

Principles 原则

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《原则：生活和工作》由世界最大的对冲基金——桥水联合基金的创始人Ray Dalio所著。虽然本书今年9月19日才刚刚正式出版，但早在2010年Ray Dalio就把这些原则公布在网上，且被超过300万次下载。再加上Ray Dalio个人成就（《福布斯》全世界最富有的百人之一，《时代周刊》世界最有影响力的百人之一）和桥水公司的巨大成功（《财富》美国最重要的私有企业Top5）使得这本书还未上市就已成为畅销书。

由于这本书刚刚上市，目前还没有中文版。很多伙伴表示有兴趣读，又很无奈。一方面为了满足伙伴们的需求，一方面也帮助自己深度解读此书，于是开始翻译。

翻译确实是耗费大量时间和精力的苦力活，但真的觉得把时间花在这么优秀作品上，已经是花时间最好的方式了。以后还会持续更新。如果您发现文中的错误，请于公众号后台留言中反馈，不胜感谢。

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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.
 1. Identify and don't tolerate the problems that stand in the way of your achieving those goals.
 1. Accurately diagnose the problems to get at their root causes.
 2. Design plans that will get you around them.
 3. Do what's necessary to push these designs through to results.
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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.

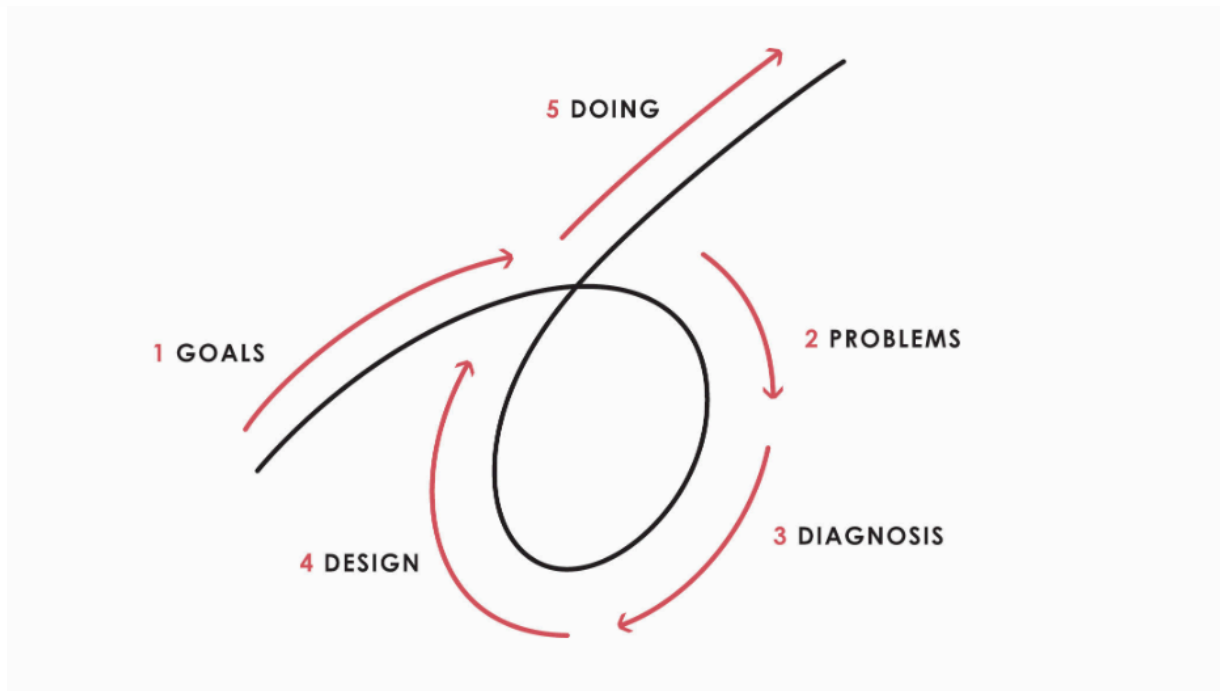
你需要将这五步都做好才能获得成功，一次只能做一步，且必须按顺序去做。例如，当设定目标时，只设定目标。不要去想如何实现它们也不要去想过程中如果出现问题怎么办。当你在诊断问题，不要去想你要怎么解决它们——只是诊断问题。做这些步骤时模糊不清会导致结果不佳，因为未覆盖到的真正的问题会妨碍你实现目标。这个过程时不断迭代的：彻底完成每一步，将为你继续做以及做好下一步提供所需信息。

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。有很多成功的，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，然后诊断他们——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 and 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，如果你可以去掉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 了解自己和他人的心智地图与谦卑程度

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.

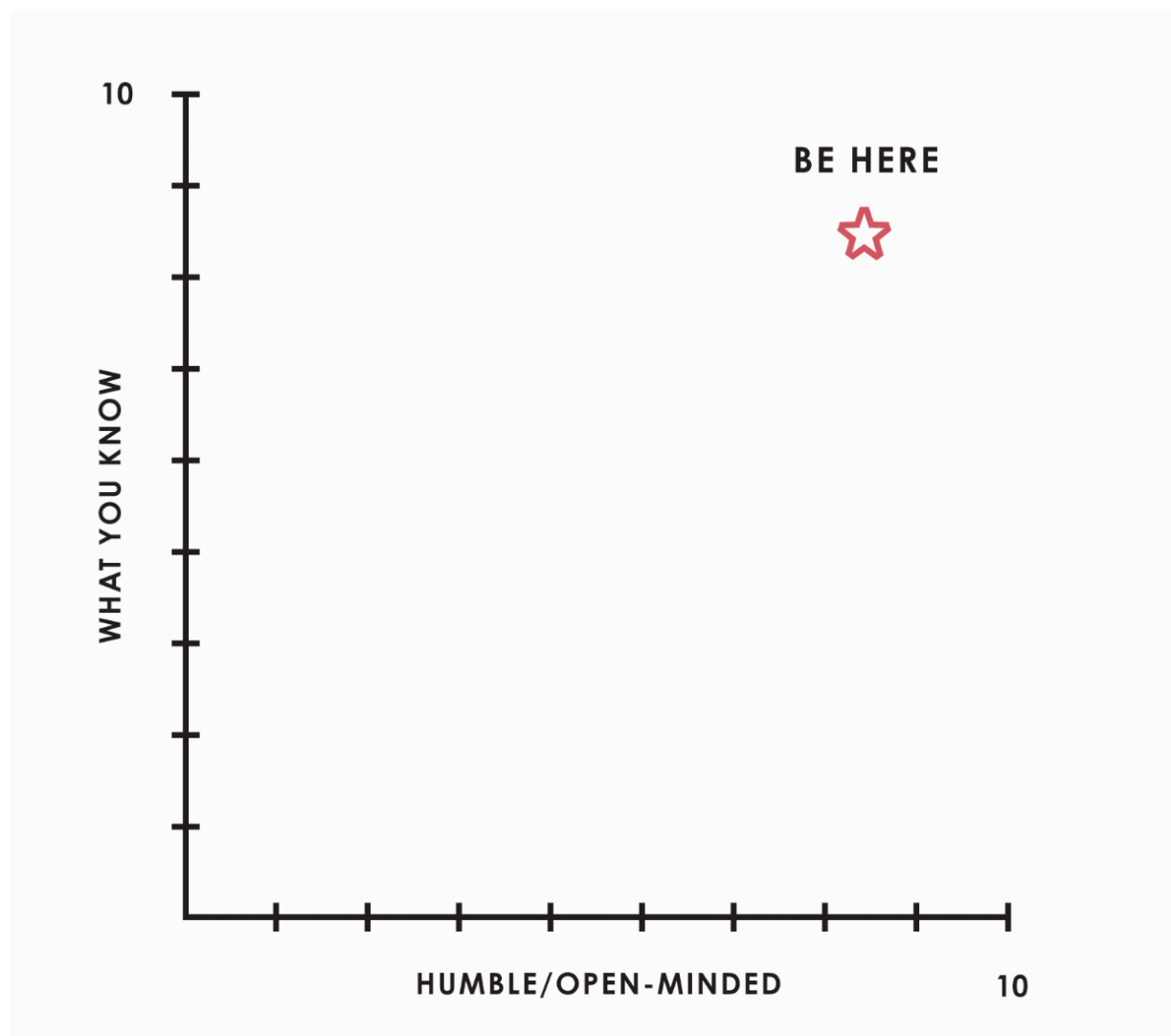
每个人都从左下方开始，心智地图不佳，头脑封闭，大多数人一直悲惨而傲慢地陷在这个位置。你可以通过在心智地图轴上（通过学习如何做的更好）或在开放心态的轴上来提升。两者都能够让你更清楚自己要做什么。如果你有良好的心智地图和不够开放的心态，这也不错，但不是最好。您仍然会错过很多有价值的东西。同样，如果你有开放的心态，但不佳的心智地图，你可能很难选出正确的人和观点去跟随。既有良好的心智地图又头脑开放的人，总是能击败不同时具备这两者的人。

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你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。

3 Be Radically Open-Minded

3从根本上头脑开放

This is probably the most important chapter because it explains how to get around the two things standing in most people's way of getting what they want out of life. These barriers exist because of the way that our brains work, so nearly everyone encounters them.

这可能是最重要的一章，因为这一章讲解了怎么克服阻碍大多数人获得他们想要生活的两个障碍。这些障碍的存在，源于我们大脑的工作方式，所以几乎每个人都会遇到。

3.1 Recognize your two barriers.

3.1 认识你的两个障碍

The two biggest barriers to good decision making are your ego and your blind spots. Together, they make it difficult for you to objectively see what is true about you and your circumstances and to make the best possible decisions by getting the most out of others. If you can understand how the machine that is the human brain works, you can understand why these barriers exist and how to adjust your behavior to make yourself happier, more effective, and better at interacting with others.

两大障碍“你的自我”和“你的盲点”阻止你作出好的决策。它们两者一起，使你很难客观地看到你和你所处境况的真实样子，也就很难获取最充分的信息来作出最佳决策。如果你能理解人脑这台机器如何工作，你就能理解为什么这些障碍存在，以及如何调整你的行为，才能使你更快乐，更有效，更好地与他人互动。

a. **Understand your ego barrier.** When I refer to your “ego barrier,” I'm referring to your subliminal defense mechanisms that make it hard for you to accept your mistakes and weaknesses. Your deepest-seated needs and fears—such as the need to be loved and the fear of losing love, the need to survive and the fear of not surviving, the need to be important and the fear of not mattering—reside in primitive parts of your brain such as the amygdala, which are structures in your temporal lobe that process emotions. Because these areas of your brain are not

accessible to your conscious awareness, it is virtually impossible for you to understand what they want and how they control you. They oversimplify things and react instinctively. They crave praise and respond to criticism as an attack, even when the higher-level parts of the brain understand that constructive criticism is good for you. They make you defensive, especially when it comes to the subject of how good you are.

a. **了解你的自我障碍。** 当我提到你的“自我障碍”时，我指的是你的潜意识防御机制，它使你很难接受你的错误和弱点。你最深的需求和恐惧，比如被爱的需求和对失去爱的恐惧，活下去的需求和对死亡的恐惧，有存在感的需求，对没有存在感的恐惧。这些都根植在你大脑中某个原始的区域，比如杏仁核，它是在你的颞叶中处理情绪的结构。由于你脑部的这些区域无法被你的意识觉察到，你几乎不可能了解它们想要什么以及它们是怎么控制你的。它们过分简化事情，按本能行事。它们渴望赞美，把批评当成一种攻击去回应，即使你大脑的高层区域懂得建设性批评对你是有利的依然如此。它们让你处于警觉状态，特别是在谈到你怎么样这个话题时。

At the same time, higher-level consciousness resides in your neocortex, more specifically in the part called the prefrontal cortex. This is the most distinctively human feature of your brain; relative to the rest of the brain, it's larger in humans than in most other species. This is where you experience the conscious awareness of decision making (the so-called “executive function”), as well as the application of logic and reasoning.

同时，更高层次的意识在你的新皮质，更具体地说是在前额叶皮层区域。相对于大脑其余的部分，这是个区域最具人类特色。它在人脑中的体积比其他大多数物种大很多。这就是让你体验到有意识的决策（所谓的“执行功能”），以及逻辑和推理的那个区域。

b. **Your two “yous” fight to control you.** It's like Dr. Jekyll and Mr. Hyde, though your higher-level you is not aware of your lower-level you. This conflict is universal; if you pay close enough attention, you can actually see when the different parts of a person's brain are arguing with one another. For example, when someone gets “angry with himself,” his prefrontal cortex is sparring with his amygdala (or other lower-level parts of his brain). When someone asks, “Why did I let myself eat all that cake?” the answer is “Because the lower-level you won out over the thoughtful, higher-level you.”

b. **你的两个“你”争相控制你。**这就像《化身博士》里分裂成两个人格的Jekyll博士和Hyde先生，尽管你的高维自我不知道你的低维自我的存在。这种冲突是普遍的；如果你细心观察的话，你可以确切的看到一个人大脑的不同区域在相互争论。例如，当有人对自己“生气”时，就是他的前额叶皮质与他的杏仁核（或他的脑部的其他较低级别的部分在互相争论。一个问：“为什么我要吃那些蛋糕？”另一个回答“因为你的低维自我打败了你的高维自我”。

Once you understand how your a) logical/conscious you and b) emotional/subconscious you fight with each other, you can imagine what it's like when your two yous deal with other people and their own two “thems.” It's a mess. Those lower-level selves are like attack dogs—they want to fight even when their higher-level selves want to figure things out. This is very confusing because you and the people you are dealing with typically don't even know that these lower-level beasts exist, never mind that they are trying to hijack everyone's behavior.

