

Leadership

单词

词汇	发音	词性	翻译
development	[us]dɪ'veləpmənt [uk]dɪ'veləpmənt	noun	生长
path	[us]pæθ [uk]pɑ:θ	noun	道路, 路
advance	[us]əd'væns [uk]əd'vɑ:ns	verb	促进, 改善, 加速
tailor	[us]'teɪlər [uk]'teɪlə(r)	verb	裁制; 使合适; 修改; 做裁缝
charisma	[us]kə'rizmə [uk]kə'rizmə	noun	个人魅力
deception	[us]dɪ'sepʃn [uk]dɪ'sepʃn	noun	欺骗
just	[us]dʒʌst [uk]dʒʌst	adj.	公道的, 公正的, 公平的
keen	[us]ki:n [uk]ki:n	adj.	良好的, 敏锐的, 灵敏的, 敏捷的
fairness	[us]'fɜ:nəs [uk]'feənəs	noun	公平
approachable	[us]ə'prəʊtʃəbl [uk]ə'prəʊtʃəbl	adj.	随和的, 可接近的
visionary	[us]'vɪʒənəri [uk]'vɪʒənri	noun	空想家, 好幻想的人, 梦想者
fearless	[us]'fɪrləs [uk]'fɪələs	adj.	不怕
inspiring	[us]ɪn'spaɪərɪŋ [uk]ɪn'spaɪərɪŋ	adj.	令人振奋的, 激励人的, 鼓舞人心的
moral	[us]'mɔ:rəl [uk]'mɒrəl	adj.	道德(上)的
circumstance	[us]'sɜ:rkəmstæns [uk]'sɜ:kəmstæns	noun	环境, 情况, 形式
persuade	[us]pər'sweɪd [uk]pə'sweɪd	verb	劝说, 说服
throwback	[us]'θrəʊbæk [uk]'θrəʊbæk	noun	像过去存在过的人或事
underestimate	[us],ʌndər'estɪmeɪt [uk],ʌndər'estɪmeɪt	verb	低估
potential	[us]pə'tenʃl [uk]pə'tenʃl	noun	可能性
mentor	[us]'mentɔ:r [uk]'mentɔ:(r)	noun	有经验可信赖的顾问

anachronism	[us]ə'nækronɪzəm [uk]ə'nækronɪzəm	noun	过时的人(或风俗,思想)
autocrat	[us]'ɔ:təkræt [uk]'ɔ:təkræt	noun	独裁者
drive	[us]draɪv [uk]draɪv	noun	动力, 推动力
earn	[us]ɜ:rɪn [uk]ɜ:rɪn	verb	赚, 挣钱
empathy	[us]'empəθi [uk]'empəθi	noun	换位思考
hardship	[us]'hɑ:rdʃɪp [uk]'hɑ:dʃɪp	noun	困苦
hierarchy	[us]'haɪərə:rkɪ [uk]'haɪərə:ki	noun	阶层
monetary	[us]'mɒnɪteri [uk]'mɒnɪtri	adj.	钱的; 货币的

Mentoring a new employee

Let's learn about mentoring a new employee.

Read the text, and answer the questions.

Mentorship Mentorship is a relationship between a knowledgeable, experienced person, the mentor, and someone who wants to learn, the mentee. The mentor is someone with an area of expertise who guides the less experienced person. These kinds of relationships are common in the academic and business worlds. In business, mentorship is common as a way of helping new or less experienced employees advance their careers and reach their potential. It can be an important part of professional development. The mentor will typically help the mentee identify areas where there is room for improvement and offer support and advice. Honest and open communication is critical for the success of mentoring. The mentee must trust that the mentor has knowledge or experience that is relevant to him or her, and the mentor must believe that the mentee has the sincere desire to listen and learn.

Move the text to the correct gaps.

Mentorship

Mentorship is a relationship between a knowledgeable person, the mentor, and someone who wants to learn, the mentee. The mentor is someone with an (area) of expertise who guides the less experienced person. These kinds of relationships are common in the academic and business worlds.

In business, mentorship is common in helping new or less experienced employees (advance) their careers and reach their (potential) . It can be an important part of professional development. The mentor will typically help the mentee identify areas where there is (room) for improvement and offer (support and) advice.

