

2. Use the 5-Step Process to Get What You Want Out of Life

5个步骤让你获得想要的生活

It seems to me that the personal evolutionary process—the looping I described in the last chapter—takes place in five distinct steps. If you can do those five things well, you will almost certainly be successful. Here they are in a nutshell:

在我看来个人的进化过程——我在上一章描述那个循环——需要5个步骤才能实现。假如你能将这五个步骤都做的很好，那么你几乎一定能够成功。五步骤简而言之如下：

1. Have clear goals.
 2. Identify and don't tolerate the problems that stand in the way of your achieving those goals.
 3. Accurately diagnose the problems to get at their root causes.
 4. Design plans that will get you around them.
 5. Do what's necessary to push these designs through to results.
1. 拥有清晰的目标。
 2. 识别问题且对于阻碍你达成目标的问题绝不容忍。
 3. 精确诊断导致该问题的根本原因。
 4. 设计应对这些问题的方案。
 5. 做必要的事情完成计划实现结果。

Together, these five steps make up a loop, like the one on the facing page. Let's look at this process more granularly.

这五个步骤共同形成了一个循环，就像印在首页上的那个。让我们来更精细的看一下这个过程。

First you have to pick what you are going after—your goals. Your choice of goals will determine your direction. As you move toward them, you will encounter problems. Some of those problems will bring you up against your own weaknesses. How you react to the pain that causes is up to you. If you want to reach your goals, you must be calm and analytical so that you can accurately diagnose your problems, design a plan that will get you around them, and do what's necessary to push through to results. Then you will look at the new results you achieve and go through the process again. To evolve quickly, you will have to do this fast and continuously, setting your goals successively higher.

首先你必须选择你要追求的目标。你选择的目标将决定你的方向。当你朝着目标前进时，你会遇到很多问题。其中一些问题将带着你面对自己的弱点。对于由此产生的痛苦，作何反应，这取决于你自己。如果你想达成目标，你必须保持冷静且思路清晰，以便你能精确诊断问题，设计方案应对问题，然后做必要的事情完成计划实现结果。这些你必须快速且持续的去，同时不断的设定更高的目标，以实现快速进化。

You will need to do all five steps well to be successful and you must do them one at a time and in order. For example, when setting goals, just set goals. Don't think about how you will achieve them or what you will do if something goes wrong. When you are diagnosing problems, don't think about how you will solve them—just diagnose them. Blurring the steps leads to suboptimal outcomes because it interferes with uncovering the true problems. The process is iterative: Doing each step thoroughly will provide you with the information you need to move on to the next step and do it well.

你需要将这五步都做好才能获得成功，一次只能做一步，且必须按顺序去做。例如，当设定目标时，只设定目标。不要去想如何实现它们也不要去想过程中如果出现问题怎么办。当你在诊断问题，不要去想你要怎么解决它们——只是诊断问题。做这些步骤时模糊不清会导致结果不佳，因为未覆盖到的真正的问题会妨碍你实现目标。这个过程时不断迭代的：彻底完成每一步，将为你继续做以及做好下一步提供所需信息。

It is essential that you approach this process in a clearheaded, rational way, looking down on yourself from a higher level and being ruthlessly honest. If your emotions are getting the better of you, step back and take time out until you can reflect clearly. If necessary, seek guidance from calm, thoughtful people.

在这个过程中至关重要的是头脑清晰，保持理性，从更高的维度俯视自己且极端的坦诚。如果你的情绪战胜了你的理智，退一步，花些时间走出来直到你能清晰的深度思考。如果必要，找情绪稳定思维缜密的人来指导你。

To help you stay centered and effective, pretend that your life is a martial art or a game, the object of which is to get around a challenge and reach a goal. Once you accept its rules, you'll get used to the discomfort that comes with the constant frustration. You will never handle everything perfectly: Mistakes are inevitable and it's important to recognize and accept this fact of life. The good news is that every mistake you make can teach you something, so there's no end to learning. You'll soon realize that excuses like "that's not easy" or "it doesn't seem fair" or even "I can't do that" are of no value and that it pays to push through.