一旦你明白你的**逻辑/意识自我**和**情感/潜意识自我**是怎么相互斗争的，你就可以想象当你的两个自我应对其他人以及他们自己的两个自我时，是怎样一个混乱的场面。那些低维自我就像是攻击性很强的狗——他们想要战斗，尽管他们的高维自我想要解决问题。这是非常让人迷惑的，因为你和你要应对的人通常甚至不知道这些低级野兽的存在，更别说知道他们在试图把持你们的行为了。

Let's look at what tends to happen when someone disagrees with you and asks you to explain your thinking. Because you are programmed to view such challenges as attacks, you get angry, even though it would be more logical for you to be interested in the other person's perspective, especially if they are intelligent. When you try to explain your behavior, your explanations don't make any sense. That's because your lower-level you is trying to speak through your upper-level you. Your deep-seated, hidden motivations are in control, so it is impossible for you to logically explain what "you" are doing.

让我们来看看当有人不同意你的观点并要求你去解释它的时候,会发生什么事情。因为你已经被编好程序把这样的挑战视为攻击，所以你会生气。尽管更合乎逻辑的是对另一个人的观点产生兴趣，特别是如果他们很聪明的话。此时当你试图解释你的行为时，你的解释没有任何意义。因为你的低纬自我正在试图穿过你的高维自我发言。你的深层次，隐藏的动机在控制你，所以你不可能在逻辑上解释“你”在做什么。

Even the most intelligent people generally behave this way, and it's tragic. To be effective you must not let your need to be right be more important than your need to find out what's true. If you are too proud of what you know or of how good you are at something you will learn less, make inferior decisions, and fall short of your potential.

即使是最聪明的人一般也都是这样，这很悲剧。你需要自己是对的，但为了更有成效，你不能让这种需求凌驾于你想找出真相的需求。如果你过分骄傲于自己已知的或者擅长的，那么你将学到更少的东西，做出较差的决定，也会缺乏潜力。

c. Understand your blind spot barrier. In addition to your ego barrier, you (and everyone else) also have blind spots—areas where your way of thinking prevents you from seeing things accurately. Just as we all have different ranges for hearing pitch and seeing colors, we have different ranges for seeing and understanding things. We each see things in our own way. For example, some people naturally see big pictures and miss small details while others naturally see details and miss big pictures; some people are linear thinkers while others think laterally, and so on.

c. 了解你的盲点障碍。 除了自我障碍之外，你（和其他所有人）都有盲点。盲点就是你的思维方式阻止你准确地看待事物的区域。正如我们都有不同的听觉范围和看色彩的范围，我们也有不同的看待和理解事物的范围。我们每个人都以自己的方式看问题。例如，有些人天然的会看大局，而看不到细节，而另一些人天然的会看到细节，而看不到大局；有些人是纵向思维，而另一些人则是横向思维，等等。

Naturally, people can't appreciate what they can't see. A person who can't identify patterns and synthesize doesn't know what it's like to see patterns and synthesize any more than a color-blind person knows what it's like to see color. These differences in how our brains work are much less apparent than the differences in how our bodies work. Color-blind people eventually find out that they are color-blind, whereas most people never see or understand the ways in which their ways

of thinking make them blind. To make it even harder, we don't like to see ourselves or others as having blind spots, even though we all have them. When you point out someone's psychological weakness, it's generally about as well received as if you pointed out a physical weakness.

自然地，人们不能意识到他们看不到的东西。色盲无法知道看见颜色是什么感觉。同理，如果你不能认出某个思维模式且进行综合分析，那你更不可能知道看到那种思维方式并进行综合分析是什么感觉。我们大脑如何工作的差异远远不如我们的身体如何工作差异那么明显。色盲最终会发现他们是色盲的，而大多数人从未看见或了解过他们的思维方式如何使他们盲目。让事情变的更困难的是，即使我们都有盲点，我们并不喜欢把自己或他人看成有盲点的人。当你指出某人的心理上的缺陷时，他们的感受一般就跟你在指出他的身体有缺陷一样。

If you're like most people, you have no clue how other people see things and aren't good at seeking to understand what they are thinking, because you're too preoccupied with telling them what you yourself think is correct. In other words, you are closed-minded; you presume too much. This closed-mindedness is terribly costly; it causes you to miss out on all sorts of wonderful possibilities and dangerous threats that other people might be showing you—and it blocks criticism that could be constructive and even lifesaving.

如果你跟大多数人一样，那么你是不知道其他人是如何看待事情的，并且不善于理解他们在想什么，因为你太专注于告诉他们你自己的想法是对的。换句话说，你的头脑是封闭的；主观臆测的太多了。这种封闭代价非常高昂，它会导致你错过其他人向你展示的各种各样奇妙的可能性以及危险的威胁，并且让你错过可能是建设性的，甚至是能拯救你的批评。

The end result of these two barriers is that parties in disagreements typically remain convinced that they're right—and often end up angry at each other. This is illogical and leads to suboptimal decision making. After all, when two people reach opposite conclusions, someone must be wrong. Shouldn't you want to make sure that someone isn't you?

这两个障碍导致的最终结果是，产生分歧的各方通常仍然相信他们自己是对的，并且经常以对彼此发火告终。这不合逻辑，且导致作出不太理想的决策。毕竟，当两个人得出相反的结论时，有一个人肯定是错的。你不应该想确定那个人不是你吗？

This failure to benefit from others' thinking doesn't just occur when disagreements arise; it occurs when people encounter problems that they are trying to solve. When trying to figure things out, most people spin in their own heads instead of taking in all the wonderful thinking available to them. As a result, they continually run toward what they see and keep crashing into what they are blind to until the crashing leads them to adapt. Those who adapt do so by a) teaching their brains to work in a way that doesn't come naturally (the creative person learns to become organized through discipline and practice, for instance), b) using compensating mechanisms (such as programmed reminders), and/or c) relying on the help of others who are strong where they are weak.

无法从别人的思想中受益不是只发生在分歧产生时；当人们遇到问题试图解决问题时，就已经发生了。当你试图弄清楚问题时，大多数人都会自己在大脑里高速运转，而不是接收所有能接收到绝妙的思考。结果，他们不断地朝着他们所看到方向奔跑，并在他们的盲点区域反复失败，直到这些失败让他们重新调整适应。那些成功适应的人通过 **a) 教导他们的大脑刻意用一种非自然的方式去思考**（例如，创意人员通过纪律和不断练习来学习条理性），**b)**

使用补偿机制（如设置提醒程序），和/或 **c）依靠其他在此方面更擅长的人的帮助。**

Differences in thinking can be symbiotic and complementary instead of disruptive. For example, the lateral approach to thinking common among creative people can lead them to be unreliable, while more linear thinkers are often more dependable; some people are more emotional while others are more logical, and so on. None of these individuals would be able to succeed at any kind of complex project without the help of others who have complementary strengths.

思维的差异可以是共生和互补的，而不是分裂的。例如，创造性人才共同的横向思维方式可能导致他们不靠谱，更多的线性思维者则往往更可靠；有些人更情绪化，而另一些人则更理性，等等。如果你没有具有互补优势的人的帮助，那你不可能在任何复杂的项目中取得成功。

Aristotle defined tragedy as a terrible outcome arising from a person's fatal flaw—a flaw that, had it been fixed, instead would have led to a wonderful outcome. In my opinion, these two barriers—ego and blind spots—are the fatal flaws that keep intelligent, hardworking people from living up to their potential.

亚里士多德将悲剧定义为由一个人的致命缺陷所导致的可怕后果——这个缺陷，如果它被修复，则反而导致一个美好的结果。在我看来，这两个障碍——自我和盲点——就是使聪明，勤奋的人不能发挥潜力的致命缺陷。

Would you like to learn how to get past them? You can do it; everybody can. Here's how.

你想学习如何超越这两个障碍吗？你可以做到的；每个人都可以。下面就是方法。

3.2 Practice radical open-mindedness.

3.2 实践彻底的头脑开放

If you know that you are blind, you can figure out a way to see, whereas if you don't know that you're blind, you will continue to bump into your problems. In other words, if you can recognize that you have blind spots and open-mindedly consider the possibility that others might see something better than you—and that the threats and opportunities they are trying to point out really exist—you are more likely to make good decisions.

如果你知道你是瞎子，那你会找出一个方法让自己看到。而如果你不知道，那你就继续朝你的问题撞去。换句话说，如果你能认识到你有盲点，头脑开放地认为可能别人比你看到的東西更好——他们正试图指出威胁和机会真的存在——那你更有可能做出好的决定。

Radical open-mindedness is motivated by the genuine worry that you might not be seeing your choices optimally. It is the ability to effectively explore different points of view and different possibilities without letting your ego or your blind spots get in your way. It requires you to replace your attachment to always being right with the

joy of learning what's true. Radical open-mindedness allows you to escape from the control of your lower-level you and ensures your upper-level you sees and considers all the good choices and makes the best possible decisions. If you can acquire this ability—and with practice you can—you'll be able to deal with your realities more effectively and radically improve your life.

当你真正担忧你可能做不出最佳选择时，才会激发你彻底的头脑开放。它是一种能力，能让你不受你的自我和盲点的阻挠，从而有效地探索到不同的观点和不同的可能性。它更享受追寻真相的喜悦而不是总想着要自己是对的。彻底的头脑开放使你可以摆脱你的低维自我对你的控制，并确保你的高维自我可以看到并考虑所有好的选择，以做出最佳决策。如果你能够获得这种能力——通过练习你可以获得——你可以更有效地处理你的现实问题，从根本上改善你的生活。

Most people don't understand what it means to be radically open-minded. They describe open-mindedness as being "open to being wrong," but stubbornly cling to whatever opinion is in their head and fail to seek an understanding of the reasoning behind alternative points of view. To be radically open-minded you must:

大多数人不明白什么叫彻底的头脑开放。他们将开放的态度描述为“公开自己的错误”，却依旧顽固地坚持头脑中的所有观点，而不去了解不同观点背后的原因。要彻底头脑开放，你必须：

a. **Sincerely believe that you might not know the best possible path and recognize that your ability to deal well with “not knowing” is more important than whatever it is you do know.** Most people make bad decisions because they are so certain that they're right that they don't allow themselves to see the better alternatives that exist. Radically open-minded people know that coming up with the right questions and asking other smart people what they think is as important as having all the answers. They understand that you can't make a great decision without swimming for a while in a state of “not knowing.” That is because what exists within the area of “not knowing” is so much greater and more exciting than anything any one of us knows.

a. **真诚地相信，你有可能不知道最好的路径，并认识到你处理“未知”的能力比任何你已知的东西都更重要。**大多数人做不出好的决定，都是因为他们确定他们是对的，而且不允许自己看到存在更好决定的可能性。彻底头脑开放的人知道，要提出正确的问题，并询问其他的聪明人怎么看。这些和拥有所有的答案一样重要。他们明白，不在“未知”的状态中遨游一段时间，是不可能做出很好的决策的。这是因为相比我们中的任何人所知道的任何事，“未知”区域内存在的东西要多得多，而且令人兴奋的多。

b. **Recognize that decision making is a two-step process: First take in all the relevant information, then decide.** Most people are reluctant to take in information that is inconsistent with what they have already concluded. When I ask why, a common answer is: “I want to make up my own mind.” These people seem to think that considering opposing views will somehow threaten their ability to decide what they want to do. Nothing could be further from the truth. Taking in others' perspectives in order to consider them in no way reduces your freedom to think independently and make your own decisions. It will just broaden your perspective as you make them.

b. **认识到做决策的过程有两个步骤：第一接收所有相关信息，然后再做决定。**大多数人不愿意接受与他们已经得出的结论不一致的信息。当我问为什么时，一个常见的答案是：“我想让自己更坚定”。这些人似乎认为，考虑相反意见会以某种方式威胁他们自主决策的能力。没有什么东西会比离真相更远。吸收并考虑他人的观点，绝不会降低你独立思考和自主决策的自由。它只会在你做决定时拓宽你的视角。

c. **Don't worry about looking good; worry about achieving your goal.** People typically try to prove that they have the answer even when they don't. Why do they behave in this unproductive way? It's generally because they believe the senseless but common view that great people have all the answers and don't have any weaknesses. Not only does this view not square with reality, it stands in the way of their progress. People interested in making the best possible decisions are rarely confident that they have the best answers. They recognize that they have weaknesses and blind spots, and they always seek to learn more so that they can get around them.

c. **不用担心是否好看，要担心能否实现你的目标。**人们即使在没有答案的情况下，也通常想证明自己有答案。为什么他们以这种毫无成效的方式行事？通常是因为他们相信一个毫无意义但普遍存在的观点：伟大的人知道所有的答案，并且没有任何弱点。然而这个观点不仅不符合现实，而且会阻碍他们的进步。那些对做出最佳决策感兴趣的人，很少有信心自己就有最好的答案。他们能认识到自己有弱点和盲点，而且总是想要学到更多的东西，以便他们能够绕开这两个障碍。

d. **Realize that you can't put out without taking in.** Most people seem much more eager to put out (convey their thinking and be productive) than to take in (learn). That's a mistake even if one's primary goal is to put out, because what one puts out won't be good unless one takes in as well.

d. **意识到你没有输入就不可能有输出。**大多数人似乎更渴望输出（表达自己的想法和看起来富有成效）而不是输入（学习）。即使一个人的主要目标是输出，这仍然是错误的。因为除非你同时也有输入，否则你输出的东西不会很好。

e. **Recognize that to gain the perspective that comes from seeing things through another's eyes, you must suspend judgment for a time—only by empathizing can you properly evaluate another point of view.** Open-mindedness doesn't mean going along with what you don't believe in; it means considering the reasoning of others instead of stubbornly and illogically holding on to your own point of view. To be radically open-minded, you need to be so open to the possibility that you could be wrong that you encourage others to tell you so.