Honest and (open) communication is critical for the success of mentoring. The mentee must trust that the mentor has knowledge or experience that is relevant to him or her, and the mentor must believe that the mentee has the sincere desire to listen and learn.

Watch the video and study the language. https://cns2.ef-cdn.com/Juno/19/25/59/v/192559/MOB_12.3.1.1.1_v2.mp4

[AMANI] So, as you know, my role is to be your mentor.

[CARMEN] Mm-hmm.

[AMANI] Now, although I've had several years of experience in the company, my role is not to give you step-by-step instructions on how to be successful.

[AMANI] But I would like to give you some guidance so that you can advance your career to the next level, and hopefully we can become friends.

[CARMEN] That'd be awesome! Thank you so much, Amani.

[CARMEN] I'm so glad to have you here helping me.

[AMANI] Not a problem. Thank you so much. So, let's get started.

[AMANI] Do you have any target areas that you'd like to improve upon?

[CARMEN] OK, well, I have to work a lot with the, the IT team out in Taipei, and I'm really struggling with my Mandarin.

[CARMEN] I mean, my colleagues out there do speak English, but at about the same level that I speak Mandarin,

[CARMEN] so I'd really like to improve my language proficiency.

[AMANI] OK. Is there anything else you'd like to work on?

[CARMEN] Yeah. Um, I find it really hard to keep up with the developments in my field.

[CARMEN] I just really don't have the time, to be honest.

[AMANI] OK. So it seems as though you have two issues you'd like to work on.

[AMANI] Firstly, you'd like to improve your proficiency in the Mandarin language, yes?

[CARMEN] Yes.

[AMANI] And secondly, you'd like to have more time for professional development in your field, correct?

[CARMEN] Exactly. If we can map out a path on those two issues, that would be great.

[AMANI] So, the first thing that we're going to do is set aside time for online Mandarin classes.

[AMANI] How does that sound?

[CARMEN] That'd be great!

[AMANI] OK. And the second thing that we're going to do is set aside time out of your work week made for professional development purposes.

[AMANI] Is that okay for you? Is that good.

[CARMEN] Thank you so much, Amani. That would be perfect. I couldn't be happier.

[AMANI] Not a problem. See, I'm making an investment in you.

[AMANI] And I want to make sure that you advance to the next level in your career.

[AMANI] All right? So we're in this together, and I know that we can get it done.

[CARMEN] Thank you so much.

[AMANI] You're very welcome.

role 角色
 mentor 导师
 advance 增进
 language proficiency 语言能力
 professional development 职业发展
 map out a path 绘制出路径
 next level 下一个级别
 career 职业

表达辅导的词组搭配	
词组搭配是一些常常一起使用的单词。这是一些和辅导相关的词组搭配。	
The company is very focused on professional development.	这个公司很注重职业发展。
My role as a mentor is to help you reach your potential.	作为导师我的职责是帮助你发掘你的潜能。
We need to map out a path to advance your career.	我们需要来规划一下你的职业发展路径。
One area to work on is language proficiency.	需要改善的一个方面是语言能力。
We can tailor the training to meet your needs.	我们可以量身定制培训内容来满足你的需求。

Select the correct words to complete the collocations.

My role (as / on / to) a manager is to help the team succeed.

I'll do everything I can to help you (reach / map / allow) your potential.

We need to (map / advance / reach) out a path with specific steps.

These are steps you can take to (advance / allow / mentor) your career.

Language (proficiency / potential / professional) could make a big difference.

We're going to (tailor / mentor / reach) the training to meet your needs.

As a team, we take (professional / potential / proficiency) development seriously.

Truth: as; reach; map; advance; proficiency; tailor; professional

找出有提升空间的方面。	
制定培训计划的时候要做的第一件事是找出某人需要提高的方面。使用像这样的表达方式：	
We need to identify areas where there is room for improvement.	我们需要找出有提升空间的方面。
A: Is there anything you're struggling with?	有什么事是你做起来比较困难的呢？
B: I'm having a lot of problems meeting my deadlines.	我很难赶上最后的期限。
A: What is an area where you think there's room for improvement?	你认为有提升空间的一个方面是什么？
B: My proficiency in the language is less than I'd like.	我的语言能力不如我想的好。
A: My role is to support you. Where do you think you could use some help?	我的角色是支持你。哪些方面你认为你需要一些帮助呢？
B: I could use some help figuring out a better way to manage my time.	我需要一些帮助来找到一个更好的方法来管理我的时间。