为帮你保持身心平衡和有战斗力，假装你的生活是一场武术或一个游戏，目的就是应对挑战达成目标。一旦你接受了这个游戏规则，你将习惯不断受挫带来的不适感。你永远也不能将每件事情都做到完美：犯错是不可避免的，重要的是要承认和接受这个事实。好消息是你犯的每个错误都会教给你一些东西，所以学无止境。你将很快会意识到诸如“这不容易”或“这看起来不公平”，甚至“我做不了这个”是没有价值的，因为这些就是达成目标需要付出的代价。

So what if you don't have all the skills you need to succeed? Don't worry about it because that's true for everyone. You just have to know when they are needed and where you can go to get them. With practice, you will eventually play this game with a calm unstoppable centeredness in the face of adversity. Your ability

to get what you want will thrill you.

那么如果你不具备成功需要的所有技能，怎么办呢？不用担心，因为这对所有人都是如此。你只需要知道这些技能你什么时候是需要的，你可以去哪里得到它们。随着不断练习，你最终会平静地玩这个游戏，面对逆境也不会身心失衡。有能力得到你想要的东西，这会让你兴奋不已。

Now let's look at how to approach each of the five steps.

现在让我们看看如何处理五个步骤中的每个步骤。

2.1 Have clear goals.

2.1有明确的目标

a. Prioritize: While you can have virtually anything you want, you can't have everything you want. Life is like a giant smorgasbord with more delicious alternatives than you can ever hope to taste. Choosing a goal often means rejecting some things you want in order to get other things that you want or need even more. Some people fail at this point, before they've even started. Afraid to reject a good alternative for a better one, they try to pursue too many goals at once, achieving few or none of them. Don't get discouraged and don't let yourself be paralyzed by all the choices. You can have much more than what you need to be happy. Make your choice and get on with it.

a.优先级：虽然你几乎可以拥有任何你想要的东西，但你不能拥有所有你想要的。生活就像一个巨大的自助餐，美味的选择多到超出你的期待。选择目标经常意味着要拒绝一些你想要的东西，以获得你最想要的或者最需要的。从这一点来说，一些人还没开始就失败了。因为害怕拒绝一个好的选择来获得更好的选择，他们一次追求太多目标，导致他们收获甚微甚至一无所获。不要气馁，也不要让自己在众多选择中丧失行动力。你可以拥有比你需要的更多的快乐。做出你的选择并得到它。

b. Don't confuse goals with desires. A proper goal is something that you really need to achieve. Desires are things that you want that can prevent you from reaching your goals. Typically, desires are first-order consequences. For example, your goal might be physical fitness, while your desire is to eat good-tasting but unhealthy food. Don't get me wrong, if you want to be a couch potato, that's fine with me. You can pursue whatever goals you want. But if you don't want to be a couch potato, then you better not open that bag of chips.

不要将目标与欲望混为一谈。一个正确的目标是那个你真正需要实现的东西。欲望是那些你想要的，但会阻止你达成目标的东西。欲望，通常是一级结果。例如，你的目标可能是身体健康，而你的欲望是吃美味但不健康的食物。不要误会我，如果你想成为一个沙发马铃薯（注：整日躺在沙发上看电视的懒鬼），没问题。你可以追求你想要的任何目标。但是，如果你不想成为沙发马铃薯，那么你最好不要打开那包薯片。

c. Decide what you really want in life by reconciling your goals and your desires. Take passion, for example. Without passion, life would be dull; you wouldn't want to live without it. But what's key is what you do with your passion. Do you let it consume you and drive you to irrational acts, or do you harness it to motivate and drive you while you pursue your real goals? What will ultimately fulfill you are things that feel right at both levels, as both desires and goals.