e. **明白为了获取他人看问题的视角，你必须暂且停止评判。只有通过共鸣你才能正确评估另一个人的观点。**头脑开放并不意味着你要相信你不相信的；它意味着考虑别人的推理，而不是固执地不合逻辑地坚持己见。为了彻底地头脑开放，你需要非常开放的接受自己可能是错的，来鼓励别人告诉你你的错误。

f. **Remember that you're looking for the best answer, not simply the best answer that you can come up with yourself. The answer doesn't have to be in your head; you can look outside yourself.** If you're truly looking at things objectively, you must recognize that the probability of you always having the best answer is small and that, even if you have it, you can't be confident that you do before others test you. So it is invaluable to know what you don't know. Ask

yourself: Am I seeing this just through my own eyes? If so, then you should know that you're terribly handicapped.

f. **记住，你正在寻找最好的答案,而不仅仅是你自己能想出的最好的答案。答案不一定在你的脑中；你可以看下外面是否有答案。**如果你真正客观地看待事物，你必须认识到，你不太可能总是有最好答案。即使你有最好的答案，在经过别人的检验前你也不能确信你有。所以知道你不知道是非常宝贵的。问问自己：我是只通过我自己的眼睛看问题吗？如果是这样，那么你应该知道你是严重残缺的。

g. **Be clear on whether you are arguing or seeking to understand, and think about which is most appropriate based on your and others' believability.** If both parties are peers, it's appropriate to argue. But if one person is clearly more knowledgeable than the other, it is preferable for the less knowledgeable person to approach the more knowledgeable one as a student and for the more knowledgeable one to act as a teacher. Doing this well requires you to understand the concept of believability. I define believable people as those who have repeatedly and successfully accomplished the thing in question—who have a strong track record with at least three successes—and have great explanations of their approach when probed.

g. **明确你是否正在争论或者在寻求理解，并根据你和他人的可信度来思考这两个哪个是最合适的。**如果双方平分秋色，那么争论是恰当的。但是，如果一个人比另一个人明显更有学识，那么更合适的处理方式是较少学识的一方作学生，另一方作老师。做好这个需要你了解可信度这个概念。我将可信的人定义为在这个问题上反复成功的人，他们具有至少三次强有力的成功纪录，且能讲清楚自己获得的方法。

If you have a different view than someone who is believable on the topic at hand—or at least more believable than you are (if, say, you are in a discussion with your doctor about your health)—you should make it clear that you are asking questions because you are seeking to understand their perspective. Conversely, if you are clearly the more believable person, you might politely remind the other of that and suggest that they ask you questions.

如果你现在有一个观点和某个在这方面很可信的人不同，或至少他比你更可信（比如，你正在和你的医生讨论你的健康），你应该明确表示你正在提问，因为你正试图理解他们的观点。相反，如果你显然是更可信的人，你可以礼貌地提醒对方这一点，并建议他们问你问题。

All these strategies come together in two practices that, if you seek to become radically open-minded, you must master.

如果你想要彻底地头脑开放，你必须掌握以下两个练习，所有的策略都集中在这两个上面。

3.3 Appreciate the art of thoughtful disagreement.

3.3 欣赏深思熟虑过的不同意见

When two people believe opposite things, chances are that one of them is wrong. It pays to find out if that someone is you. That's why I believe you must appreciate and develop the art of thoughtful disagreement. In thoughtful disagreement, your goal is not to convince the other party that you are right—it is to find out which view is true and decide what to do about it. In thoughtful disagreement, both parties are motivated by the genuine fear of missing important perspectives. Exchanges in which you really see what the other person is seeing and they really see what you are seeing—with both your “higher-level yous” trying to get to the truth—are immensely helpful and a giant source of untapped potential.

当两个人持有相反的观点时，那么很可能其中一个人错了。真正有价值的是，确定那个人是否是你。这就是为什么我认为，对于深思熟虑过的不同意见，你必须像对待艺术一样去欣赏并优化它。在这种分歧中，你的目标不是说服对方你是对的——而是找出哪个观点是真相，然后再决定该怎么做。此时，双方都由真的害怕错过重要观点所驱动。交流中你真的领会到另一个人的想法，他也真的理解你的想法，双方的“高维自我”都在试图找出真相。这种交流将是非常有益的，且是开发潜能的巨大来源。

To do this well, approach the conversation in a way that conveys that you're just trying to understand. Use questions rather than make statements. Conduct the discussion in a calm and dispassionate manner, and encourage the other person to do that as well. Remember, you are not arguing; you are openly exploring what's true. Be reasonable and expect others to be reasonable. If you're calm, collegial, and respectful you will do a lot better than if you are not. You'll get better at this with practice.

要做好这一点，对话中你需要传达出你正在试图理解对方。提问题而不是发表言论。以冷静和客观公正的态度进行讨论，并鼓励对方也做到这一点。记住，你不是在争论；你正在开放地和对方探讨什么是真相。理智且希望他人也保持理智。如果你能做到平静，包容且尊重他人，这将会比你做不到这些效果好很多。你可以在不断练习中做的更好。

To me, it's pointless when people get angry with each other when they disagree because most disagreements aren't threats as much as opportunities for learning. People who change their minds because they learned something are the winners, whereas those who stubbornly refuse to learn are the losers. That doesn't mean that you should blindly accept others' conclusions. You should be what I call open-minded and assertive at the same time—you should hold and explore conflicting possibilities in your mind while moving fluidly toward whatever is likely to be true based on what you learn. Some people can do this easily while others can't. A good exercise to make sure that you are doing this well is to describe back to the person you are disagreeing with their own perspective. If they agree that you've got it, then you're in good shape. I also recommend that both parties observe a “two-minute rule” in which neither interrupts the other, so they both have time to get all their thoughts out.

对我来说，当人们产生分歧时，互相生气是毫无意义的，因为大多数分歧与其说是威胁不如说是学习机会。因为能学到东西并改变想法的人是赢家，而顽固地拒绝学习的人才是失败者。不过这并不意味着你要盲目接受他人的结论。你要在头脑开放的同时坚定自信，你的大脑中可以同时持有相互矛盾的观点，然后你去探索各种可能性，并基于所学，让你的观点朝着任何可能是真相的地方流动。有些人可以轻松做到这一点，而另一些人则不能。为确保你能做好这一点，你可以做这样一个练习。站在那个和你意见不同的人的角度去描述他们的观点。如果他们同意你说的，则说明你明白了他们的观点，此时你的状态良好。我还建议双方都遵守一个“两分钟原则”，在这两分钟内两位都不能打断对方，以便双方都有时间说清楚自

己所有的想法。

Some people worry that operating this way is time consuming. Working through disagreements does take time but it's just about the best way you can spend it. What's important is that you prioritize what you spend time on and who you spend it with. There are lots of people who will disagree with you, and it would be unproductive to consider all their views. It doesn't pay to be open-minded with everyone. Instead, spend your time exploring ideas with the most believable people you have access to.

有人担心这样操作很耗时。处理分歧确实需要时间，但这正是你使用时间的最佳方式。重要的是，你要考虑优先花费时间在什么事情上以及花在什么人身上。有很多人不同意你的意见，考虑他们所有人的意见将是徒劳无功的。你不需要对每一个人都头脑开放。而是，找出你可以接触的人中最可信的那些人，把时间花在探索他们的想法上。

If you find you're at an impasse, agree on a person you both respect and enlist them to help moderate the discussion. What's really counterproductive is spinning in your own head about what's going on, which most people are prone to do—or wasting time disagreeing past the point of diminishing returns. When that happens, move on to a more productive way of getting to a mutual understanding, which isn't necessarily the same thing as agreement. For example, you might agree to disagree.

如果发现你们的讨论陷入僵局，找一个你们俩都尊敬的人来帮忙调解。拼命的在自己头脑中去想发生了什么，只会起反作用。但大部分人都倾向这么做，或者把时间浪费在不同意对方过去的某个观点上，这只会导致收益递减。当这种情况发生时，要转换一种更有成效的方式来获得相互理解，而这并不一定需要你们在同一件事上达成一致。比如，你可以只是同意对方有权利和你的观点不一致。

Why doesn't thoughtful disagreement like this typically occur? Because most people are instinctively reluctant to disagree. For example, if two people go to a restaurant and one says he likes the food, the other is more likely to say "I like it too" or not say anything at all, even if that's not true. The reluctance to disagree is the "lower-level you's" mistaken interpretation of disagreement as conflict. That's why radical open-mindedness isn't easy: You need to teach yourself the art of having exchanges in ways that don't trigger such reactions in yourself or others. This was what I had to learn back when Bob, Giselle, and Dan told me I made people feel belittled.

为什么像这种经过深思熟虑的分歧并不常见呢？因为大多数人本能地不愿意被质疑。例如，如果两个人去一家餐馆，一个人说他喜欢某个食物，另外一个人就算不喜欢，也更倾向说“我也喜欢”，或者什么也不说。不愿意和别人产生分歧是因为你的“低维自我”错误地将分歧解释为冲突。这就是为什么彻底的头脑开放很难：因为你需要学会交流的艺术，来避免你自己或他人在你们的交流中触发这种条件反射。以上这些就是，在 Bob，Giselle和Dan告诉我我经常给人们一种我在轻视他们感觉之后，我所学到的东西。

Holding wrong opinions in one's head and making bad decisions based on them instead of having thoughtful disagreements is one of the greatest tragedies of mankind. Being able to thoughtfully disagree would so easily lead to radically improved decision making in all areas—public policy, politics, medicine, science, philanthropy, personal relationships, and more.

人类一个最大的悲剧是，持有错误的观点，还无法接受经过深思熟虑的不同意见，因此做出糟糕的决策。如果你能接纳这些不同意见，你将很容易在各个领域包括公共政策，政治，医学，科学，慈善事业，个人关系等等方面，彻底提升你的决策力。

3.4 Triangulate your view with believable people who are willing to disagree.

3.4 与那些可信且愿意提出不同意见的人，对你的观点进行三方探讨

By questioning experts individually and encouraging them to have thoughtful disagreement with each other that I can listen to and ask questions about, I both raise my probability of being right and become much better educated. This is most true when the experts disagree with me or with each other. Smart people who can thoughtfully disagree are the greatest teachers, far better than a professor assigned to stand in front of a board and lecture at you. The knowledge I acquire usually leads to principles that I develop and refine for similar cases that arise in the future.

我首先向专家一个个咨询，然后对于意见不同的专家，我鼓励他们之间进行深思熟虑的探讨，我则在一旁聆听并向他们提问。用这样的方式，我不仅提升了自己做出正确决策的可能性，而且受到了更好的教育。当专家们不同意我的观点或他们彼此产生分歧时，大部分情况都是这样。能够深思熟虑的提出不同意见的聪明人是最好的老师。且远远好过那些被安排站在黑板前教你们的大学教授。我从这个过程中学到的知识常常可以发展并打磨成我的原则，这些原则会在未来我遇到类似情况时指导我。

In some cases in which the subjects are just too complex for me to understand in the time required, I will turn over the decision making to knowledgeable others who are more believable than me, but I still want to listen in on their thoughtful disagreement. I find that most people don't do that—they prefer to make their own decisions, even when they're not qualified to make the kinds of judgments required. In doing so, they're giving in to their lower-level selves.

在一些案例中，有些主题对我来说在有限的时间内很难理解清楚，这时我会把决定权移交给那些比我在这方面更可信的专家。但我仍然想听他们深思熟虑的不同意见。我发现很多人并不这么做。他们即使在没有资格做出所需的判断时，还是宁愿自己做决定。在他们这样做时，他们已经对自己的低维自我投降了。

This approach of triangulating the views of believable people can have a profound effect on your life. I know it has made the difference between life and death for me. In June 2013, I went to Johns Hopkins for an annual physical, where I was told that I had a precancerous condition called Barrett's esophagus with high-grade dysplasia. Dysplasia is an early stage in the development of cancer, and the probability that it will turn into esophageal cancer is relatively high—about 15 percent of cases per year. Cancer of the esophagus is deadly, so if left untreated, the odds were that in something like three to five years I'd develop cancer and die. The standard protocol for cases like mine is to remove the esophagus, but I wasn't

a candidate for that because of something specific to my condition. The doctor advised that I wait and see how things progressed.

这种和可信的人进行三方探讨的方法会对你的生活产生深远的影响。我知道这些是因为它曾经决定过我的生死。在2013年的6月，我去约翰霍普金斯医院做年度体检，被告知患有一种叫做巴雷特的食道癌前病变，同时伴有高度不典型增生。这种不典型增生是癌症发展的早期阶段，其发展成食道癌的可能性相对较高，每年有大约15%的案例。食道癌是致命的，所以如果不治疗的话，三到五年我很可能患癌症然后死亡。像我这样的病例，标准治疗方案是食道摘除，但是我病情特殊无法这么做。医生建议我先等待观察。

In the weeks that followed, I started to plan for my eventual death, while also fighting to live. I like to:

在接下来的几个星期，我开始做临终规划，同时也争取活下来。我喜欢：

Plan for the worst-case scenario to make it as good as possible. I felt fortunate because this prognosis gave me enough time to ensure that the people I cared most about would be okay without me, and to savor life with them in the years I had left. I would have time to get to know my first grandson, who had just been born, but not so much time that I could take it for granted.

为最坏的情况做好打算以使结果尽可能好一点。我感到很幸运，因为这个预测让我有充足的时间，来确保我最关心的人在没有我的情况下也能好好生活，并且有时间在剩下的日子里与他们一起享受生活。我还有时间了解我刚刚出生的第一个孙子，但因所剩时间不多我不会把这一切视作理所当然。

But as you know by now, rather than following what I am told is best, even by an expert, I like to triangulate opinions with believable people. So I also had my personal physician, Dr. Glazer, set up visits with four other experts on this particular disease.

