiring from diving freed me up to spend the summer doing psychology research and working as a **diving coach**. It also gave me time to concentrate on my **dorkiest** hobby, performing as a **magician**. I'm still working on my sleight of hand. Opening my mind to new identities opened new doors. Research showed me that I enjoyed creating knowledge, not just consuming it. Coaching and performing helped me see myself as a teacher and an entertainer. If that hadn't happened, I might not have become a psychologist and a professor, and I probably wouldn't be giving this TED talk.

研究表明，相比于同一性早闭，积极探索多种可能的自我会对我们更有好处。从跳水运动退役让我在暑假有时间去做心理学科研，同时还兼职做了跳水教练。我也有空去研究我另一个傻乎乎的兴趣爱好：魔术表演。我的手法还需要不少练习呢。对新的自我敞开怀抱让我找到了新的人生路。我的研究表明我自己热爱创造知识，而不只是消费知识。做教练以及表演魔术让我看到自己作为教师、表演者的样子。如果没有这些经历，我很可能不会成为心理学家、教授，我也大概率不会来做这个TED演讲了。

See, I'm an introvert, and when I first started teaching, I was afraid of public speaking. I had a mentor, Jane Dutton, who gave me some **invaluable** advice. She said, "You have to **unleash** your inner magician." So I turned my class into a live show.

我其实是个内向的人，在我刚开始给同学上课的时候，我其实很害怕公众演讲。我的一位导师，简·达顿，教给我一些非常宝贵的经验。她说：“你要把内心的魔术师展现出来。”于是我把我的课堂变成了现场表演。

foreclose
v. 阻止；排除

diving coach
潜水教练

dorkiest
adj. 傻傻的

magician
n. 魔术师

invaluable
adj. 极有用的

unleash
v. 释放出

Before the first day, I memorized my students' names and **backgrounds**, and then, I mastered my routine. Those habits served me well. I started to relax more and I started to get good ratings. But just like with goals and identities, the routines that help us today can become the ruts we **get trapped in** tomorrow. 在第一课之前，我会记住 每个学生的名字和背景，再之后，我精通了整个流程。养成这些习惯对我很有好处。我讲课变得越来越自如，我的教师评分也逐渐提升了。但就好像个人目标、身份一样，这些流程现在有好处，但慢慢地总会变得枯燥而僵化。

background

n. 背景

get trapped in

陷入

One day, I taught a class on the importance of rethinking, and afterward, a student came up and said, "You know, you're not following your own principles." They say **feedback** is a gift, but right then, I wondered, "How do I return this?" (Takes a breath) I was teaching the same material, the same way, year after year. I didn't want to give up on a performance that was working. I had my act down.

feedback

n. 反馈

有一天，我在课上讲重新思考的重要性，下课后，一个同学上前来跟我说：“你有没有发现，你自己并没遵循课上教的内容。”大家都说反馈是一份礼物，但就在那一刻，我脑子里却想：“这我不知道怎么接？”（深呼吸）年复一年，我都在用同样的方式讲同样的内容。我不愿意放弃行之有效的教学/表演方式。我的表演十分精彩。

Even good habits can stand in the way of rethinking. There's a name for that too. It's called "**cognitive entrenchment**," where you get stuck in the way you've always done things. Just thinking about rethinking made me **defensive**. And then, I went through the stages of grief. I happened to be doing some research on emotion regulation at the time, and it came in handy.

cognitive

entrenchment

认知固守

defensive

adj. 防御的；
戒备的

即使这样的好习惯也会成为重新思考的绊脚石。这种现象也有个名字，叫做“认知固守”，意味着你总是脱不开自己一贯的做事方式。光是提到“重新思考”这个词都会觉得特别反感。之后，我为此经历了漫长的心路历程。我当时恰巧在做一个跟情绪调节相关的研究，在这里派上了用场。

Although you don't always get to choose the emotions you feel, you do get to pick which ones you **internalize** and which ones you express. I started to see emotions as works in progress, kind of like art. If you were a painter, you probably wouldn't frame your first sketch. Your initial feelings are just a rough draft. As you gain **perspective**, you can rethink and revise what you feel. 虽然你并不一定能掌控自己感受到什么样的情绪，但你可以选择自己想内化哪些情绪，以及想表达哪些情绪。我逐渐开始把情绪当成一种“半成品”，像艺术作品一样。如果你是一名画家，你大概率不会把自己的初稿给裱起来。你最初的情绪感受只是草稿而已。当你从多个角度思考，你就可以审视并修改自己感受的情绪。

So that's what I did. Instead of **defensiveness**, I tried curiosity. I wondered, "What would happen if I became the student?" I threw out my plan for one day of class, and I invited the students to design their own session. The first year, they wrote letters to their **freshman selves**, about what they wish they'd rethought or known sooner. The next year, they gave passion talks. They each had one minute to share something they loved or cared about deeply.