通过将你的目标和渴望保持一致来决定你生活中真正想要什么。以激情为例。没有激情，生活将是乏味的；您不想生活里没有激情。但是关键是你用你的激情做什么。你让它消耗你，驱使你去做不合理的行为，还是你利用它来激励和驱动你去追求真正的目标？那些最终让你有自我实现感的，都既是你的目标又是你的内在渴望。

d. Don't mistake the trappings of success for success itself. Achievement orientation is important, but people who obsess over a \$1,200 pair of shoes or a fancy car are very rarely happy because they don't know what it is that they really want and hence what will satisfy them.

不要把成功的外表误认为成功本身。成就导向很重要，但是那些痴迷于超过1200美元鞋子或者奢华的汽车的人很少能够幸福，因为他们不知道他们真正想要的真正满足他们的是什么。

e. Never rule out a goal because you think it's unattainable. Be audacious. There is always a best possible path. Your job is to find it and have the courage to follow it. What you think is attainable is just a function of what you know at the moment. Once you start your pursuit you will learn a lot, especially if you triangulate with others; paths you never saw before will emerge. Of course there are some impossibilities or near-impossibilities, such as playing center on a professional basketball team if you're short, or running a four-minute mile at age seventy.

永远不要因为你认为一个目标高不可攀就将它排除在外。大胆一些。总是有一个最好的途径。你要做的是找到它，并勇于追随它。你认为可以实现的只是你此刻知道的。一旦你开始追求，你会学到很多，尤其是如果你与别人合作，你之前从未看到的路径将会出现。当然确实有一些不可能或可能性极小的事情，比如如果你很矮却想在职业篮球队上打中锋，或者在70岁时每英里跑到四分钟以内。

f. Remember that great expectations create great capabilities. If you limit your goals to what you know you can achieve, you are setting the bar way too low.

记住，对自己的高期望值会创造出巨大的能力。如果你将自己目标限制在你知道自己能实现的范围内，那你目标设定的就太低了。

g. Almost nothing can stop you from succeeding if you have a) flexibility and b) self-accountability. Flexibility is what allows you to accept what reality (or knowledgeable people) teaches you; self-accountability is essential because if you really believe that failing to achieve a goal is your personal failure, you will see your failing to achieve it as indicative that you haven't been creative or flexible or determined enough to do what it takes. And you will be that much more motivated to find the way.

如果你既有a) 灵活性又有b) 自我担当，那么几乎没有什么可以阻止你成功。拥有灵活性，你就能够接收到现实（或知识丰富的人）教给你的东西。自我担当至关重要是因为如果你真的相信未能实现目标是你的个人失败，那么你会把失败看作在指示你反思自己是做的不够有创意还是不够灵活或者不够有决心。你会更有动力去寻找解决问题的方法。

h. Knowing how to deal well with your setbacks is as important as knowing how to move forward. Sometimes you know that you are going over a waterfall and there is no way to avoid it. Life will throw you such challenges, some of which will seem devastating at the time. In bad times, your goal might be to keep what you have, to minimize your rate of loss, or simply to deal with a loss that is irrevocable. Your mission is to always make the best possible choices, knowing that you will be rewarded if you do.

知道如何处理挫折和知道如何前进同等重要。有时你知道你要穿过瀑布，没有办法避免。生活会给你这样的挑战，其中一些在当时看起来会是毁灭性的。在不顺利的时候，你的目标可能是保持存量，尽量减少损失率，或仅仅是在处理不可挽回的损失。你的任务是永远做可能性最大的选择，并且知道如果你这样做，你会得到回报。

2.2 Identify and don't tolerate problems.

2.2识别并绝不容忍问题

a. View painful problems as potential improvements that are screaming at you. Though it won't feel that way at first, each and every problem you encounter is an opportunity; for that reason, it is essential that you bring them to the surface. Most people don't like to do this, especially if it exposes their own weaknesses or the weaknesses of someone they care about, but successful people know they have to.