但正如你目前所知，我并不盲从别人告诉我什么是最好的，就算他是专家，我也喜欢与可信的人进行三方探讨。所以我让我的私人医生格拉泽博士安排拜访了这一领域的另外四名专家。

The first call was with the head of thoracic surgery at a major cancer hospital. She explained that my condition had advanced quickly and that, contrary to what the first physician said, there was a surgery that could cure me. It would involve removing both my esophagus and my stomach and attaching my intestines to the remaining little bit of my esophagus I'd have left. She estimated I'd have a 10 percent chance of dying on the operating table and a 70 percent chance of a crippling outcome. But the odds were in favor of my living, so her recommendation was clearly worth taking seriously. Naturally I wanted her to speak with the doctor from Johns Hopkins who originally diagnosed me and recommended a watch-and-wait approach, so right then and there I called the other doctor to see what each would say about the other's views. This was eye-opening. While the two doctors had told me completely different things when I met with them in person, when they were on the phone together, they sought to minimize their disagreement and make the other look good, putting professional courtesy ahead of thrashing things out to get at the best answer. Still, the differences in their views were clear, and listening to them deepened my understanding.

第一个电话是和一家大型癌症医院的胸外科主任。与前面那位医生所说的相反，她说我的病情发展很快，可是有一种手术可以让我得到治愈。这个手术需要摘除我的食道和胃，并将我的肠道附着在我剩下的食道上。她预估10%的可能性我会死在手术台上，70%的可能性致残。但这个方案幸存的可能性较大，所以她的建议显然值得重视。自然地，我希望她和约翰·霍普金斯医生谈一谈，因为约翰·霍普金斯医生最初诊断出我的病情并且推荐了一种观察等待的方案。所以就在当时，我当着这位医生的面，打电话给了约翰·霍普金斯医生，看看他们两个人对于对方的观点会怎么说。这真的是大开眼界。当我单独和他们见面的时候，两位医生告诉我的完全是不同的事情。但当他们一起在电话里沟通时，他们却试图尽量减少分歧，使对方看起来不错，他们没有急于抨击对方的观点来证明自己给的答案是最好的，而是把职业礼数放在前面。不过，他们的意见分歧还是很清楚，听了他们的谈话我对自己病情的理解更加深刻了。

The next day I met with a third doctor who was a world-renowned specialist and researcher at another esteemed hospital. He told me that my condition would basically cause me no problems so long as I came in for an endoscopic examination every three months. He explained that it was like skin cancer but on the inside—if it was watched and any new growth was clipped before it metastasized into the bloodstream, I'd be okay. According to him, the results for patients monitored in this way were no different than for those who had their esophagus removed. To put that plainly: They didn't die from cancer. Life went on as normal for them except for those occasional examinations and procedures.

第二天，我见了第三位医生，他在另一个著名的医院工作，是一位世界知名的专家和学者。他告诉我，只要我每三个月进行一次内窥镜检查，我的病情基本上就能得到控制。他解释说，这就像是长在体内的皮肤癌。只要在转移到血液循环系统之前，及时发现并将新长出来组织切除，我就没什么大碍。据他所说，用这种方式监测的患者，治疗结果和去除食道的患者没什么不同。说白了：他们并没有死于癌症。除了一些偶尔的检查和治疗程序之外，他们的生活和普通人没什么两样。

To recap: Over the course of forty-eight hours, I had gone from a likely death sentence to a likely cure that would essentially involve disemboweling me, and then finally to a simple, and only slightly inconvenient, way of watching for abnormalities and removing them before they could cause any harm. Was this doctor wrong?

总结一下：在这四十八小时的过程中，我的病情已经从死刑转变为取出内脏的话有可能治愈，再最终转变为一个简单的，只是稍微有些不便的方案，即在发现异常组织可能造成伤害前切除掉它们就可以了。但这个医生说的对吗？

Dr. Glazer and I went on to meet two other world-class specialists and they both agreed that undergoing the scoping procedure would do no harm, so I decided to go ahead with it. During the procedure, they clipped some tissue from my esophagus and sent it to the laboratory for testing. A few days after the procedure, exactly a week before my sixty-fourth birthday, I got the results. They were shocking to say the least. After analyzing the tissue, it turned out there wasn't any high-grade dysplasia at all!

格拉泽博士和我一起又去见了另外两位世界级的专家，他们都认同进行异常组织切除手术是没有害处的，所以我决定采纳这个方案。在治疗过程中，他们从我的食道中截去一些组织，并送到实验室进行检测。手术后几天，就在我六十四岁生日前一个星期，我拿到了检测报告。他们都很震惊。分析这些组织后才发现，原来并没有任何异常增生！

Even experts can make mistakes; my point is simply that it pays to be radically open-minded and triangulate with smart people. Had I not pushed for other opinions, my life would have taken a very different course. My point is that you can significantly raise your probabilities of making the right decisions by open-mindedly triangulating with believable people.

即使专家也可能犯错误；我想说的重点只是，彻底的头脑开放，并和聪明人进行三方探讨，是非常有价值的。如果我没有去听取其他人的意见，我现在的的生活将会完全不同。所以我的观点是，通过和可信的人进行全面开放的三方探讨，你可以显著提高做出正确决策的可能性。

3.5 Recognize the signs of closed-mindedness and open-mindedness that you should watch out for.

3.5 注意并识别头脑封闭和头脑开放的信号

It's easy to tell an open-minded person from a closed-minded person because they act very differently. Here are some cues to tell you whether you or others are being closed-minded: 区分头脑开放的人和头脑封闭的人很容易，因为他们的行为差别很大。以下是一些提示，告诉你你或其他人是否头脑封闭：

1. **Closed-minded people** don't want their ideas challenged. They are typically frustrated that they can't get the other person to agree with them instead of curious as to why the other person disagrees. They feel bad about getting something wrong and are more interested in being proven right than in asking questions and learning others' perspectives.

头脑封闭的人不希望他们的想法受到挑战。当他人不同意他们的观点时，他们通常感到很沮丧，而不是好奇，为什么另一个人不同意。他们对出错感到很糟糕，且更有兴趣证明自己是正确的，而不是提问和学习他人的观点。

Open-minded people are more curious about why there is disagreement. They are not angry when someone disagrees. They understand that there is always the possibility that they might be wrong and that it's worth the little bit of time it takes to consider the other person's views in order to be sure they aren't missing something or making a mistake.

头脑开放的人更加好奇为什么会有分歧。他们不会因别人和自己观点不一致就生气。他们明白自己总是有犯错的可能性，认为花点时间去考虑他人的观点，以确保他们不会错过某些信息或犯错误，是非常值得的。

2. **Closed-minded people** are more likely to make statements than ask questions. While believability entitles you to make statements in certain circumstances, truly open-minded people, even the most believable people I know, always ask a lot of questions. Nonbelievable people often tell me that their statements are actually implicit questions, though they're phrased as low-confidence statements. While that's sometimes true, in my experience it's more often not.

头脑封闭的人更倾向发表言论而不是问问题。虽然在某些场合你的可信度使你享有发表言论的权利。但真正头脑开放的人，即使是那些我认识的最可信的人，也总是会问很多问题。不太可信的人经常告诉我，他们的言论实际上隐含着问题，尽管他们发表言论的措辞很不自信。虽然这偶尔是真的，但在我的经验中，往往不是这样。

Open-minded people genuinely believe they could be wrong; the questions that they ask are genuine. They also assess their relative believability to determine whether their primary role should be as a student, a teacher, or a peer.

头脑开放的人真的认为他们可能是错的；他们问的是真问题。他们也评估自己的相对可信度，来确定他们的主要角色应该是学生，老师还是同辈。

3. **Closed-minded people** focus much more on being understood than on understanding others. When people disagree, they tend to be quicker to assume that they aren't being understood than to consider whether they're the ones who are not understanding the other person's perspective.

头脑封闭的人更多关注有没有被理解而不是有没有理解他人。当人们不同意他们的观点时，他们倾向于更快地假设对方没有理解自己，而不是考虑他们是否理解了对方的观点。

Open-minded people always feel compelled to see things through others' eyes.

头脑开放的人总是想着要看到别人的眼睛里看到的事物。

4. **Closed-minded people** say things like "I could be wrong . . . but here's my opinion." This is a classic cue I hear all the time. It's often a perfunctory gesture that allows people to hold their own opinion while convincing themselves that they are being open-minded. If your statement starts with "I could be wrong" or "I'm not believable," you should probably follow it with a question and not an assertion.

头脑封闭的人总这样说“我也许是错，但我的观点是这样的……”这是我经常听到的经典信号。这通常只是一种敷衍的表示，好像允许人们可以有自己的观点，来让别人相信自己是头脑开放的。因为如果你的陈述以“我有可能错了”或“我在这方面没什么发言权”开头，后半句更应该是个问题而不是一个断言。

Open-minded people know when to make statements and when to ask questions.

头脑开放的人知道何时发表陈述，何时提问。

5. **Closed-minded people** block others from speaking. If it seems like someone isn't leaving space for the other person in a conversation, it's possible they are blocking. To get around blocking, enforce the "two-minute rule" I mentioned earlier.

头脑封闭的人阻止别人说话。如果某人看起来没有在谈话中给对方留下空间，那么他们很可能在阻止对方说话。可以用我之前提到的“两分钟原则”，来避免这种阻塞。

Open-minded people are always more interested in listening than in speaking; they encourage others to voice their views.

头脑开放的人更感兴趣的总是听而不是说；他们鼓励别人发表自己的意见。

6. **Closed-minded people** have trouble holding two thoughts simultaneously in their minds. They allow their own view to crowd out those of others.

头脑封闭的人没有办法大脑里同时有两种想法。所以他们要让自己的观点挤掉别人的观点。

Open-minded people can take in the thoughts of others without losing their ability to think well—they can hold two or more conflicting concepts in their mind and go back and forth between them to assess their relative merits.

头脑开放的人可以在吸收别人想法同时，不失去自己的思考能力——他们的头脑中可以持有两个或多个相互冲突的概念，并在这些概念之间来回评估它们各自的价值。

7. **Closed-minded people** lack a deep sense of humility. Humility typically comes from an experience of crashing, which leads to an enlightened focus on knowing what one doesn't know.

头脑封闭的人缺乏深刻的谦卑意识。谦卑通常来自于崩溃的经历，这种经历使得他们更开明的关注怎么获取他们所不知道的东西上。

Open-minded people approach everything with a deep-seated fear that they may be wrong.

头脑开放的人知道他们有可能是错的，所以总是伴随着对这个现实的深刻恐惧来处理一切事情。

Once you can sort out open-minded from closed-minded people, you'll find that you want to surround yourself with open-minded ones. Doing so will not only make your decision making more effective but you'll also learn a tremendous amount. A few good decision makers working effectively together can significantly outperform a good decision maker working alone—and even the best decision maker can significantly improve his or her decision making with the help of other excellent decision makers.

一旦你可以把头脑开放的人和头脑封闭的人区分开来，你会发现你想让自己的周围都围绕着头脑开放的人。因为这样做不仅可以使你的决策更有效，而且还会让你学到大量东西。几个优秀的决策者合作将远远胜过单独的一个优秀决策者，即便是最好的决策者也可以通过其他优秀决策者的帮助，来显著改善他或她的决策。

3.6 Understand how you can become radically open-minded.

3.6 了解怎样才能做到彻底头脑开放。

No matter how open-minded you are now, it is something you can learn. To practice open-mindedness: 不管你现在有多么头脑开放，你都可以学到一些东西来做的更好。练习方法如下：

a. **Regularly use pain as your guide toward quality reflection.** Mental pain often comes from being too attached to an idea when a person or an event comes along to challenge it. This is especially true when what is being pointed out to you involves a weakness on your part. This kind of mental pain is a clue that you are potentially wrong and that you need to think about the question in a quality way. To do this, first calm yourself down. This can be difficult: You will probably feel your amygdala kicking in through a tightening in your head, tension in your body, or an emerging sense of annoyance, anger, or irritability. Note these feelings when they arise in you. By being aware of such signals of closed-mindedness, you can use them as cues to control your behavior and guide yourself toward open-mindedness. Doing this regularly will strengthen your ability to keep your “higher-level you” in control. The more you do it, the stronger you will become.

a. **经常用痛苦来指导你做高质量的反思。**心理上的痛苦常常源于，你过分执着的某个想法受到某个人或某件事的挑战。特别是当所发生的事情指出了你的某个弱点时，尤其如此。这种心理上的痛苦其实在提示你，你有可能错了或者你需要更认真的思考这个问题。做到这个，你首先需要冷静下来。这很难：因为你将感到你绷紧的大脑里的杏仁核在猛烈的踢打，你的身体在变得紧张，或者出现恼怒、气愤、烦躁的感觉。当这些感觉升起时，把注意力放在上面。意识到这些都是头脑封闭的信号，你可以用它们来提示你控制自己的行为，并指导你头脑开放。经常这样做可以提升你用高维自我控制自己的能力。你练习的越多，你将变得越强。

b. **Make being open-minded a habit.** The life that you will live is most simply the result of habits you develop. If you consistently use feelings of anger/frustration as cues to calm down, slow down, and approach the subject at hand thoughtfully, over time you'll experience negative emotions much less frequently and go directly to the open-minded practices I just described.

b. **把头脑开放变成一种习惯。**你将会过怎样的生活其实只是你培养的各种习惯的结果。如果你持续把气愤/沮丧的感觉当作一种提示，提醒你要冷静，慢一点，更周到的处理手头的事。随着时间的推移，你将越来越少的感觉到负面情绪，而直接开始了我上文描述的头脑开放的练习。

Of course, this can be very hard for people to do in the moment because your “lower-level you” emotions are so powerful. The good news is that these “amygdala hijackings” don't last long so even if you're having trouble controlling yourself in the moment, you can also allow a little time to pass to give your higher-level you space to reflect in a quality way. Have others whom you respect help you too.