这就是我当时做的了。与其选择抗拒，我试着感受“好奇”。我心想：“假如我变成听课的学生，会发生什么呢？”有一天，我把课程的教案彻底置之脑后，然后请同学们自己设计课程的模式。第一年，同学们给大一刚入学的自己写信，告诉当时的自己应该反思些啥、提早知道些啥。下一年，同学们做了“热情演讲”。每个人花一分钟的时间给大家介绍自己非常热爱的一件事情。

And now, all my students give passion talks to introduce themselves to the class. I believe that good teachers introduce new thoughts but great teachers introduce new ways of thinking.

现在，我课上的所有同学都靠“热情演讲”来做自我介绍。我认为好的老师会给同学讲述新思想，而真正优秀的老师会讲述新的思维方式。

internalize

v. 内化

perspective

n. 视角，观点

defensiveness

n. 拒绝

freshman

n. 大一新生

selves

n. 自己

But it wasn't until I ceded control that I truly understood how much my students had to teach one another, and me. Ever since then, I put an annual reminder in my **calendar** to rethink what and how I teach. It's a **checkup**. Just when you go to the doctor for an annual checkup when nothing seems to be wrong, you can do the same thing in the important parts of your life. A career checkup to consider how your goals are shifting. A relationship checkup to re-examine your habits.

直到我对课程框架结构彻底放手，我才真正意识到我的学生们互相教授，以及教授给我的知识是无穷无尽的。在那之后，我每年都会预留一段时间重新思考我上课的内容和方式。这是我的例行检查。就好像每年都会去做一次体检一样，即使没有生病也会去，我们对人生中重要的事情也可以做这样的检查。比如检查自己的职业、工作状态，思考个人目标是否改变了。检查人际关系，重新思考自己的生活习惯。

An identity checkup to consider how your values are evolving. Rethinking does not have to change your mind -- it just means taking time to reflect and staying open to reconsidering. A **hallmark** of wisdom is knowing when to grit and when to quit, when to throw in the towel on an old identity and dive into a new one, when to walk away from some old habits and start scaling a new mountain. Your past can weigh you down, and rethinking can liberate you.

检查个人身份、定位，思考自己的价值观有没有变化。重新思考并不一定会让你改变主意，它只是让你花时间去反思，使你乐于接受改变。智慧的重要体现就是知道啥时埋头苦干，啥时知难而退；啥时该抛弃自己曾经的定位，转而迎接新的自我；啥时该摒弃一些旧的习惯，去挑战一些新的事物。你的过往是一种包袱，重新思考能使你挣脱桎梏。

calendar

n. 日历；日程表

checkup

n. 审查；检查

hallmark

n. 特点

Rethinking is not just a skill to master personally, it's a value we need to **embrace** culturally. We live in a world that mistakes confidence for competence, that pressures us to favor the comfort of conviction over the discomfort of doubt, that accuses people who change their minds of flip-flopping, when in fact, they might be learning. So let's talk about how to make rethinking the norm. We need to invite it and to model it.

重新思考不只是我们个人要掌握的技能，我们也要从文化层面鼓励推行这种价值。我们现在的世界常常把自信误以为是实力，这使得我们更容易固执己见，而对质疑、追问感到不适，也使得我们看不起改变主意的人，觉得他们思想不坚定，然而事实上，他们可能在持续学习新知识。所以说，我们要讨论怎样让重新思考变成习惯。为此我们要互相鼓励、效仿。

A few years ago, some of our students at Wharton challenged the faculty to do that. They asked us to record our own version of Jimmy Kimmel's Mean Tweets. We took the worst feedback we'd ever received on student course **evaluations**, and we read it out loud.

几年前，我们在沃顿商学院的一些学生向我们教职工发起了挑战。他们想让我们录一段视频，模仿“吉米鸡毛秀”里的名人嘉宾“恶言恶语”板块。我们去找自己收到的最差的课程评估，学生每个学期都会写，然后我们亲口读出来。

Angela Duckworth: “It was easily one of the worst three classes I’ve ever taken... one of which the professor was let go after the semester.”

安吉拉·达克沃斯：“这节课绝对是我上过的最垃圾的三门课之一，其中一门课的老师在学期结束后被炒鱿鱼了。”

Mohamed El-Erian: “The number of stories you tell give ‘Aesop’s Fables’ a run for its money. Less can be more.” Ouch.
穆罕默德·艾尔-艾里恩：“你课上讲的天方夜谭跟《伊索寓言》简直有得一拼。少说点可能更好。”哎哟。

embrace

v. 拥抱；接受；涉及

evaluation

n. 评估

Adam Grant: “You’re so nervous you’re causing us to physically shake in our seats.”