把痛苦的问题看作潜在的改进机会在尖叫着提醒你。虽然起初不会有这样的感觉，但你遇到的每一个问题都是一个机会；因此，让它们浮出表面至关重要。大多数人不喜欢这样做，特别是如果这些问题暴露出他们自己的弱点或他们在乎的人的弱点，但是成功人士知道他们必须这样做。

b. Don't avoid confronting problems because they are rooted in harsh realities that are unpleasant to look at. Thinking about problems that are difficult to solve may make you anxious, but not thinking about them (and hence not dealing with them) should make you more anxious still. When a problem stems from your own lack of talent or skill, most people feel shame. Get over it. I cannot emphasize this enough: Acknowledging your weaknesses is not the same as surrendering to them. It's the first step toward overcoming them. The pains you are feeling are "growing pains" that will test your character and reward you as you push through them.

不要因为它们根植在令人不快的严酷现实中，就去回避问题。去想这些难以解决的问题可能会让你焦急，但不去想它们（并因此不去解决它们）应该让你更加焦虑。当一个问题出现源于自己缺乏才能或技巧，大多数人会感到羞耻。克服这种羞耻感。这一点非常重要：承认你的弱点与向它们认输不一样。这是克服它们的第一步。你感觉到的痛苦就是“成长中的痛苦”，在你克服它们的过程中，你会受到考验也将获得奖励。

c. Be specific in identifying your problems. You need to be precise, because different problems have different solutions. If a problem is due to inadequate skill, additional training may be called for; if it arises from an innate weakness, you may need to seek assistance from someone else or change the role you play. In other words, if you're bad at accounting, hire an accountant. If a problem stems from someone else's weaknesses, replace them with someone who is strong where it's needed. That's just the way it is.

具体识别你的问题。你需要做到精确，因为不同的问题有不同的解决方案。如果一个问题是由于你技能不足，你可能需要额外的培训；如果它来自于天生的弱点，您可能需要寻求其他人的帮助改变你在其中的角色。换句话说，如果你在会计方面不擅长，你就要雇用一个会计。如果一个问题源自别人的弱点，你要换更强的人放在需要的地方。这就是成功的方式。

d. Don't mistake a cause of a problem with the real problem. "I can't get enough sleep" is not a problem; it is a potential cause (or perhaps the result) of a problem. To clarify your thinking, try to identify the bad outcome first; e.g., "I am performing poorly in my job." Not sleeping enough may be the cause of that problem, or the cause may be something else—but in order to determine that, you need to know exactly what the problem is.

不要把导致问题产生的某个原因误认为是真正的问题。“我不能得到足够的睡眠”不是问题；这是问题的一个潜在的原因（或者也许是结果）。要使你的思路清晰，你要先尝试找出不好的结果；例如，“我在工作中表现不佳”。睡觉不足可能是这个问题的一个原因，或者原因也可能是别的——但为了明确这些原因，你首先需要知道准确的问题是什么。

e. Distinguish big problems from small ones. You only have so much time and energy; make sure you are investing them in exploring the problems that, if fixed, will yield you the biggest returns. But at the same time, make sure you spend enough time with the small problems to make sure they're not symptoms of larger ones.

把大的问题从小的问题中区分出来。你只有这么多时间和能量；要确保花在探索那些会带给你最大回报的问题上，如果这些问题是确定的话。但同时，要确保你花上足够的时间在小问题，以确保它们不是大问题的症状。

f. Once you identify a problem, don't tolerate it. Tolerating a problem has the same consequences as failing to identify it. Whether you tolerate it because you believe it cannot be solved, because you don't care enough to solve it, or because you can't muster enough of whatever it takes to solve it, if you don't have the will to succeed, then your situation is hopeless. You need to develop a fierce intolerance of badness of any kind, regardless of its severity.