当然，对人们来说在那一刻做的这个很难，因为你“低维自我”的情绪的力量非常强大。好消息是即使你无法在那一刻控制你自己，这种“情绪绑架”也不会持续太久。你可以留出一段时间来让你的高维自我重新接管你的大脑，来做高质量的反思。也可以让其他你尊敬的人来帮你。

c. **Get to know your blind spots.** When you are closed-minded and form an opinion in an area where you have a blind spot, it can be deadly. So take some time to record the circumstances in which you've consistently made bad decisions because you failed to see what others saw. Ask others—especially those who've seen what you've missed—to help you with this. Write a list, tack it up on the wall, and stare at it. If ever you find yourself about to make a decision (especially a big decision) in one of these areas without consulting others, understand that you're

taking a big risk and that it would be illogical to expect that you'll get the results you think you will.

c. **了解你的盲点。**当你头脑封闭，还在你的盲区形成了一个观点，那你死定了。所以花些时间去纪录那些因为你没有看到别人看到的东西，而反复做出错误决策的情境。做这个纪录时请其他人一起帮忙，尤其是那些曾经看到你错过什么的人。写一个清单，钉在墙上，仔细看。如果你发现你在没有咨询其他人情况下，就开始做任何一个墙上所写的这些决策（尤其是重大决策），那么你要知道你正在冒很大的风险，此时期待能获得你认为你将获得的结果，是非常不合逻辑的。

d. **If a number of different believable people say you are doing something wrong and you are the only one who doesn't see it that way, assume that you are probably biased.** Be objective! While it is possible that you are right and they are wrong, you should switch from a fighting mode to an "asking questions" mode, compare your believability with theirs, and if necessary agree to bring in a neutral party you all respect to break the deadlock.

d. **如果好几个可信的人都说你错了，而你是唯一一个不这么看的人，此时要假定自己很可能有某种偏见。**要客观！尽管也有可能你是对的他们全错了，你也需要在这时将争论模式转换成提问模式，把你的可信度和他们的做下比较，如果必要的话找一个你尊敬的且中立的一方来打破僵局。

e. **Meditate.** I practice Transcendental Meditation and believe that it has enhanced my open-mindedness, higher-level perspective, equanimity, and creativity. It helps slow things down so that I can act calmly even in the face of chaos, just like a ninja in a street fight. I'm not saying that you have to meditate in order to develop this perspective; I'm just passing along that it has helped me and many other people and I recommend that you seriously consider exploring it.

e. **冥想。**我练习的是超越冥想，我认为这种练习提升了我的头脑开放程度以及高维自我的觉知水平，变的更冷静平和，也更有创造力。冥想让一切慢下来，这样即使在面对混乱时我也能够冷静的处理，就好像在街头斗殴中的忍者。我并不是说你一定要通过冥想来提升这种觉知；我只是说这个对我以及很多其他的人都很有帮助。所以我建议你认真考虑去探索一下。

f. **Be evidence-based and encourage others to be the same.** Most people do not look thoughtfully at the facts and draw their conclusions by objectively weighing the evidence. Instead, they make their decisions based on what their deep-seated subconscious mind wants and then they filter the evidence to make it consistent with those desires. It is possible to become aware of this subconscious process happening and to catch yourself, or to allow others to catch you going down this path. When you're approaching a decision, ask yourself: Can you point to clear facts (i.e., facts believable people wouldn't dispute) leading to your view? If not, chances are you're not being evidence-based.

f. **把观点建立在证据的基础上，也鼓励别人这么做。**大多数人不能审慎的看待事实，客观的权衡所有的证据来得出结论。相反，他们把自己的决定建立在潜意识的欲望的基础上，他们过滤证据，来让证据和自己的欲望保持一致。不过你还是有可能觉察到这种潜意识过程的发生，并及时把自己抓回来或者是让别人把你抓回来。就是当你做一个决策时，问你自己：你有什么事实的根据，从而得出这个观点？（比如：那些不会引起可信的人的争议的事实）如果没有，那么很可能你并没有以证据为基础。

g. **Do everything in your power to help others also be open-minded.** Being calm and reasonable in how you present your view will help prevent the “flight-or-fight” animal/amygdala reaction in others. Be reasonable and expect others to be reasonable. Ask them to point to the evidence that supports their point of view. Remember, it is not an argument; it is an open exploration of what’s true. Demonstrating that you are taking in what they are telling you can be helpful.

g. **尽力帮助其他人也头脑开放。** 你如果能够冷静理智的表达你的观点，这也将帮助其他人阻止他们杏仁核中“战或逃”的本能反应。请他们提出能够支持他们观点的论据。记住，这不是争论；这是在开放的探索什么是真相。这个过程中表露你在吸收他们正告诉你的东西，会很有帮助。

h. **Use evidence-based decision-making tools.** These principles were designed to help you get control over your lower-level/animal you and put your better, higher-level decision-making brain in charge.

What if you could unplug that lower part of your brain entirely and instead connect with a decision-making computer that gives you logically derived instructions, as we do with our investment systems? Suppose this computer-based decision-making machine has a much better track record than you because it captures more logic, processes more information more quickly, and makes decisions without being emotionally hijacked. Would you use it? In confronting the challenges I’ve faced in the course of my career I’ve created exactly such tools, and I am convinced that I would not have been nearly as successful without them. I have no doubt that in the years ahead such “machine-thinking” tools will continue to develop and that smart decision makers will learn how to integrate them into their thinking. I urge you to learn about them and consider using them.

h. **使用以证据为基础的决策工具。** 设计这些原则就是来帮你控制你的低维自我/兽性自我，而让你更好的高维自我来掌管决策权。

如果这样好不好？你能彻底拔掉你大脑中低维区域的电源，相反连上的的是一个会做决策的计算机，它给你的指令完全由逻辑衍生，就好像我们用我们的投资系统所做的那样。假设这台以计算机为基础的决策机器能比你更好的追踪你的纪录，因为它能更合逻辑的获取信息，更快的处理更多的信息，并在不被情绪劫持的情况下做决策。你会去使用它吗？为了面对我在职业生涯中遇到的挑战，我真的就创造了这样的工具，而且我相信如果没有它们，我不可能这么成功。毫无疑问，在未来的几年里，这种“机器思考”工具将继续发展，聪明的决策者将会学习如何将它们融入自己的思考中。我强烈建议你去了解它们，并考虑使用它们。

i. **Know when it’s best to stop fighting and have faith in your decision-making process.** It’s important that you think independently and fight for what you believe in, but there comes a time when it’s wiser to stop fighting for your view and move on to accepting what believable others think is best. This can be extremely difficult. But it’s smarter and ultimately better for you to be open-minded and have faith that the consensus of believable others is better than whatever you think. If you can’t understand their view, you’re probably just blind to their way of thinking. If you continue doing what you think is best when all the evidence and believable people are against you, you’re being dangerously arrogant.

i. **知道什么时候最好停止争吵，且相信你的决策过程。**独立思考以及为自己所相信的去抗争很重要，但有时最好明智的停止为你观点争辩，而去接纳那些可信之人的想法。做到这个难度极大。但是，对你来说，思想开放，相信可信的人的共识比你所想的要好，这是明智的，最终也会对你更好。如果你不能理解他们的观点，你可能只是对他们的思维方式视而不见。假如当所有的证据和可信的人都在反对你时，你还继续做你认为最好的事情，那么你的这种傲慢将是非常危险的。

The truth is that while most people can become radically open-minded, some can't, even after they have repeatedly encountered lots of pain from betting that they were right when they were not. People who don't learn radical open-mindedness don't experience the metamorphosis that allows them to do much better. I myself had to have that humility beaten into me by my crashes, especially my big one in 1982. Gaining open-mindedness doesn't mean losing assertiveness. In fact, because it increases one's odds of being right, it should increase one's confidence. That has been true for me since my big crash, which is why I've been able to have more success with less risk.

事实是，尽管大部分人可以变的彻底头脑开放，有些人却不能，尽管这些人反复在自己错的时候依然赌自己是对的，并因此遭遇了非常多的痛苦。那些学不会彻底头脑开放的人，无法体验到自己的质变，这种质变能让他们把事情做的好得多。我自己不得不在我的挫折中，尤其是在1982年的大崩溃中，学会这种谦逊。头脑开放并不意味着丧失自信。事实上由于头脑开放提高了你正确的几率，它反而提升你的自信。自从我遭遇了那次大挫折之后，一直如此，所以我以后能够冒更少的险而取得更大的成功。

Becoming truly open-minded takes time. Like all real learning, doing this is largely a matter of habit; once you do it so many times it is almost instinctive, you'll find it intolerable to be any other way. As noted earlier, this typically takes about eighteen months, which in the course of a lifetime is nothing.

做到真正头脑开放需要时间。像所有真正的学习一样，做到这个很大程度上是一个习惯问题。一旦你这么做了很多次，它就会几乎成为一种本能，你会发现不这样做反而难以忍受。如前文我所说的，它通常需要18个月，但在一生中去看这算什么呢。

ARE YOU UP FOR THE CHALLENGE?

你准备好迎接这个挑战了吗？

For me, there is really only one big choice to make in life: Are you willing to fight to find out what's true? Do you deeply believe that finding out what is true is essential to your well-being? Do you have a genuine need to find out if you or others are doing something wrong that is standing in the way of achieving your goals? If your answer to any of these questions is no, accept that you will never live up to your potential. If, on the other hand, you are up for the challenge of becoming radically open-minded, the first step in doing so is to look at yourself objectively. In the next chapter, Understand That People Are Wired Very Differently, you'll have a chance to do just that.

对我来说，人生真的要去做的重大选择只有一个：你愿意为找出真相而战吗？你深深的相信发现真相对你幸福至关重要吗？你真的想要知道你或者他人是否做错的什么使得你无法达成自己的目标吗？如果这些问题中任何一个你的答案是否定的，那就接受你永远也不可能发挥自己潜力这个现实吧。相反，如果你准备好迎接这个挑战要变得彻底头脑开放，你要做的第一步就是客观的看待自己。在下一个章节你将有机会这样做，《明白人与人之间的思维方式差异很大》。

4 Understand That People Are Wired Very Differently

4 要明白人与人之间的思维方式差异很大

Because of the different ways that our brains are wired, we all experience reality in different ways and any single way is essentially distorted. This is something that we need to acknowledge and deal with. So if you want to know what is true and what to do about it, you must understand your own brain.

因为人与人之间的思维方式有很大差异，所以我们体验到的现实也各不相同，而且任何单独的一种现实都是被歪曲的。这是我们需要认清且去应对的问题。所以，如果你想知道什么是真的，要做些什么，你必须了解你自己的大脑。

That insight led me to talk with many psychologists, psychiatrists, neuroscientists, personality testers, and other believable people in the field, and it led me to read many books. I discovered that though it is obvious to all of us that we are born with different strengths and weaknesses in areas such as common sense, creativity, memory, synthesis, attention to detail, and so forth, examining these differences objectively makes even most scientists uncomfortable. But that doesn't make it any less necessary, so I pushed forward with these explorations over several decades.

基于这种认知我和相关领域的很多专家进行了交谈，包括心理学家、精神病学家、神经科学家、性格测试者以及其他在这一领域中可信的人，也读了很多相关书籍。我发现，尽管我们所有人都知道，我们生来就有不同的优势和劣势，比如常识、创造力、记忆力、综合能力、对细节的关注等等。客观地审视这些差异甚至让大多数科学家都感到不舒服。但这依然非常必要，所以几十年来我一直不停地进行这些探索。

As a result, I have learned a lot that helped me and that I believe can help you. In fact, I attribute as much of my success to what I've learned about the brain as I do to my understanding of economics and investing. In this chapter, I will share some of the amazing things I've learned.

因此，我学到了很多能够帮到我的东西，同时我相信它也能帮到你。事实上，我对人的大脑的了解对我成功所起到的作用，不比我对经济学和投资的理解所起到作用小。在这一章里，我将分享我所学到的一些非常精彩的东西。

WHY I TURNED TO NEUROSCIENCE

为什么我会去研究神经科学？

When I started Bridgewater two years out of business school, I had to manage people for the first time. At first I thought that hiring smart people—for instance, the top students out of the top schools—should get me capable employees, but as often as not, those people didn't turn out well. "Book smarts" didn't typically equate to the type of smarts I needed.

当我从商学院毕业两年后，开始创建桥水公司时，我第一次不得不管人。开始时，我认为聘用聪明人应该可以让我获得有能力的人才，比如那些毕业于一流大学的一流学生。但经常不是这样，这些人的表现并不好。课堂上聪明并不常常等同于我所需要的那种聪明。

I wanted to work with independent thinkers who were creative, conceptual, and had a lot of common sense. But I had a hard time finding those sorts of people and even when I did, I was shocked at how differently their brains seemed to work. It was as though we were speaking different languages. For example, those who were "conceptual" and imprecise spoke one language while those who were literal and precise spoke another. At the time, we chalked this up to "communication problems," but the differences were much deeper than that—and they were painful for all of us, particularly when we were trying to achieve big things together.

我想和那些能独立思考的人工作，他们有创造力，有概念，富有常识。但我很难找到这些人，甚至当我找到了，我也常震惊于他们大脑思维方式的不同。它就好像我们在说不同的语言一样。例如，那些“概念性的”但不精确的人说一种语言，而那些字斟句酌追求精确的人说另一种语言。当时，我们把这种问题归因于“沟通问题”，但这种分歧比“沟通问题”深刻的多。这对我们来说很痛苦，尤其是当我们试图一起做些大事时。

I remember one research project—an ambitious attempt to systemize our global understanding of the bond markets—that took place years ago. Bob Prince was running it, and while we agreed conceptually on what we were trying to do, the project didn't get pushed through to results. We'd meet with Bob and his team to agree on the goal and lay out how to get there. But when they'd go off to work on it, they'd make no progress. The problem was that conceptual people who visualized what should be done in vague ways expected more literal people to figure out for themselves how to do it. When they didn't, the more conceptual people thought the more literal people had no imagination, and the more literal people thought the more conceptual people had their heads in the clouds. To make matters worse, none of them knew which were which—the more literal people thought that they were as conceptual as the conceptual people and vice versa. In short, we were gridlocked, and everyone thought it was someone else's fault—that the people they were locking horns with were blind, stubborn, or just plain stupid.

