从铁腕到温情：如何让领导力焕发人性光辉？

Aristotle plus generosity: How to soften the hard-boiled leader

Leaders have always been celebrated for the results they deliver. But what result? For many years it was single-focused. In the business world — shareholder returns; in the government — growth; in the non-profit space — funds raised.

What were the actions and traits called out that delivered those results? Being #1, 2 or 3 in your sector. High-quality product or services, absolutely meeting customer’s needs. Highly efficient operations. But also, cutthroat focus on delivering that efficiency. Staffing an organization that dutifully drove to the desired results. (How many white shirts and dark blue suits did one see on the streets of our major business centers?) A leadership-centric, almost selfish, behavior from the boss.

The often-cited heroes of business drove the numbers, led from the top, built command-and-control organizations, let metrics and statistics drive nearly all decisions, made tough calls with a single-lens — dollar profit. An almost impersonal cutthroat “tough leader” somewhere along the way became synonymous with effective and “great”. Aspiring leaders sought to build themselves in his image.

There were, of course, many great leaders across time, those who were deeply admired and respected for taking a broad view of their mandate. Focused on the numbers, but also cared deeply for their people, and were concerned about their company’s impact on the community. They existed, but this type of generous leader, who saw “their people” as humans, who led with care and compassion, who put their heart in the front of their leadership, were rarely visible. More to the point, this broad view of leadership was not in fashion, received less attention and accolades, and as a result was not considered a model for success.

I want to be very clear I am not defining the generous leader as one who offers their employees an incredible pay package. As I have said, this kind of generosity is not about remuneration.

Generous is defined in today’s Merriam Webster as: giving or sharing in abundance and without hesitation. I cannot emphasize enough the importance of giving without thought of benefit to oneself, and doing it with the reflexivity it requires, which is how I interpret this definition. It also calls to mind the lately overused word “authentic,” and I do believe that the essence of the giver must be completely authentic in order for these acts to be interpreted as intended, as truly generous.

As is often attributed to Aristotle, “We are what we repeatedly do. Excellence then, is not an act but a habit.”

1.Aristotle /'æristɔtl/

亚里士多德

【背景知识】

亚里士多德（Aristotle，公元前384～前322），古代先哲，古希腊人，世界古代史上伟大的哲学家、科学家和教育家之一，堪称希腊哲学的集大成者。他是柏拉图的学生，亚历山大的老师。

2.generosity /ˌdʒenəˈrɒsəti/

n. 慷慨；大方；宽宏大量

【释】the fact of being generous (= willing to give sb money, gifts, time or kindness freely)

【例】He treated them with generosity and thoughtfulness. 他待他们宽容大度、体贴周到。

3.hard-boiled /ˈhɑ:dˈbɔild/

adj.

1）不动感情的；不流露情感的

【释】not showing much emotion

【例】She’s hard-boiled, tough, and funny. 她冷峻、坚韧而风趣。

2）（蛋）煮硬的

【释】boiled until the inside is hard

【反义】soft-boiled adj.（蛋）煮得嫰的

4.trait /treɪt/

n.（人的个性的）特征，特性，特点

【释】a particular quality in your personality

【例】The study found that some alcoholics had clear personality traits showing up early in childhood. 这项研究发现一些酗酒者早在孩童时就表现出明显的个性特征。

5.cutthroat /'kʌt.θrəʊt/

adj. 残酷的；剧烈的

【释】fierce and intense; involving the use of ruthless measures

【例】It’s a cutthroat world. 这是一个弱肉强食的世界。

6.command-and-control

n. 指挥与控制

【释】the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission

【例】So, rather than command and control, leadership has to negotiate and steer. 因此，领导层必须进行磋商和指导，而不只是发布命令和进行控制。

7.metrics /'metrɪks/

n. (pl.) 显示企业、学校、计算机系统等运营情况的数据指标

【释】a set of numbers or statistics used for measuring something, especially results that show how well a business, school, computer program, etc. is doing

【例】Companies are scored on key financial metrics. 公司的评分取决于关键的财务指标。

8.single-lens /'sɪŋɡll'enz/

n. 通过（透过）单一视角（的）

【释】you can use the word single-lens for how you see things

【例】Of course, such issues are likely to be complex and thus are typically not amenable to being studied using a single lens or perspective. 当然，这些问题有可能会变得很复杂，因此不太适合使用单独的镜头或视角进行研究。

9.impersonal /ɪmˈpɜːsənl/

adj.