一旦明确问题，绝不能容忍。容忍一个问题和未能识别这个问题会带来一样的后果。容忍这个问题的存在，是因为你相信它是无法解决的，或者因为你对解决它不够在乎，或者因为你无法整合足够的所需的资源来解决它，如果你没有取得成功的意志，那么你的处境是无望的。你需要发展出对任何恶劣的坚决不容忍，不管它有多严重。

2.3 Diagnose problems to get at their root causes.

2.3诊断问题，找出根本原因

a. Focus on the “what is” before deciding “what to do about it.” It is a common mistake to move in a nanosecond from identifying a tough problem to proposing a solution for it. Strategic thinking requires both diagnosis and design. A good diagnosis typically takes between fifteen minutes and an hour, depending on how well it’s done and how complex the issue is. It involves speaking with the relevant people and looking at the evidence together to determine the root causes. Like principles, root causes manifest themselves over and over again in seemingly different situations. Finding them and dealing with them pays dividends again and again.

在决定“做什么”之前，先关注“它是什么”，一个常见的错误是从确定一个棘手的问题秒速转移到为此提出解决方案。战略思考，诊断和设计都需要。良好的诊断通常需要十五分钟到一个小时，取决于它的完成情况以及问题的复杂程度。它涉及到与相关人员的沟通，查看证据来确定根本原因。就像原则一样，根本原因一次次出现在看似不同的情景中。一次次的查找和处理它们会产生效益。

b. Distinguish proximate causes from root causes. Proximate causes are typically the actions (or lack of actions) that lead to problems, so they are described with verbs (I missed the train because I didn’t check the train schedule). Root causes run much deeper and they are typically described with adjectives (I didn’t check the train schedule because I am forgetful). You can only truly solve your problems by removing their root causes, and to do that, you must distinguish the symptoms from the disease.

区分根本原因和直接原因。直接原因通常是导致问题的行为（或缺乏行动），所以它们用动词描述（我错过了火车，因为我没有检查火车时间表）。根本原因运行得更深一些，它们通常用形容词描述（我没有检查火车时刻表，因为我很健忘）。您只能通过消除根本原因真正解决你的问题，你必须这样做，你必须将病症和疾病区分开来。

c. Recognize that knowing what someone (including you) is like will tell you what you can expect from them. You will have to get over your reluctance to assess what people are like if you want to surround yourself with people who have the qualities you need. That goes for yourself too. People almost always find it difficult to identify and accept their own mistakes and weaknesses. Sometimes it’s because they’re blind to them, but more often it’s because their egos get in the way. Most likely your associates are equally reluctant to point out your mistakes, because they don’t want to hurt you. You all need to get over this. More than anything else, what differentiates people who live up to their potential from those

who don't is their willingness to look at themselves and others objectively and understand the root causes standing in their way.

认识到了解某个人（包括你自己）是什么样的人，这将告诉你你能对他们抱有什么样的期望值。如果你想你周围的人具有你需要的素质，那你必须克服对于评估人的不情愿。这也适用于你自己。人们几乎总是发现识别和接受自己的错误和弱点很难。有时是因为他们看不到，但更常见的是因为他们的自我妨碍了他们去识别和接受。很可能你的同事们也不愿意指出你的错误，因为他们不想伤害你。他们客观看待自己和他人的意愿以及懂得是根本原因在阻碍他们前进，这比其他所有东西更能将那些不辜负自己潜能的人从众人中区分出来。

2.4 Design a plan.

2.4设计方案

a. Go back before you go forward. Replay the story of where you have been (or what you have done) that led up to where you are now, and then visualize what you and others must do in the future so you will reach your goals.

在你前进之前先回顾过去。重播你过去的故事，你到过哪里或者你做过什么，导致你来到现在的地方。然后想象你和其他人要在未来做些什么，才能达成你的目标。

b. Think about your problem as a set of outcomes produced by a machine. Practice higher-level thinking by looking down on your machine and thinking about how it can be changed to produce better outcomes.

将你的问题视为一个机器产生的一系列结果。通过俯视你的机器来练习更高维度的思考，并去思考如何改变才能产生更好的结果。

c. Remember that there are typically many paths to achieving your goals. You only need to find one that works.