我记得有一个研究项目，它一项雄心勃勃的尝试，旨在将我们对债券市场的全球理解系统化。这个项目发生很多年前。当时Bob Prince在运营这个项目，同时我们也在概念上同意尽力去做，但这个项目没有被推进并产出结果。我们和Bob以及他的团队会面，目标达成了一致，并制定出达成目标的方法。但是当我们去行动时，依然没有任何进展。产生这个问题的在于，概念性的人模糊的预想该做些什么，期望务实的人自己想出具体要怎么做。当他们没有想出来时，概念性更强的人就认为务实的人没有想象力。务实的人则认为概念性的人想法太虚幻缥缈。更糟的是，他们自己并不知道谁是偏概念性的，谁是务实的。务实的人认为他

们和概念性的人一样有概念，反之亦然。简而言之，我们陷入了僵局，每个人都认为是别人的错，都认为对方盲目，顽固，或纯粹是蠢。

Those meetings were painful for everyone. Because no one was clear about what they were good or bad at, everybody expressed opinions about everything and there wasn't any sensible way of sorting through them. We discussed why the group was failing, which led us to see that the individuals Bob had chosen for his team reflected his own strengths and weaknesses in their own roles. While that took frankness and open-mindedness and was a big step forward, it wasn't recorded and systematically converted into adequate changes, so the same people kept making the same sort of mistakes, over and over again.

那些会议对每个人来说都非常痛苦。因为没有人清楚什么是好什么是坏，人人都表达自己对所有事情的观点，但没有任何实用的方式去将那些观点分类。我们于是一起讨论为什么我们这个项目组会这么失败。这使得Bob个人在团队面前反思他自己在这个领导角色中的优势和劣势。这一举动带来了更多坦诚和开放，是一个非常大的进步。但是由于没有做好记录并将其系统的转化为足够的改变，因此同样的人还是一次次犯同样的错误。

Isn't it obvious that our different ways of thinking, our emotional responses, and our not having ways of dealing with them is crippling us? What are we supposed to do, not deal with them?

这难道不是很明显吗？我们不同的思维方式，不同的情绪反应，以及我们没有办法处理这些问题使得我们陷入瘫痪。我们该怎么办呢？听之任之吗？

I'm sure you've been in contentious disagreements before—ones where people have different points of view and can't agree on what's right. Good people with good intentions get angry and emotional; it is frustrating and often becomes personal. Most companies avoid this by suppressing open debate and having those with the most authority simply make the calls. I didn't want that kind of company. I knew we needed to dig more deeply into what was preventing us from working together more effectively, bring those things to the surface, and explore them.

我敢肯定你曾经也有过因为意见不同无法达成一致而和他人陷入争论的时候。你们目的都是好的，人品也都很好，但却变得怒目相对，情绪失控；这令人沮丧且常常变成私人恩怨。大部分公司通过抑制公开辩论，来避免这种情况发生的方法是，或者仅仅让最权威的人做决定。我不想要这种公司。我知道我们需要挖的更深一些，到底是什么在阻止我们更有效的合作？我们要让问题浮出表面，然后去探究他们。

Bridgewater's roughly 1,500 employees do many different things—some strive to understand the global markets; others develop technologies; still others serve clients, manage health insurance and other benefits for employees, provide legal guidance, manage IT and facilities, and so on. All these activities require different types of people to work together in ways that harvest the best ideas and throw away the worst. Organizing people to complement their strengths and compensate for their weaknesses is like conducting an orchestra. It can be magnificent if done well and terrible if done poorly.

桥水公司大概有1500名员工，他们都做着不同的事情——一些人努力了解全球市场，一些人开发技术，还有一些做客服，为员工管理健康保险以及其他的一些福利，提供法律指导，管理IT和设备，等等。所有这些事情都需要不同类型的人合作，来收获最好的想法并排除最糟糕的想法。组织这些人发挥优势弥补劣势，就像在指挥一个管弦乐队。组织的好将非常精彩组织的不好将非常糟糕。

While “know thyself” and “to thine own self be true” are fundamental tenets I had heard long before I began looking into the brain, I had no idea how to go about getting that knowledge or how to act on it until we made these discoveries about how people think differently. The better we know ourselves, the better we can recognize both what can be changed and how to change it, and what can’t be changed and what we can do about that. So no matter what you set out to do—whether on your own, as a member of an organization, or as its director—you need to understand how you and other people are wired.

在很久以前，我还没有开始研究人的大脑时，我就听说了“认识自己”和“忠于自己”是人生的基本原则。但我不知道如何获取相关知识，也不知要怎么去做，直到我们发现人们是如何用不同的思维方式去思考问题的。我们越了解自己，我们越清楚我们可以做哪些改变以及如何去改变，也越清楚什么是我们无法改变的，对这些无法改变的事我们又能做些什么。所以无论你要去做什么，不管是自己做，还是作为团队的一员，或者带领一个团队去做，你都需要懂得你和其他人是如何思考问题的。

4.1 Understand the power that comes from knowing how you and others are wired.

4.1 了解自己和他人的思维方式将带给你巨大的能量

As I related in the first part of this book, my first breakthrough in understanding how people think differently occurred when I was a young father and had my kids tested by Dr. Sue Quinlan. I found the results remarkable, because she not only confirmed my own observations of the ways that their minds were working at the time but also predicted how they would develop in the future. For example, one of my kids was struggling with arithmetic. Because he tested well in mathematical reasoning, she correctly told him that if he pushed through the boredom of rote memorization required in elementary school, he would love the higher-level concepts he would be exposed to when he got older. These insights opened my eyes to new possibilities. I turned to her and others years later when I was trying to figure out the different thinking styles of my employees and colleagues.

正如我在这本书的第一部分所提到的，当我成为一个年轻父亲的时候，我第一次在理解人们不同的思维方式方面有了重大突破。苏·昆兰医生给我的孩子们做检查。检查结果很惊人，因为她不仅证实了我对于孩子们那个阶段思维方式的观察，而且预测了他们未来将如何发展。比如，我其中一个孩子当时学习算术学的很痛苦。苏·昆兰医生根据他优良的数学推理测试，准确地告诉他，如果小学阶段他能够顺利克服那些死记硬背的枯燥乏味，他将爱上当他长大时会接触到的更高层次的概念。这些见解让我看到了更多新的可能性。所以几年以后当我想弄清我的员工和同事思维方式如何不同时，我再次咨询了她以及其他专家。

At first, the experts gave me both bad and good advice. Many seemed as if they were more interested in making people feel good (or not feel bad) than they were at getting at the truth. Even more startling, I found that most psychologists didn't know much about neuroscience and most neuroscientists didn't know much about psychology—and both were reluctant to connect the physiological differences in people's brains to the differences in their aptitudes and behaviors. But eventually I found Dr. Bob Eichinger, who opened the world of psychometric testing to me. Using Myers-Briggs and other assessments, we evolved a much clearer and more data-driven way of understanding our different types of thinking.

开始，这些专家给了建议有好有坏。很多时候他们看起来只是想让你感觉好一些或者不要难过，而不是想获得真相。更让我震惊的是，我发现很多心理学家并不了解神经科学，大部分神经科学家也并不了解心理学。他们也不愿意去研究人的大脑生理结构的不同是否会导致人的天资和行为表现的不同。但最终我找到了鲍勃·艾辛格医生，他为我打开了心理测试世界的大门。我们使用迈尔斯-布里格斯和其他评估方式，逐步发展出了一套更清晰、更数据驱动的方法来理解我们不同类型的思维方式。

Our differences weren't a product of poor communication; it was the other way around. Our different ways of thinking led to our poor communications.

我们的分歧不是沟通不良的产物，相反，是我们不同的思维方式导致了我们不良的沟通。

From conversations with experts and my own observations, I learned that many of our mental differences are physiological. Just as our physical attributes determine the limits of what we are able to do physically—some people are tall and others are short, some muscular and others weak—our brains are innately different in ways that set the parameters of what we are able to do mentally. As with our bodies, some parts of our brains cannot be materially affected by external experience (in the same way that your skeleton isn't changed much through working out), while other parts can be strengthened through exercise (I will have more to say about brain plasticity later in this chapter).

从与专家的谈话和我自己的观察中，我了解到我们的许多心理差异都基于生理原因。就像我们的生理属性决定了我们的身体所能做到的限度——一些人高，一些人矮，一些人肌肉发达，一些人天生体弱——我们的大脑结构天生被设定了不同的参数，这导致我们的心理上也存在差异。正如我们身体一样，我们大脑的某个部位不会因为外在的体验就发生什么质变（就像锻炼身体并不会使我们的骨骼有什么大的改变一样），但是其他的一些部位却能够通过锻炼加强（我将在本章后面一些提到更多关于大脑可塑性的内容）。

This was driven home to me by my son Paul's three-year struggle with bipolar disorder. As terrifying and frustrating as his behavior was, I came to realize that it was due to his brain's chemistry (specifically, its secreting serotonin and dopamine in spurts and sputters). As I went through that terrible journey with him, I experienced the frustration and anger of trying to reason with someone who wasn't thinking well. I constantly had to remind myself that there was no basis for my anger because his distorted logic was a product of his physiology—and I saw for myself how the doctors who approached it that way brought him to a state of crystal clarity. The experience not only taught me a lot about how brains work but why creative genius often exists at the edge of insanity. Many highly productive and creative people have suffered from bipolar disorder, among them Ernest Hemingway, Beethoven, Tchaikovsky, Vincent van Gogh, Jackson Pollock, Virginia Woolf, Winston Churchill, and the psychologist Kay Redfield Jamison (who has

written frankly about her own experiences with the disease in her book *An Unquiet Mind*). I learned that we are all different because of the different ways that the machine that is our brain works—and that nearly one in five Americans are clinically mentally ill in one way or another.

这种发现源于我儿子保罗与躁郁症斗争的三年。尽管保罗的行为令人恐惧和沮丧，但我意识到这是由于他的大脑的化学反应(具体来说是因为，血清素和多巴胺突然大量分泌)。当我和他一起经历这个可怕的旅程时，我体验到试图和一个不能正常思考的人讲理是多么的令人沮丧和愤怒。我不断地提醒自己，我的愤怒是没有根据的，因为他扭曲的逻辑是生理原因——我亲眼看见，那些医生是如何通过医疗把他带到一个水晶般清晰的状态。这段经历不仅教会了我很多关于大脑如何运作的知识，还让我明白为什么创造性的天才经常处于疯狂的边缘。许多高产的和富有创造力的人都患有躁郁症，其中包括欧内斯特·海明威、贝多芬、柴可夫斯基、文森特·梵高、杰克逊·波洛克、弗吉尼亚·伍尔夫、温斯顿·丘吉尔，以及心理学家凯·雷德菲尔德·贾米森(她在《不平静的心灵》一书中坦率地写了自己患躁郁症的经历)。我认识到，我们彼此间都是各不相同的，这源于我们大脑这台机器工作方式的不同，几乎每五个美国人中就有一个有这样或那样的精神疾病。

Once I understood that it's all physiological, many things became clearer to me. While I used to get angry and frustrated at people because of the choices they made, I came to realize that they weren't intentionally acting in a way that seemed counterproductive; they were just living out things as they saw them, based on how their brains worked. I also realized that as off-base as they seemed to me, they saw me the same way. The only sensible way of behaving with each other was to look down upon ourselves with mutual understanding so we could make objective sense of things. Not only did this make our disagreements less frustrating, it also allowed us to maximize our effectiveness.

一旦我明白了这一切都是生理上的，我就明白了很多事情。过去我常常对一些人所做的选择感到生气和愤怒，现在我意识到他们并不是故意以一种看起来适得其反的方式行事；他们只是基于他们大脑的运作方式，按照他们所看见的那样去做而已。我同时意识到，他们看我也和我看他们一样，也觉得我大错特错。彼此之间唯一合理的行为方式就是互相理解，这样我们才能对事物有客观的认识。这不仅使我们的分歧不那么令人沮丧，也使我们能够最大限度地发挥我们的效率。

Everyone is like a Lego set of attributes, with each piece reflecting the workings of a different part of their brain. All these pieces come together to determine what each person is like, and if you know what a person is like, you'll have a pretty good idea of what you can expect from them.

每个人都像一组乐高玩具，其中每一块都反映了大脑不同部分的运作方式。所有的这些，组合在一起决定了每个人是怎样的。如果你知道一个人是什么样的人，你就会清楚你可以期望从他们那里获得些什么。

a. **We are born with attributes that can both help us and hurt us, depending on their application.** Most attributes are a double-edged sword that bring potential benefits and potential harm. The more extreme the attribute, the more extreme the potential good or bad outcomes it is likely to produce. For example, a highly creative, goal-oriented person good at imagining new ideas might undervalue the minutiae of daily life, which is also important; he might be so driven in his pursuit of long-term goals that he might have disdain for people who focus on the details of daily life. Similarly, a task-oriented person who is great with details might

undervalue creativity—and worse still, may squelch it in the interests of efficiency. These two people might make a great team, but are likely to have trouble taking advantage of the ways they're complementary, because the ways their minds work make it difficult for them to see the value of each other's ways of thinking.

a. **我们天生的某种属性既能帮助我们又能伤害我们，这取决于如何应用它们。**大多数属性都是一把双刃剑，它同时带来潜在的好处和潜在的伤害。这个属性越极端，它可能产生的好或坏的结果就越极端。例如，一个高创造力的，且目标导向的人善于想出新的主意，却可能低估同样重要的日常生活细节；他可能会因为追求长期目标而有非常大的内驱力，却对那些关注日常生活细节的人不屑一顾。同样的，一个任务导向的人，对细节很重视却可能会低估创造力，更糟糕的是，他可能会为了效率而抑制创新。这两种人可能会组成一个伟大的团队，但也很可能在如何利用优势互补方面遇到麻烦，因为他们自己的思维方式让他们很难看到对方那种思维方式的價值。

Having expectations for people (including yourself) without knowing what they are like is a sure way to get in trouble. I learned this the hard way, through years of frustrating conversations and the pain of expecting things from people who were constitutionally incapable of delivering them. I'm sure that I caused them plenty of pain too. Over time, I realized that I needed a systematic approach to capturing and recording our differences so that we could actively take them into consideration when putting people into different roles at Bridgewater.