亚当·格兰特：“你上课的时候紧张得要命，我们坐在凳子上都控制不住地发抖。”

Mae McDonnell: “So great to finally have a professor from Australia. You started strong but then got softer. You need **tenure**, so toughen up with these brats.” I'm from Alabama.

梅·麦克唐纳：“我们总算有个澳洲的老师了。你学期开头很给力，越到结尾越疲软。你要想当终身教授，最好赶紧治治你的捣蛋学生。”我老家是阿拉巴马州的。

Michael Sinkinson: “Prof Sinkinson acts all down with pop culture but secretly thinks Ariana Grande is a font in Microsoft Word.”

迈克尔·辛金森：“辛金森教授嘴上说自己对流行文化了如指掌，但实际上却以为爱莉安娜·格兰德是Word文档里某个字体的名称。”

AG: After I show these clips in class, students give more thoughtful feedback. They rethink what's relevant. They also become more comfortable telling me what to think, because I'm not just claiming I'm receptive to criticism. I'm **demonstrating** that I can take it. We need that kind of openness in schools, in families, in businesses, in governments, in nonprofits.

格兰特：当我在课上播完这些视频之后，同学们给了我们更有价值的反馈。他们思考了哪些反馈是有关、有用的。他们也更愿意来告诉我他们的所思所想，因为我不只是口口声声说自己愿意听取批评。我展示了自己能够直面这些批评。这种透明度需要贯彻到各所学校，乃至我们的家庭、公司、政府、非营利组织之中。

tenure

n.居住权；
任期

demonstrate

v.示范；证明

A couple of years ago, I was working on a project for the Gates Foundation, and I suggested that leaders could record their own version of Mean Tweets. Melinda Gates volunteered to go first, and one of the points of feedback that she read said "Melinda is like Mary effing Poppins. Practically perfect in every way."

And then, she started listing her imperfections. People at the Gates Foundation who saw that video ended up becoming more willing to recognize and overcome their own limitations. They were also more likely to speak up about problems and solutions.

What Melinda was modeling was confident humility. 几年前，我在给盖茨基金会做一个项目，我当时就建议基金会领导人也录一段类似的“恶言恶语”视频。梅琳达·盖茨自愿第一个读，她读到的其中一点反馈说：“梅琳达自以为跟超级保姆玛丽包萍一样：一切的一切都无可挑剔。”而紧接着，她就开始列举自己的诸多不足之处。盖茨基金会里看过这段视频的人后来都变得更加愿意去找到并且克服自己的不足与限制。他们也变得更积极主动地提出问题并提供个人见解。梅琳达展现出的就是一个自信而谦逊的形象。

Confident humility is being secure enough in your strengths to acknowledge your weaknesses. Believing that the best way to prove yourself is to improve yourself, knowing that weak leaders silence their critics and make themselves weaker, while strong leaders engage their critics and make themselves stronger. Confident humility gives you the courage to say "I don't know," instead of pretending to have all the answers.

自信的谦逊是在你对自己的长处拥有足够安全感时，可以大胆承认自己的不足。相信最好的证明自我的方式就是不断提升自我，软弱的领导者只会封住批评者的嘴，却使自己显得更加软弱，而强有力的领导者直面任何批评，让自己变得更强有力。自信的谦逊让你敢于说“我不知道”，而不是假装自己什么都会。

Gates
Foundation
盖茨基金会

imperfection
n.不足

humility
n.谦逊

pretend
v.假装

To say "I was wrong," instead of insisting you were right. It encourages you to listen to ideas that make you think hard, not just the ones that make you feel good, and to surround yourself with people who challenge your thought process, not just the ones who agree with your conclusions. And sometimes, it even leads you to challenge your own conclusions, like with the story about the frog that can't survive the slow-boiling pot.

你会说“我犯了错”，而不坚称自己总是对的。它鼓励你听取各方的意见，并推动你积极思考，而不只听取让自己高兴的甜言蜜语。它还使你身边充满更多有能力挑战你的思维方式的人，而不只是那些只会满口答应的人。有时候，它甚至会让你挑战自己的结论，就好比“青蛙会被温水煮熟”这个结论。

I found out recently that's a myth. If you heat up the water, the frog will jump out as soon as it gets uncomfortably warm. Of course it jumps out, it's not an idiot. The problem is not the frog, it's us. Once we accept the story as true, we don't bother to think again. What if we were more like the frog, ready to jump out if the water gets too warm? We need to be quick to rethink.

我最近才发现这完全是个流言。如果你把水加热，青蛙在水太烫时就立刻跳出来了。它当然会跳出来啦，它又不是傻子！问题并不在青蛙身上，而在我们身上。一旦我们接受这个故事确有其事，我们就懒得重新思考了。假如我们更像青蛙一样，水温过高时及时跳出，会怎么样呢？我们要随时准备好重新思考。

idiot

n. 白痴