1）缺乏人情味的；冷淡的

【释】lacking friendly human feelings or atmosphere; making you feel unimportant

【例】Business letters need not be formal and impersonal. 商业信函不一定就得刻板而缺乏人情味。

2）非指个人的；客观的

【释】not referring to any particular person

【例】Let’s keep the criticism general and impersonal. 让我们作泛泛的批评，不要针对个人。

3）无人称的，非人称的

【释】An impersonal verb or sentence has “it” or “there” as the subject.

10.become/be synonymous with ...

与……同义：表示某个词或短语与另一个词或短语具有相同或非常相似的含义

【释】having the same meaning

【例】Paris has always been synonymous with elegance, luxury and style. 巴黎与优雅、华贵和时尚一直是密不可分的。

11.mandate /ˈmændeɪt/

n.

1）委托书；授权令

【释】an official order given to sb to perform a particular task

【例】The bank had no mandate to honour the cheque. 银行没有得到指令来承兑这张支票。

2）（政府的）任期

【释】the period of time for which a government is given power

【例】The presidential mandate is limited to two terms of four years each. 总统的任期不得超过两届，每届四年。

3）（政府或组织等经选举而获得的）授权

【释】the authority to do sth, given to a government or other organization by the people who vote for it in an election

【例】The election victory gave the party a clear mandate to continue its programme of reform. 选举获胜使得这个政党拥有了明确的继续推行改革的权力。

12.compassion /kəmˈpæʃn/

n. 同情；怜悯

【释】a strong feeling of sympathy for people who are suffering and a desire to help them

【例】Elderly people need time and compassion from their physicians. 老年人需要医生的时间和同情心。

13.in fashion

流行的；时髦的：指衣服被很多人穿着，或某种类型的事物、行为方式等受到很多人的喜爱。

【释】popular and considered to be attractive at the time in question

【例】Jeans are still in fashion. 牛仔裤仍然流行。

【反义】out of fashion 不流行了；过时了

14.accolade /ˈækəleɪd/

n. 赞扬；表扬；奖励；奖赏；荣誉

【释】If someone is given an accolade, something is done or said about them which shows how much people admire them.

【例】He won accolades as one of America’s top test pilots. 他作为美国顶级试飞员之一赢得了众多荣誉。

15.pay package

薪酬福利：雇主向雇员提供的薪资和其他福利

【释】the salary and other benefits (= advantages) such as health insurance or a car that an employer offers to an employee

【例】And the plunge in BP’s share price has wiped out the equity-related part of his pay package as CEO — a significant punishment. 并且，由于英石油股价暴跌，其作为CEO薪金中与股票挂钩的部分化为乌有。这已是很严重的惩罚。

16.remuneration /rɪˌmjuːnəˈreɪʃn/

n. 酬金；薪水；报酬

【释】an amount of money that is paid to sb for the work they have done

【例】the continuing marked increases in the remuneration of the company’s directors 公司主管们薪酬的持续显著增加

17.reflexivity /rɪflek'sɪvɪtɪ/

n. 内省

【释】the fact of someone being able to examine their own feelings, reactions, and how these influence what they do or think in a situation

【例】I had in that time developed a degree of reflexivity unusual for a teenager. 在那个时候，我已经发展出一种青少年不常见的内省性。

18.authentic /ɔːˈθentɪk/

adj. 真实的；真诚的

【释】An authentic person, object, or emotion is genuine.

【例】She has authentic charm whereas most people simply have nice manners. 她有真正的魅力，而大多数人只是有礼貌而已。

19.essence /ˈesns/

n.

1）本质；实质；精髓

【释】~ (of sth) the most important quality or feature of sth, that makes it what it is

【例】His paintings capture the essence of France. 他的画描绘出法国的神韵。

2）香精；精油

【释】a liquid taken from a plant, etc. that contains its smell and taste in a very strong form

【例】essence of rosewood 黄檀木香精

20.attribute /əˈtrɪbjuːt/

v.

1）认为是……所为（或说、写、作）

【释】~ sth (to sb) to say or believe that sb is responsible for doing sth, especially for saying, writing or painting sth

【例】This play is usually attributed to Shakespeare. 人们通常认为这出戏剧是莎士比亚所写。

2）把……归因于；认为……是由于

【释】~ sth to sth to say or believe that sth is the result of a particular thing

【例】She attributes her success to hard work and a little luck. 她认为她的成功来自勤劳和一点运气。

n. 属性；性质；特征

【释】a quality or feature of sb/sth

【例】Patience is one of the most important attributes in a teacher. 耐心是教师最重要的品质之一。