如果你在不知道对方是何种人的情况下，就对他们(包括你自己)抱有某种期待，肯定会让你惹上麻烦。我通过多年令人沮丧的谈话，和期待获得他们天生无法提供的东西的痛苦中学会了这一点。我相信我也给他们带来了许多痛苦。随着时间的流逝，我意识到我需要一个系统化的方法来捕捉和记录我们之间的差异，这样我们就能积极地考虑如何给他们在桥水公司安排工作。

This led to one of my most valuable management tools: Baseball Cards, which I mentioned in the first part of this book. Just as a baseball card compiles the relevant data on a baseball player, helping fans know what that player is good and bad at, I decided that it would be similarly helpful for us to have cards for all of our players at Bridgewater.

这使得我最宝贵的管理工具之一**棒球卡**应运而生，我在本书的第一部分也提到过。正如棒球卡收集棒球运动员的相关数据来帮助球迷了解球员擅长什么不擅长什么，我决定使用棒球卡来纪录我们员工的数据，这也将起到类似的作用。

In creating the attributes for our baseball cards, I used a combination of adjectives we already used to describe people, like “conceptual,” “reliable,” “creative,” and “determined”; the actions people took or didn't take such as “holding others accountable” and “pushing through to results”; and terms from personality tests such as “extroverted” or “judging.” Once the cards were established, I created a process to have people evaluate each other, with the people rated highest in each dimension (e.g., “most creative”) having more weight on the ratings of other people in that dimension. People with proven track records in a certain area would get more believability, or decision-making weight, within that area. By recording these qualities in people's Baseball Cards, others who'd never worked with them before could know what to expect from them. When people changed, their rating would change. And when they didn't change, we were even more sure of what we could expect of them.

在为我们的棒球卡创建属性的过程中，我使用了我们已经用来描述人的形容词组合，比如“概念性的”、“可靠的”、“创造性的”和“确定的”；人们采取或不采取的行动的词汇，如“推卸责任”和“推进结果”；以及性格测试中的术语，如“外向”或“爱评论他人”。一旦这些卡片确定下来，我就设计了一个让人们互相评价的程序。在某个维度上，获得最高评价的那个人（比如最具创造力的）可以在这个维度上评价他人时有更大的权重。在某个领域有可靠记录的人会在该领域获得更高的可信度或决策权重。通过这些品质记录在他们的棒球卡上，其他从未与他们共事过的人也能知道可以对他们抱有什么样的期待。当他们改变时，他们的评价也会改变。当他们没有改变的时候，我们更确信我们能指望他们什么。

Naturally when I introduced this tool, people were skeptical or scared of it for various reasons. Some were afraid that the cards would be inaccurate; others thought it would be uncomfortable to have their weaknesses made so apparent, or that it would lead to their being pigeonholed, inhibiting their growth; still others thought it would be too complex to be practical. Imagine how you would feel if you were asked to force-rank all your colleagues on creativity, determination, or reliability. Most people at first find that prospect frightening.

很自然地，当我介绍这个工具的时候，人们出于各种原因对它表示怀疑或害怕。有些人担心这些卡片不准确；另一些人则认为，如果把他们的弱点暴露的如此明显会让他们很不舒服，或者这将导致他们被人束之高阁，从而阻碍他们的成长；还有一些人认为它太复杂而不实用。想象一下，如果你被要求在创造力、决心或可靠性上对所有的同事进行排名，你会有什么感觉。大多数人起初觉得这个前景很可怕。

Still, I knew that we needed to be radically open in recording and considering what people were like, and that things would eventually evolve to address people's concerns if we were sensible about how we approached the process. Today, most everyone at Bridgewater finds these Baseball Cards to be essential, and we have built a whole suite of other tools, which will be further described in Work Principles, to support our drive to understand what people are like and who is believable at what.

尽管如此，我知道我们依然需要在记录和考虑我们是怎样的人上彻底开放，而且如果我们能明智的处理这个过程，事情的最终发展结果将会解决人们的各种顾虑。今天，桥水公司的大多数人都认为这些棒球卡是必不可少的，我们还建立了一整套其他的工具，来支持我们更好去了解我们是怎样的人，以及谁在哪些方面是可信的。这些工具我将在**工作原则**那个部分中进一步去描述。

I've already noted that our unique way of operating and the treasure trove of data we accumulated brought us to the attention of some world-renowned organizational psychologists and researchers. Bob Kegan of Harvard University, Adam Grant of the Wharton School, and Ed Hess of the University of Virginia have written about us extensively, and I have learned a great deal from them in turn. In a way I never intended, our trial-and-error discovery process has put us at the cutting edge of academic thinking about personal development within organizations. As Kegan wrote in his book *An Everyone Culture*, "from the individual experience of probing in every one-on-one meeting, to the technologically integrated processes for discussing . . . issues and baseball cards, to the company-wide practices of daily updates and cases, Bridgewater has built an ecosystem to support personal development. The system helps everyone in the company confront the truth about what everyone is like."

我已经注意到，我们独特的运作方式和我们积累的数据宝库，使我们受到了一些世界著名组织的心理学家和研究人员的关注。哈佛大学的Bob Kegan，沃顿商学院的Adam Grant和弗吉尼亚大学的Ed Hess都写了很多关于我们的文章，我也从他们身上学到了很多。我从未想过，我们不断试错的探索过程让我们处于某项学术研究的前沿，即组织内部的个人如何发展。正如Kegan在他的书《每个人的文化》中所写的，“从每次的一对一会议中对个人体验的探索，到技术集成过程的讨论……再到问题以及棒球卡在全公司范围内的每天更新和实践，桥水公司已经建立了一个生态系统来支持个人发展。这个系统可以帮助公司里的每个人都知道每个人的真实情况。

Our journey of discovery has coincided with an incredibly fertile epoch in neuroscience, when, thanks to rapid advances in brain imaging and the ability to gather and process big data, our understanding has accelerated dramatically. As with all sciences on the cusp of breakthroughs, I am sure that much of what is thought to be true today will soon be radically improved. But what I do know is how incredibly beautiful and useful it is to understand how the thinking machine between our ears works.

我们的探索之旅正好赶上了神经科学发展的大好时代，在这个时代由于脑成像技术的迅速发展以及收集与处理大数据的能力快速提高，我们理解能力的提高也大大加快了。正如所有处在重大突破转折点的其他科学一样，我确信今天许多我们认为是真实的东西在不久的将来就会有迅猛的发展。但我已经知道的是，懂得我们双耳间的思维机器如何工作，这是多么的美妙且有用的事情。

Here's some of what I've learned:

以下是我所学到的：

The brain is even more complex than we can imagine. It has an estimated eighty-nine billion tiny computers (called neurons) that are connected to each other through many trillions of “wires” called axons and chemical synapses. As David Eagleman describes it in his wonderful book *Incognito*:

大脑比我们想象的更加复杂。它有大约890亿个微型计算机(称为神经元)，它们通过无数的“电线”（称为轴突和化学突触）相互连接。正如David Eagleman在他的著作《隐形者》中所描述的那样：

Your brain is built of cells called neurons and glia—hundreds of billions of them. Each one of them is as complex as a city. . . . The cells [neurons] are connected in a network of such staggering complexity that it bankrupts human language and necessitates new strains of mathematics. A typical neuron makes about ten thousand connections to neighboring neurons. Given billions of neurons, this means that there are as many connections in a single cubic centimeter of brain tissue as there are stars in the Milky Way galaxy.

你的大脑是由神经元和神经胶质细胞构成的，这些细胞有数千亿个。每一个细胞都像一个城市一样复杂……这些细胞[神经元]在如此惊人复杂的网络中相互连接，它使人类的语言陷入困境，数学由此变得必不可少。一个典型的神经元与邻近的神经元有大约1万个连接。鉴于有数十亿的这样神经元，这意味着在一立方厘米的脑组织中的连接就多的像银河系中的星星一样。

When we are born our brains are preprogrammed with learning accumulated over hundreds of millions of years. For example, researchers at the University of Virginia have shown that while many people have an instinctual fear of snakes, no one has an instinctual fear of flowers. The brains that we were born with had learned that snakes are dangerous and flowers are not. There's a reason for that.

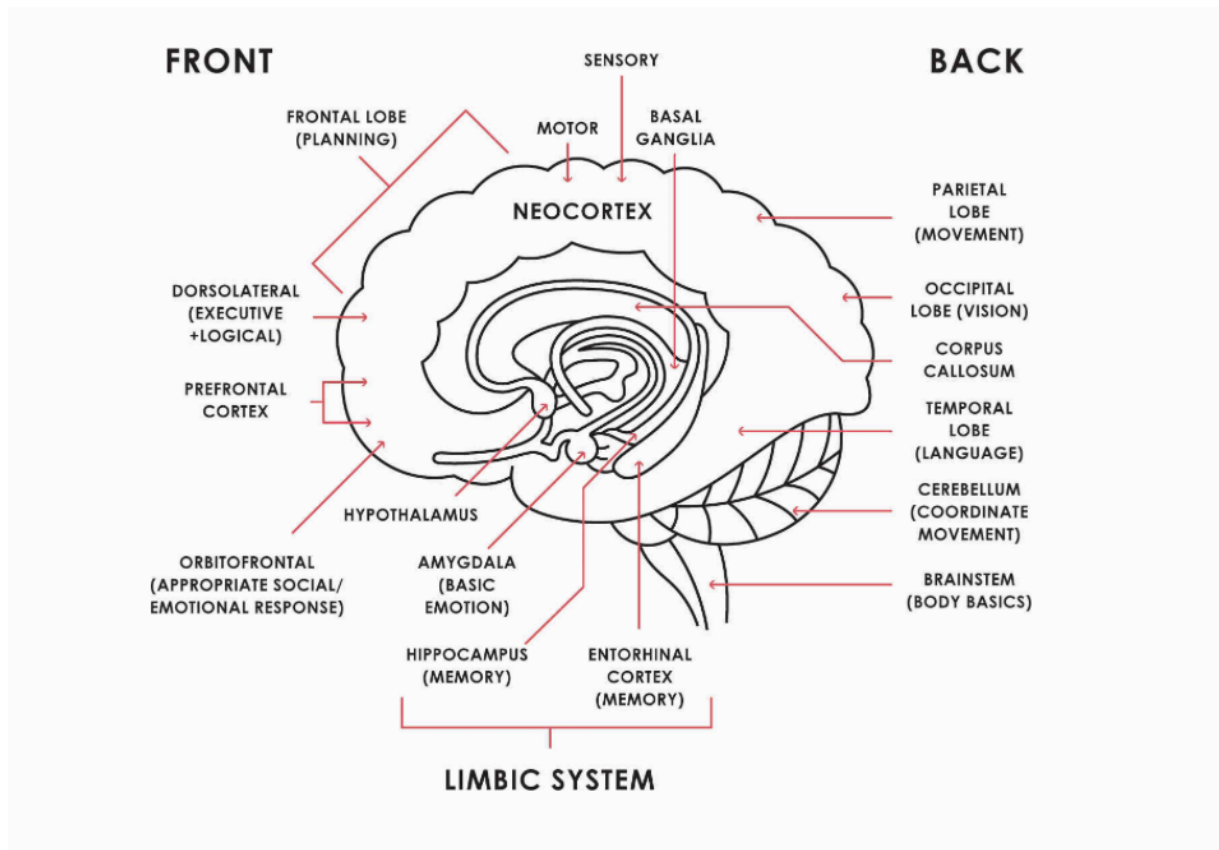
当我们出生的时候，我们的大脑已经积累了数亿年的学习经验，被预先编好了程序。例如，弗吉尼亚大学(University of Virginia)的研究人员发现，许多人对蛇都有一种本能的恐惧，但没有人对花朵这种本能的恐惧。我们生来就知道蛇是危险的，而花不是。这些是有原因的。

There is one grand design for the brains of all mammals, fish, birds, amphibians, and reptiles, which was established nearly 300 million years ago and has been evolving ever since. Just as cars have evolved into different versions—sedans, SUVs, sports cars, etc.—that rely on many of the same underlying parts, all vertebrate brains have similar parts that do similar things but that are well adapted to the needs of their own particular species. For example, birds have superior occipital lobes because they need to spot prey (and predators) from great heights. While we humans think of ourselves as superior overall because we overemphasize the importance of our own advantages, other species could justifiably make the same claims on their own behalf—birds for flight, eyesight, and instinctual magnetic navigation; most animals for smell; and several for appearing to have particularly enjoyable sex.