制定一个行动计划	
一旦你已经找出需要提高的方面，你可以制定一个行动计划。	
What are our next steps?	我们的下几步是什么？
It seems as if you have three areas to work on.	看起来你有三个方面要提高。
Initially, let's focus on your language needs.	首先，让我们来着重看一下你的语言需求。
We'll often be working side by side.	我们将会常常一起并肩工作。
We should have weekly check-ins.	我们应该每周有检查。

Select the correct words.

That's an area where there's (room / check / side) for improvement.

He's (struggling / checking / figuring) with managing his time.

We've (identified / managed / focused) two areas to work on.

Initially, let's (focus / identify / mentor) on your time management.

We will be working (side / stand / step) by side.

How often do you and your mentor check (in / out / on) ?

Truth: room; struggling; identified; focus; side; in

Describing leadership qualities

Let's study some language to describe leadership qualities.

Watch the video and study the language. <https://cns2.ef-cdn.com/Juno/15/59/2/v/15592/10.6Scene 2.mp4>

[STUART] The days of hierarchical, autocratic companies is long gone.
[STUART] No, leaders can no longer be just, I don't know, charismatic, and have drive.
[STUART] Today's leaders - they need people skills; they need empathy. Empathy, in a way that they need to be able to put themselves in other people's shoes.
[STUART] They need to understand what people want and how they feel.
[STUART] You know, a, a leader has to create an environment where a large number of people can communicate with each other, openly, to work efficiently and effectively, together, towards a common goal.
[STUART] Elizabeth is none of the things of which I speak.
[STUART] Elizabeth is a throwback. She's an anachronism.
[STUART] In fact, when she goes to Shanghai, I will keep her in the loop, but only to a certain extent.
[STUART] But I'll say this about her:
[STUART] Elizabeth, for everything that she was, did teach me something.
[STUART] Elizabeth taught me that you should never underestimate your enemy.
[STUART] I never have and I never will underestimate Elizabeth.
[STUART] The problem with her was she was deceptive.
[STUART] Once you have someone who won't play by the rules, well, then you have no platform for a business.
[STUART] What goes around comes around.
[STUART] Yeah.

hierarchical 等级制度的
autocratic 专制的
charismatic 魅力超凡的
drive 动力
people skills 人际交往能力
empathy 同理心
throwback 老土
anachronism 年代错误
underestimate 低估
deceptive 欺诈的, 迷惑的, 虚伪的

领导才能的词汇	
许多名词的形容词形式以 -ic 结尾。请看以下各例：	
autocrat – autocratic	独裁者 - 独裁的
empathy – empathetic	同感能力 - 感同身受的
charisma – charismatic	领导魅力 - 有魅力的
anachronism – anachronistic	过时 - 过时的
名词的形容词形式有多种不同的结尾：	
hierarchy – hierarchical	等级制度 - 等级制度的
drive – driven	驱动 - 被迫的
deception – deceptive	欺骗 - 骗人的
skill – skilled	技能 - 有技术的，熟练的

以下还有一些谈论领导才能的词汇：	
She has great people skills. People like her and want to work for her.	她擅长人际交往。人人都喜欢她，希望为她效力。
He's a throwback; his ideas are so out of date and old-fashioned!	他是个老古董，想法过时而守旧！
You should never underestimate your competitors.	你永远都不该低估你的对手。

Select the correct words.

She's really old-fashioned, a bit of a (throwback / hierarchy / deception) .

Don't (drive / underestimate / empathize) him. He's a very skilled manager.

He lacks (autocrat / empathy / hierarchy) . He just doesn't care about people.

He's not always honest. In fact, sometimes he's (deceptive / skilled / driven) .

She has a lot of (hierarchy / charisma / deception) and great people skills.

The system is (empathetic / hierarchical / charismatic) , anachronistic and old-fashioned.