请记住，通常有许多途径来实现您的目标。你只需要找到一个有效的。

d. Think of your plan as being like a movie script in that you visualize who will do what through time. Sketch out the plan broadly at first (e.g., "hire great people") and then refine it. You should go from the big picture and drill down to specific tasks and estimated time lines (e.g., "In the next two weeks, choose the headhunters who will find those great people"). The real-world issues of costs, time, and personnel will undoubtedly surface as you do this, and that will lead you to further refine your design until all the gears in the machine are meshing smoothly.

把你的计划想象成一个电影剧本，你可以看到随着时间的发展什么人将做什么事。首先大致绘制出一个计划（例如，“聘请优秀的人才”），然后细化。你应该先有大的蓝图中然后到具体的任务以及预估的时间节点（例如，“在接下来的两周内，选出能找到那些优秀人才的猎头”）。现实世界中成本，时间和人员问题无疑将在你做的过程中浮出表面，这将指引

你进一步细化你的设计，直到这台机器所有的齿轮都平滑地啮合。

e. Write down your plan for everyone to see and to measure your progress against. This includes all the granular details about who needs to do what tasks and when. The tasks, the narrative, and the goals are different, so don't mix them up. Remember, the tasks are what connect the narrative to your goals.

写下你的计划，让大家看到并衡量你的进展。这包括所有的小细节，谁什么时候需要做什么任务。任务，故事和目标是不同的，所以不要混在一起。记住，任务是那个将故事和你的目标相连接的东西。

f. Recognize that it doesn't take a lot of time to design a good plan. A plan can be sketched out and refined in just hours or spread out over days or weeks. But the process is essential because it determines what you will have to do to be effective. Too many people make the mistake of spending virtually no time on designing because they are preoccupied with execution. Remember: Designing precedes doing!

认识到设计一个好的计划不需要很多时间。一个计划可以在短短几个小时内绘制出框架并且润色，或分散在几天或几周。但这个过程是至关重要的，因为它决定了你将必须做什么才会有效。太多人犯了这个错误——因为专注于执行，实际上没有花任何时间去设计方案。记住：设计先于做！

2.5 Push through to completion.

2.5 推进完成。

a. Great planners who don't execute their plans go nowhere. You need to push through and that requires self-discipline to follow your script. It's important to remember the connections between your tasks and the goals that they are meant to achieve. When you feel yourself losing sight of that, stop and ask yourself "why?" Lose sight of the why and you will surely lose sight of your goals.

优秀的规划者不会没有方向的执行他们的计划。你需要推进你的方案，而这又需要自律去遵循你的脚本。记得你的任务和你要完成的目标之间的联系，这非常重要。当你感觉自己看不到这个联系了，停下来问自己“为什么？”忽视了这个“为什么”，你一定也会迷失你的目标。

b. Good work habits are vastly underrated. People who push through successfully have to-do lists that are reasonably prioritized, and they make certain each item is ticked off in order.

良好的工作习惯被大大低估了。成功完成目标的人，会将代办事项按照合理的优先级列出来，并确保每一个项目按顺序完成并勾掉。

c. Establish clear metrics to make certain that you are following your plan. Ideally, someone other than you should be objectively measuring and reporting on your progress. If you're not hitting your targets, that's another problem that needs to be diagnosed and solved. There are many successful, creative people who aren't good at execution. They succeed because they forge symbiotic relationships with highly reliable task-doers.

建立明确的指标，确保你在遵循计划。理想情况下，你以外的其他人应该客观地衡量和报告你的进度。如果你没有达到目标，那就是需要诊断和解决的另一个问题。有很多成功得，有创意的人不善于执行。他们的成功，是因为他们与高度可靠的任务执行者建立了共生关系。

That's all there is to it!