Truth: throwback; underestimate; empathy; deceptive; charisma; hierarchical

含有动词 '-ing' 形式的短语	
你可以使用含有动词 -ing 形式的短语补充句子信息。这些短语类似 who 、 that 和 which 等词引导的定语从句，但更短。请看下例：	
The leaders meeting in New York signed an economic agreement.	那些在纽约参加会议的领导人签署了一项经济条约。
如果是定语从句，句子则会类似：	
The leaders who were meeting in New York signed an economic agreement.	那些在纽约参加会议的领导人签署了一项经济条约。
含有动词 -ing 形式的短语可以明确我们正在谈论的事物。在本例中，我们说的不仅仅是领导者，而是希望成为行之有效的领导者。	
Leaders wanting to be effective should be empathetic.	希望成为行之有效的领导者应该设身处地为人着想。

Listen to the audio. Move the text to the correct gaps.

The man (presenting) talked about the qualities necessary to be an effective leader.

(Being) an effective leader means being different things at different times.

For example, a leader (trying) to communicate with people needs to be empathetic.

A leader (dealing) with an emergency needs to be a little more autocratic.

It isn't always easy (doing) the right thing, but it pays off in the end.

Leaders going behind people's backs and (being) deceptive will be less successful in the long term.

<p>详细阐述一种观点</p>	
<p>人们常常会 elaborate（详细阐述）一种观点，确保为人所理解。一种方法是改述。在该视频中，Stuart 表示，领导需要empathy，然后用不同的方式重新解释了同感能力的意义。</p>	
<p>Today's leaders – they need people skills; they need empathy. Empathy, in away that they need to be able to put themselves in other people's shoes. They need to understand what people want and how they feel.</p>	<p>如今的领导 - 他们需要人际交往能力，需要同感能力。所谓同感，是指他们需要能够设身处地为他人着想。他们需要理解人们想要的东西及其感受。</p>
<p>另一种详细阐述的方法是举例。Stuart 谈到了一种人们可以彼此交流的环境，之后举例说明。</p>	
<p>A leader has to create an environment where a large number of people can communicate with each other, openly, to work efficiently and effectively together, toward a common goal.</p>	<p>一位领导必须营造一种大部分人可以开诚布公地彼此交流的环境，讨论如何高效而有效地协作，实现共同的目标。</p>
<p>重复信息也是一种详细阐述的方法。Stuart 谈及 Elizabeth 时使用的此种方法。注意下面他如何重复 underestimate 一词的。</p>	
<p>Elizabeth taught me that you should never underestimate your enemy. I never have and I never will underestimate Elizabeth.</p>	<p>Elizabeth 教导我永远都不要低估自己的对手。我从来没有，将来也不会低估 Elizabeth。</p>
<p>同时他还使用了同义词 throwback 和 anachronism 来强调自己的看法。</p>	
<p>Elizabeth is a throwback. She's an anachronism.</p>	<p>Elizabeth 是个老古董，她是个不合时宜的人。</p>

Describing a leader you admire

Let's learn how to describe a leader you admire.

领导素质	
我们仰慕好的和优秀的领导者所拥有的素质。学习一些帮助你谈论领导素质的词汇。	
He is a just man. He has a keen sense of fairness.	他是一个公平的人。他有强烈的公平感。
She's a powerful woman, but she's still very approachable.	她是一个强势的女人，可是她仍然是容易接近的。
He was a true visionary, way ahead of his time.	他是一个真正的梦想家，超前于他的时代一大截。
She's not afraid of any challenge. She's fearless.	她不怕任何的挑战。她是无畏的。
He's a truly ethical and moral man. He always tries to do the right thing.	他是一个真正的有道德的和正派的人。他总是试图做正确的事。
The story of her life is inspiring.	她的生活的故事很鼓舞人心。
He was a brilliant man but never thought he was better than others.	他是一个才华横溢的人但是从不觉得他比别人强。

Select the correct words.

He is a (just / brilliant / fearless) – that is to say, a fair – man.

She has an incredible mind. She's (brilliant / moral / fair) .

My boss says, 'My door is always open.' He's very (approachable / visionary / fearless) .

She saw the opportunity before anyone. She's a (visionary / fearless / moral) .

She's very (moral / approachable / fearless) . She believes in kindness and honesty.

He's (an **inspiring** / a just / a moral) boss. He makes us feel anything is possible.

I've never seen her run from a challenge. She's (fearless / approachable / fair) .

Truth: just; brilliant; approachable; visionary; moral; an; inspiring; fearless

Note: The opinions expressed by the speaker(s) are not necessarily those of EF.

Watch the video and study the language. https://cns2.ef-cdn.com/Juno/14/88/81/v/148881/GE_12.3.3.mp4

[MAN] I think to, to, select one individual as, as the, uh, businessman that I most highly respect,

[MAN] uh, actually is a pretty easy decision for me. Uh, that man would be Gene Cartledge,

[MAN] who was a former CEO of Union Camp Corporation before it was, um, swallowed up by International Paper.

[MAN] Gene set a precedent that a lot of his underlings followed, in that he was very good about speaking with people who were considerably below his rank on the, on the executive ladder, including me,

[MAN] and also carried right down into people who worked on the paper machines.

[MAN] Uh, I don't think there was anybody worked at Union Camp, especially in Savannah, that didn't know Gene Cartledge quite well.

[MAN] And he retired. He, he also attended a meeting, every annual, every annual meeting that we had with the managers of the box plants for Union Camp.

[MAN] And that was attended by the, by the box plant managers around the United States and, and a couple of, from foreign countries as well.

a former CEO 前CEO

considerably below his rank 远低于他的等级

carried right down 自上而下地执行

people who worked on the paper machines 操作过造纸机的人

annual meeting 年度会议

the managers of the box plants 纸盒厂经理

谈论公司的等级制度	
Horizontal 或 flat 公司没有严格分明的等级制度。管理层与非管理层员工，甚至定期与客户合作共事。 Vertical 或 tall 类型的公司通常等级分明， CEO 处于最上层，发号施令，传达至最底层。这种架构通常称为 top-down 。	
The CEO's order carried down through all levels of the company.	首席执行官的命令自上而上传达至公司的每一个阶层。
Our company is organized vertically, and it's quite difficult to climb the executive ladder.	我们的公司采用垂直型架构，要升到管理层相当困难。
Horizontal management has people of all positions working together.	水平化管理让所有职位不同的人合作共事。

公司内部的最高管理职位有时被称为 C-level ，这些职位的首字母都是 C ，其中包括 CEO 、 COO 、 CFO 和 CTO 。	
The CEO will address the board of directors next week.	首席执行官下周将在董事会上发言。
在谈论他人的工作级别时，我们可以谈及他们职责方面的信息。	
As HR manager, she is in charge of all hiring.	身为人力资源经理，她负责所有的招聘事宜。
The CTO is responsible for 15 engineers.	那位首席技术官负责 15 位工程师。
He's head of the accounting department.	他是财会部门的主管。
All department directors report to the CEO.	所有部门主管向首席执行官汇报工作。

Watch the video and study the language. https://cns2.ef-cdn.com/Juno/19/25/61/v/192561/MOB_12.3.3.3.1.mp4

[MICHAEL] OK. Calvin is held in the highest esteem by everyone.

[MICHAEL] I have the greatest regard for...

[MICHAEL] I have the greatest regard for his ability to be both ethical and fearless.

[MICHAEL] I have the greatest regard for his ability to be both ethical and fearless.

[MICHAEL] His brilliant ideas helped to shape others' creativity.

[MICHAEL] All right. I think this speech is gonna go really well.

[MICHAEL] We are full of admiration for the visionary leader he has been for us.

[MICHAEL] There's no doubt in my mind that he has inspired each and every one of us in one way or another.

[MICHAEL] In closing, I have nothing but respect for Calvin, and he will be greatly, greatly missed.

held in the highest esteem 受到最高的推崇

have the greatest regard for 对...有极大的尊敬

full of admiration for 对...充满敬佩

have nothing but respect for 对...只有尊重

表达敬佩	
如果你 admire 某人，表示你尊敬尊重他。表达敬佩的方法有很多。注意， respect 的动词和名词形式相同。	
I have nothing but respect for the entire team.	我完全是佩服整个团队。
All of the directors respect the decision of the CEO.	所有主管都尊敬首席执行官的决定。
We are full of admiration for all he has accomplished.	我们对他取得的成就满怀敬佩。
He is held in high esteem by all his colleagues.	他深受同事敬重。
I have the greatest regard for everything she has achieved.	对她取得的一切成就，我都深感敬佩。
He is in awe of his manager's abilities.	他无比敬佩他的经理的才能。

Developing leadership qualities

You'll write a short text on how to develop leadership qualities.