Remember that all 5 Steps proceed from your values. Your values determine what you want, i.e., your goals. Also keep in mind that the 5 Steps are iterative. When you complete one step, you will have acquired information that will most likely lead you to modify the other steps. When you've completed all five, you'll start again with a new goal. If the process is working, your goals will change more slowly than your designs, which will change more slowly than your tasks.

就这些！请记住，所有的5个步骤的都从你的价值观出发。你的价值观决定你想要什么，比如你的目标。还要记住，这5步是不断迭代的。完成一步后，你将获得一些信息，这很可能导致你要修改其他步骤。当你完成所有步骤，你将重新开始一个新的目标。如果这个程序有效，你的目标会比你设计的方案改变的更慢，而你的方案会比你的任务改变的更慢。

One last important point: You will need to synthesize and shape well. The first three steps—setting goals, identifying problems, and then diagnosing them—are synthesizing (by which I mean knowing where you want to go and what's really going on). Designing solutions and making sure that the designs are implemented are shaping.

最后一个要点：你需要整合塑造好这个程序。前三个步骤——设定目标，识别问题，然后诊断它们——在不断整合（我的意思是通过将你想去哪，和现实如何进展两者之间进行整合）。设计解决方案并确保方案得以实施在不断塑造。

2.6 Remember that weaknesses don't matter if you find solutions.

记住，如果找到解决方案，你的弱点并不重要。

You almost certainly can't do all these steps well, because each requires different types of thinking and virtually nobody can think well in all these ways. For example, goal setting (such as determining what you want your life to be) requires you to be good at higher-level thinking like visualization and prioritization. Identifying and not tolerating problems requires you to be perceptive and good at synthesis and maintaining high standards; diagnosis requires you to be logical,

able to see multiple possibilities, and willing to have hard conversations with others; designing requires visualization and practicality; doing what you set out to do requires self-discipline, good work habits, and a results orientation. Who do you know who has all those qualities? Probably no one. Yet doing all 5 Steps well is required for being really successful. So what do you do? First and foremost, have humility so you can get what you need from others!

你几乎肯定不能做好所有这些步骤，因为每个步骤都要求不同类型的思维方式，几乎没有人能够很好用所有这些方式去思考。例如，目标设定（比如决定你想要什么样的生活）这要求你善于更高维度的思考，比如画面感和优先级。识别并不容忍问题需要你有洞察力，综合能力，且保持高标准；诊断问题要求你有逻辑能力，能够看到多种可能性，并愿意与他人进行困难的谈话；设计兼具可视化和可行性；执行你的设定，需要自律，好的工作习惯和结果导向。有人知道谁拥有所有这些素质吗？可能没有人。然而，要真的成功需要做好所有5个步骤。所以你会怎么做？首先最重要的是，谦虚，如此你才能从别人那里得到你所需要的东西。

Everyone has weaknesses. They are generally revealed in the patterns of mistakes they make. Knowing what your weaknesses are and staring hard at them is the first step on the path to success.

每个人都有弱点。他们通常以人们犯错误的模式显现。知道你的弱点是什么并盯紧它们是走向成功之路的第一步。

a. Look at the patterns of your mistakes and identify at which step in the 5-Step Process you typically fail. Ask others for their input too, as nobody can be fully objective about themselves.

看看你犯错误的模式，并确定在5-步骤中哪一步您常常失败。请求他人的帮助，因为没有人可以对自己完全客观。

b. Everyone has at least one big thing that stands in the way of their success; find yours and deal with it. Write down what your one big thing is (such as identifying problems, designing solutions, pushing through to results) and why it exists (your emotions trip you up, you can't visualize adequate possibilities). While you and most people probably have more than one major impediment, if you can remove or get around that one really big one, you will hugely improve your life. If you work on it, you will almost certainly be able to deal successfully with your one big thing.