更多领导才能的词汇

在下一活动中，你将观看一段 **Forbes Media** 董事长兼主编 **Steve Forbes** 在 **Hult School of Business** 发表的关于 **leadership** 的演讲。

自己做好听的准备

在听 Forbes 演讲的同时，思考以下问题：

一位成功的领导人具有哪些特点？

我们该如何做好应对突发状况的准备？

Note: The opinions expressed by the speaker(s) are not necessarily those of EF.

Watch the video and study the language. https://cns2.ef-cdn.com/Juno/14/88/82/v/148882/GE_12.3.4.mp4

[MUKUL KUMAR] Tonight is going to focus on the second part of the, the experience part, and that's the part where we bring the experience of leaders to come in,

[MUKUL KUMAR] to inspire us and to teach us.

[MUKUL KUMAR] It's a pleasure and a privilege to welcome Steve Forbes.

[STEVE FORBES] Thank you.

[STEVE FORBES] In terms of, uh, leadership itself, while times and circumstances change, human nature does not change.

[STEVE FORBES] The essence of leadership, the characteristics that make for success and failure, or success leading you into failure

[STEVE FORBES] – those characteristics do not change.

[STEVE FORBES] What makes a successful leader – persuading others, sharing a vision,

[STEVE FORBES] uh, sharing hardship, earning trust – those things remain the same. My one lesson I'll give you today, on facts about today:

[STEVE FORBES] The world, especially now, needs a global currency, stability, standard measure of value.

[STEVE FORBES] If you ever find yourself in an airplane, you want a little bit of elbow room, start talking to your seatmates about monetary policy.

[STEVE FORBES] You'll, you'll, you'll, you'll have all the room you want.

[STEVE FORBES] One of the things you should learn here at Hult, and other experiences, is having that agility of mind and knowing inside

[STEVE FORBES] you're gonna be hit with situations for which there is no playbook.

[STEVE FORBES] You obviously are, uh, real adapters on technology. You, iPad you came along, you embraced it. One of the things I like is that you do it in one year.

[STEVE FORBES] Hult is not your traditional school in that sense.

[STEVE FORBES] That's leadership: not going with the flow, but realizing sometimes you have to try to change the flow.

leadership 领导, 领导力
human nature 人性
characteristics 特点
persuading others 劝说他人
sharing a vision 分享愿景
sharing hardship 共渡患难
earning trust 争取信任
global currency 全球货币
stability 稳定
monetary policy 货币政策

词组：领导才能	
词组是指两个或两个以上经常搭配在一起的词。	
Stability is hard to achieve because circumstances change.	环境变了，所以很难实现稳定。
Successful leadership includes persuading others and earning trust.	成功的领导才能包括说服他人和赢得信任。
Good leadership includes both sharing a vision and sharing hardship.	优秀的领导能力不仅包括分享梦想，也包括共担患难。
Human nature doesn't change with circumstances.	人性不会随着环境改变。（江山易改，本性难移。）
Mental agility will help prepare you for the unexpected.	敏捷的思维将有助于你做好应对突发状况的准备。
以下短语可用于谈论货币问题：	
Forbes believes that a global currency is important for stability.	Forbes 认为，全球通用货币对维持稳定非常重要。
Monetary policy has to do with controlling the supply of money.	货币政策与控制货币供应有关。

复习：反身代词	
行为发起与行为接受的人或物相同时，使用反身代词。在代词后添加后缀 -self 或 -selves 即可构成反身代词。	
He persuaded himself to trust them.	他说服自己信任他们。
The leaders convinced themselves of the need for stronger monetary policy.	各国领导人说服自己有必要推行更加强硬的货币政策。
你可以使用反身代词加强语气。注意，在这些例子中，反身代词直接位于代词之前或之后。	
She herself brought stability to the company.	她独力让公司稳定下来。
Myself – I don't believe in sharing hardship.	我自己 - 我不相信患难与共。
注：如果去掉反身代词，句子意义并不改变，但失去了强调的语气。	

要强调某事由人单独或没借助他人力量完成，使用反身代词搭配介词 by。	
Were you able to do it by yourself?	你自己一个人能行吗？
She was able to persuade the others by herself.	她独自一个人说服了其他人。

Complete the sentences with the correct reflexive pronouns.

Move the text to the correct gaps.

She (herself) led the team.

You (yourself) know that it won't work.

The company set the precedent by (itself) .

They went to the conference by (themselves) .

We deceived (ourselves) that it could be done.

I negotiated the deal by (myself) .

Note: The opinions expressed by the speaker(s) are not necessarily those of EF.

Watch the video and study the language. https://cns2.ef-cdn.com/Juno/14/88/82/v/148882/GE_12.3.4.mp4

[MUKUL KUMAR] Tonight is going to focus on the second part of the, the experience part, and that's the part where we bring the experience of leaders to come in,

[MUKUL KUMAR] to inspire us and to teach us.

[MUKUL KUMAR] It's a pleasure and a privilege to welcome Steve Forbes.

[STEVE FORBES] Thank you.

[STEVE FORBES] In terms of, uh, leadership itself, while times and circumstances change, human nature does not change.

[STEVE FORBES] The essence of leadership, the characteristics that make for success and failure, or success leading you into failure

[STEVE FORBES] – those characteristics do not change.

[STEVE FORBES] What makes a successful leader – persuading others, sharing a vision,

[STEVE FORBES] uh, sharing hardship, earning trust – those things remain the same. My one lesson I'll give you today, on facts about today:

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In terms of leadership itself ... 就领导力自身来讲.....

The essence of leadership ... 领导力的核心.....

What makes a successful leader ... 成功的领导者是.....

My one lesson I'll give you today. 我今天要给你上一堂课。

One of the things you should learn ... 有件事你要学.....

One of the things I like is ... 我喜欢的一件事是.....

集中一点	
如果要强调某事，或是让听众或读者产生期待，集中一点是不错的策略。一种办法是使用类似表达，将听众的注意力集中到话题上：	
In terms of change, good leaders know that circumstances change, but humannature does not.	就改变而言，优秀的领导人懂得环境会变，但人性不会变。
Concerning corporate hierarchy, there are two basic models.	就公司等级制度而言，有两种基本的形式。
With regard to leadership characteristics, decisiveness is among the mostimportant.	就领导特质而言，果断是其中最重要的一点。
Regarding failure, it is not something to be feared.	就失败而言，它并不可怕。

用疑问词起句也是一种不错的方法。	
What makes a successful leader is not the same in all circumstances.	环境不同，成功领导人的必备素质也不相同。
How you speak to someone is just as important as what you say.	怎么讲和讲什么一样重要。
此外，使用含有 one 或 one of 的表达也同样有效。	
My one lesson I'll give you today is the need for a global currency.	我今天要给大家讲授的课程是对于全球通用货币的需求。
One of the things you should learn is the importance of honesty.	诚实的重要性是你应该学习的内容之一。

Move the text to the correct gaps.

So, to summarize, in (terms) of successful leadership characteristics, (one thing) is certain: Some things never change. The need to earn people's trust, share your vision and persuade others does not change. With regard to (honesty) , it is probably the most important characteristic. And (one other thing) is mental agility. The ability to deal with unexpected circumstances is sometimes the difference between success and failure. Oh, yes – and (how) you deal with people is just as important as what you say to people.

Read the text and answer the questions.

Developing leadership qualitiesMost human beings are not born with leadership skills. But with honesty, hardwork and commitment, leadership qualities can be developed. A first step is tolook at your strengths and weaknesses. This is not always an easy task. Peoplecan rarely do this entirely by themselves. It's likely you'll need someoutside help to evaluate your skills – for example, some feedback from amanager or a colleague.



Once you've identified your strengths, make a plan of

action to maximize them. If you are good at connecting with an audience and effectively sharing your vision, find ways to make an even stronger connection. More important, recognize your weaknesses and develop a plan to improve those areas. Some of the things you might work on are communicating effectively; creating enthusiasm for and getting people invested in your vision; treating associates and their ideas with respect; and taking responsibility for what you say. All of these things, along with designing a realistic plan to realize your vision, will help you become the most effective leader you can be.