每个人至少有一件大事阻碍了他们的成功；找到你的并处理它。写下你最大的障碍（如识别问题，设计解决方案，推进产生结果）和为什么它会存在（你的情绪会绊倒你，你无法看到足够多的可能性）。虽然你和大多数人可能有不止一个主要的障碍，如果你可以去除或应对那个确实很大的障碍，你会大大改善你的生活。如果你致力于此，你几乎肯定能够成功地处理你的一个大障碍。

You can either fix it or you can get the help of others to deal with it well. There are two paths to success: 1) to have what you need yourself or 2) to get it from others. The second path requires you to have humility. Humility is as important, or even more important, as having the strengths yourself. Having both is best. On the following page is a template that some people find helpful.

你可以修正它，也可以获取他人的帮助来处理好它。有两条成功之路：1) 拥有自己需要的东西 或2) 从他人那里获取 第二条路要求你谦卑。谦卑和你自己有优势一样重要甚至更重要。两者都有最好。下一页是一些人觉得很有帮助的模板。

2.7 Understand your own and others' mental maps and humility.

2.7了解自己和他人的精神地图和谦卑。

Some people are good at knowing what to do on their own; they have good mental maps. Maybe they acquired them from being taught; maybe they were blessed with an especially large dose of common sense. Whatever the case, they have more answers inside themselves than others do. Similarly, some people are more humble and open-minded than others. Humility can be even more valuable than having good mental maps if it leads you to seek out better answers than you could come up with on your own. Having both open-mindedness and good mental maps is most powerful of all.

有些人擅长知道自己该做什么，他们有良好的心智地图。也许他们从被教导中获得这些；也许他们拥有特别多的常识。无论何种情况，他们比其他人能从自身获得更多的答案。同样的，有些人比别人更谦虚和开放。如果谦卑能指引你寻求比你自己想出来的更好的答案，那么这比拥有良好的心智地图更有价值。开放心态和良好的心智地图同时具有是最强大的。

To convey this simple concept, imagine rating from one to ten how good someone's mental map is (in other words, what they know) on the Y-axis and how humble/open-minded they are on the X-axis, as shown on the opposite page.

为了传达这个简单的概念，想象y轴上是等级从一到十心智地图的优劣程度（换句话说，他们知道多少），在X轴上是谦虚/开明程度，如图所示页。

Everyone starts out in the lower left area, with poor mental maps and little open-mindedness, and most people remain tragically and arrogantly stuck in that position. You can improve by either going up on the mental-maps axis (by learning how to do things better) or out on the open-mindedness axis. Either will provide you with better knowledge of what to do. If you have good mental maps and low open-mindedness, that will be good but not great. You will still miss a lot that is of value. Similarly, if you have high open-mindedness but bad mental maps, you will probably have challenges picking the right people and points of view to follow. The person who has good mental maps and a lot of open-mindedness will always beat out the person who doesn't have both.

每个人都从左下方开始，心智地图不佳，头脑封闭，大多数人一直悲惨而傲慢地陷在这个位置。你可以通过在心智地图轴上（通过学习如何做的更好）或在开放心态的轴上来提升。两者都能够让你更清楚自己要做什么。如果你有良好的心智地图和不够开放的心态，这也不错，但不是最好。您仍然会错过很多有价值的东西。同样，如果你有开放的心态，但不佳的心智地图，你可能很难选出正确的人和观点去跟随。既有良好的心智地图又头脑

开放的人，总是能击败不同时具备这两者的人。

Now take a minute to think about your path to becoming more effective. Where would you place yourself on this chart? Ask others where they'd place you.

现在花点时间考虑一下那条路可以让你变的更高效。你会把你自已放在这张图表上的哪个位置？向他人询问他们会把你放在哪里。

Once you understand what you're missing and gain open-mindedness that will allow you to get help from others, you'll see that there's virtually nothing you can't accomplish.

一旦你明白你所缺失的，开放的头脑又能允许您从别人那里获得帮助，你将看到几乎没有什么是你不能完成的。

Most people fail to do this most of the time. In the next chapters, I'll explore why and how to rectify that.

大多数人大多数时候做不到这个。在接下来的章节中，我将探讨为什么会这样以及如何纠正。