几乎所有的哺乳动物、鱼类、鸟类、两栖动物和爬行动物的大脑都有一个宏伟的设计，这是大约3亿年前形成的，且一直在不断进化。就像汽车都有共同的基础部件，但却在此基础上演变出了不同的版本，像轿车，越野车，跑车等等。所有脊椎动物的大脑中，也有相似的部分做着相似的事情，同时他们也在进化中很好地适应了自己特定物种的需要。例如，鸟类具有发达的枕叶，因为它们需要从高处发现猎物（和捕食者）。而我们人类认为自己是高等物种，因为我们过分强调自己优势的重要性。其他物种也有理由这么认为。比如鸟类有飞行能力，很好的视力，以及本能的磁导航；大多数动物嗅觉很灵敏；另外一些物种则看起来有更特别的性能力。

This “universal brain” has evolved from the bottom up, meaning that its lower parts are evolutionarily the oldest and the top parts are the newest. The brainstem controls the subconscious processes that keep us and other species alive—heartbeat, breathing, nervous system, and our degree of arousal and alertness. The next layer up, the cerebellum, gives us the ability to control our limb movements by coordinating sensory input with our muscles. Then comes the cerebrum, which includes the basal ganglia (which controls habit) and other parts of the limbic system (which controls emotional responses and some movement) and the cerebral cortex (which is where our memories, thoughts, and sense of consciousness reside). The newest and most advanced part of the cortex, that wrinkled mass of gray matter that looks like a bunch of intestines, is called the neocortex, which is where learning, planning, imagination, and other higher-level thoughts come from. It accounts for a significantly higher ratio of the brain's gray matter than is found in the brains of other species.

这种“普遍的大脑”是从底层开始进化，这意味着大脑的下半部分在进化上是最古老的，而最顶端的部分则是最新的。最底部的脑干控制我们的潜意识，使我们和其他物种都有心跳，呼吸，神经系统，以及一定程度的冲动和警觉度。再上一层，是小脑，它使我们能够通过协调感觉输入和肌肉来控制肢体运动。然后是大脑，它包括基底神经节(控制习惯)，边缘系统的其他部分(控制情绪反应及一些运动)，和大脑皮层(储存我们的记忆、思想和意识)。大脑皮层最新最先进的部分，是充满皱褶的灰质，它看起来像一堆肠子，被称为新皮质。我们的学习、规划、想象和其他高层次思维就来源于此。我们大脑灰质中新皮质的比例比其他物种大脑中所发现的要高得多。



4.2 Meaningful work and meaningful relationships aren't just nice things we chose for ourselves—they are genetically programmed into us.

4.2不管是工作还是生活，对意义的追求不只是我们做出的某个好的选择——这种追求其实根植于我们每个人的基因。

Neuroscientists, psychologists, and evolutionists agree the human brain comes pre-programmed with the need for and enjoyment of social cooperation. Our brains want it and develop better when we have it. The meaningful relationships we get from social cooperation make us happier, healthier, and more productive; social cooperation is also integral to effective work. It is one of the defining characteristics of being human.

神经学家、心理学家和进化论者一致认：**人类大脑预先编好程序，使我们需要并享受社会协作**。我们大脑想要进入社会协作，且在协作中它会发育的更好。我们从中获得的有意义的关系也使我们更快乐，更健康，更富有成效。社会协作是有效工作的组成部分。它也是人类的特征之一。

Leonard Mlodinow, in his excellent book *Subliminal*, writes, “We usually assume that what distinguishes us [from other species] is IQ. But it is our social IQ that ought to be the principal quality that differentiates us.” He points out that humans have a unique ability to understand what other people are like and how they are likely to behave. The brain comes programmed to develop this ability; by the time they are four years old, most children are able to read others’ mental states. This sort of human understanding and cooperation is what makes us so accomplished as a species. As Mlodinow explains, “Building a car for example requires the participation of thousands of people with diverse skills, in diverse lands, performing diverse tasks. Metals like iron must be extracted from the ground and processed; glass, rubber, and plastics must be created from numerous chemical precursors and molded; batteries, radiators and countless other parts must be produced; electronic and mechanical systems must be designed; and it all must come together, coordinated from far and wide, in one factory so that the car can be assembled. Today, even the coffee and bagel you might consume while driving to work in the morning is the result of the activities of people all over the world.”

伦纳德·马洛迪诺（Leonard Mlodinow）在他的著作《潜意识》（*Subliminal*）中写道：“我们通常认为，我们区别于其他物种的是智商。但是，我们的社会智商才应该成为区分我们的主要特征。”他指出，人类有独特的能力来理解他人是怎怎样的，以及他们可能如何表现。大脑已被编好程序去发展这种能力；到四岁时，大多数孩子都能读懂他人的心理状态。人类的这种理解与合作，使我们这个物种取得如此巨大的成就。正如Mlodinow所解释的那样，“就像，建造一辆汽车需要成千上万的人参与协作，这些人拥有不同的技能，在不同的地方工作，执行不同的任务。比如像铁之类的金属必须从地下采掘并进行加工；玻璃，橡胶和塑料必须由许多化学制品塑模而成；还必须生产电池，散热器和无数其他部件；还要设计电子和机械系统；而且这一切都必须从四面八方协调至一个工厂，这样汽车才能被组装完成。如今，连你早上开车上班时喝的咖啡吃的面包圈，都是全世界人民协作的结果。”

In his book *The Meaning of Human Existence*, Pulitzer Prize-winning author Edward O. Wilson surmises that between one million and two million years ago, when our ancestors were somewhere between chimpanzees and modern homo sapiens, the brain evolved in ways supporting cooperation so man could hunt and do other activities. This led the centers of memory and reasoning in the prefrontal cortex to develop beyond those of our primate relatives. As groups became more powerful than individuals and our brains evolved in ways that made larger groups manageable, competition between groups became more important than competition between individuals and groups that had more cooperative individuals did better than those without them. This evolution led to the development of altruism, morality, and the sense of conscience and honor. Wilson explains that man is perpetually suspended between the two extreme forces that created us: “Individual selection [which] prompted sin and group selection [which] promoted virtue.”

普利策奖获得者爱德华·威尔逊（Edward O. Wilson）在他的著作《人类存在的意义》一书中推断，在100万到200万年前，当我们的祖先介于黑猩猩和现代智人之间的时候，大脑进化出了支持合作的区域，因此人类可以狩猎和从事其他集体活动。这使得我们大脑前额皮质的记忆和推理中心的发育，超过了我们其他灵长类亲戚。随着群体变得比个人更强，我们的大脑也随之进化成能够管理更大的群体，群体与群里之间的竞争变得比个人与群体之间的竞争

更为重要。有更多合作者的群体，比没有的群体表现更好。这种进化导致了利他主义，道德观，良知感以及荣誉感的发展。威尔逊解释说，人类永远在创造我们的两种极端力量之间徘徊：“选择个人利益导致罪恶和选择集体利益促进美德。”

Which of these forces (self-interest or collective interest) wins out in any organization is a function of that organization's culture, which is a function of the people who shape it. But it's clear that collective interest is what's best, not just for the organization but for the individuals who make it up. As I'll explain in *Work Principles*, the rewards of working together to make the pie bigger are greater than the rewards of self-interest, not only in terms of how much "pie" one gets but also in the psychic rewards wired into our brains that make us happier and healthier.

这两种力量（利己或利他）不管哪一中在任何组织中胜出，它都会成为该组织文化的一个职责，它也是塑造这种文化的个人的职责。但很明显，利他不管是对组织还是对组织里的个人都是最好的。正如我将在“工作原则”中解释的那样，共同努力去把馅饼做大，所获得的奖励比追求个人私利的奖励更大，这不仅仅指获得多少“馅饼”方面的奖励，还有我们的大脑给我们精神上的奖赏，它使我们更快乐，更健康。

Knowing how the brain has evolved thus far, we might extrapolate the past into the future to imagine where it will go. Clearly the evolution of the brain has moved from being nonthinking and self-focused toward being more abstract and more universally focused. For example, the brain evolution that I described has given us (some people more than others) the ability to see ourselves and our circumstances from a higher holistic level and, in some cases, to value the whole that we are part of even more than ourselves.

知道大脑到目前为止是如何进化的，我们就能推断过去，并且预测未来会如何发展。显然，大脑的进化已经从不思考和关注自身，转为更抽象的思考和更广泛的关注。例如，我所描述的大脑的进化已经赋予我们这种能力（一些人的这种能力比另一些人更强），它让我们能够从更高的整体的维度来看待我们自己和我们所处的环境，在某些情况下，我们把整体利益甚至看的比我们自身的利益更重。

A few years ago, I had a conversation with the Dalai Lama in which I explained to him the contemporary neuroscience view that all of our thinking and feeling is due to physiology (in other words, the chemicals, electricity, and biology in our brains working like a machine). This implied that spirituality is due to these physiological mechanics rather than something coming from above, so I asked him what he thought about that. Without hesitation, he responded "Absolutely!" and told me that the next day he was meeting with the University of Wisconsin professor of neuroscience who had helped him learn about this, and he asked me if I wanted to join him. Regrettably, I couldn't but I recommended to him a book I'd read on the subject called *The Spiritual Brain* (which I also recommend to you). In our conversation, we went on to discuss the similarities and differences between spirituality and religion. His view was that prayer and meditation seemed to have similar effects on the brain in producing feelings of spirituality (the rising above oneself to feel a greater connection to the whole) but that each religion adds its own different superstitions on top of that common feeling of spirituality. Rather than trying to squeeze my own summary of his thinking in here, I'll simply recommend the Dalai Lama's book, *Beyond Religion*, if you're interested in learning more.

几年前，我和达赖喇嘛进行了一次交谈，我向他解释了当代神经科学的观点，即我们所有的思考和感觉都来自生理（换言之，来自大脑中的化学物质、电、生物体，它们工作方式就像

机器一样)。这意味着灵性是来自于生理机制，而不是来自上面的一些什么，然后我问他对这些怎么看。他毫不犹豫地回答：“当然！”并告诉我，第二天他会去见威斯康星大学的神经科学教授，是这位教授帮助他了解了这些，他问我是否想一起去。很遗憾我没法去，但我推荐了我读过的一本书给他，名为《灵性大脑》（我也推荐给你）。在我们的谈话中，我们继续讨论了灵性与宗教的异同。他的观点是祈祷和冥想在产生灵性的感觉上似乎对大脑产生了相似的影响（超越自己去感觉和整体有了更紧密的连接），但是每一种宗教在这种共同的感觉上都加入了自己不同的信仰。如果你有兴趣了解达赖喇嘛更多的观点，我不会试图绞尽脑汁的在这里把它总结一下，我会推荐给你他的一本书《超越宗教》。

In imagining what the future of our thinking will be like, it's also interesting to consider how man himself might change how the brain works. We are certainly doing that with drugs and technology. Given advances in genetic engineering, it's reasonable to expect that someday genetic engineers might mix and match features of different species' brains for different purposes—if you want to have a heightened sense of sight, say, genetic engineers might be able to manipulate the human brain so it grows optic lobes more like those of birds. But since such things won't happen anytime soon, let's get back to the practical question of how all this can help us better deal with ourselves and each other.

想象未来我们的思维方式会是怎样的，考虑下自己将会怎么改变大脑的工作方式也是非常有趣。我们无疑已经正在用毒品和技术来做这件事。鉴于基因工程的进步，我们有理由期待有一天基因工程师能够为不同的目的，混合匹配不同物种的大脑——比如说，如果你想拥有更高的视力，基因工程师也许能够操控人脑，使其长出更像鸟类的视神经。但是既然这样的事情不会很快发生，那让我们回到实际的问题，就是如何能够帮助我们更好地应对自己和对方。

4.3 Understand the great brain battles and how to control them to get what “you” want.

4.3 我们要了解头脑大战并懂得如何通过控制这个战争来获得你想要的。

The following sections explore the different ways your brain fights for control of “you.” While I will refer to the specific parts of the brain that neurophysiologists believe are responsible for specific types of thinking and emotions, the actual physiology is much more complex—and scientists are only beginning to understand it.

我们将在下面的章节中，探讨你的大脑如何用不同的方式，争着去控制“你”。尽管我会参考神经生理学家们所认为的“大脑的特定区域负责特定类型思维方式和情绪”，但科学家们也才刚明白实际上的生理机能要复杂的多。

a. Realize that the conscious mind is in a battle with the subconscious mind.

Earlier in the book, I introduced the concept of the “two yous” and explained how your higher-level you can look down on your lower-level you to make sure that your lower-level you isn't sabotaging what your higher-level you wants. Though I've often seen these two yous in action in myself and others, it wasn't until I learned

why they exist that I really understood them.

a.认识意识和潜意识之间的斗争。在本书前面，我介绍了“两个你”的概念，并解释了你的高维自我可以俯视你的低维自我，以确保你的低维自我不会破坏你的高维自我所追求的目标。虽然我经常看到我自己和他人的这两个自我，但直到我明白他们为何存在，我才真正了解了他们。

As with animals, many of our decision-making drivers are below the surface. An animal doesn't "decide" to fly or hunt or sleep or fight in the way that we go about making many of our own choices of what to do—it simply follows the instructions that come from the subconscious parts of its brain. These same sorts of instructions come to us from the same parts of our brains, sometimes for good evolutionary reasons and sometimes to our detriment. Our subconscious fears and desires drive our motivations and actions through emotions such as love, fear, and inspiration. It's physiological. Love, for example, is a cocktail of chemicals (such as oxytocin) secreted by the pituitary gland.

和动物一样，我们许多决策的驱动力都来自表面以下。不像我们人决定自己选择去什么那样，动物不会“决定”要不要去飞，去捕猎，睡觉或打架——它只是在遵循来自大脑潜意识的指令。人的大脑中这些相同的部分也会给到类似的指令，有些来自良好的进化对我们有利，但有些就对我们有害了。我们潜意识的恐惧和欲望通过一系列情绪驱使着我们行动，比如热爱，害怕，还有激情。这些都是生理性的，比如爱，它其实是垂体分泌的化学物质（如催产素）的混合物。

While I had always assumed that logical conversation is the best way for people to get at what is true, armed with this new knowledge about the brain, I came to understand that there are large parts of our brains that don't do what is logical. For example, I learned that when people refer to their "feelings"—such as saying "I feel that you were unfair with me"—they are typically referring to messages that originate in the emotional, subconscious parts of their brains. I also came to understand that while some subconscious parts of our brains are dangerously animalistic, others are smarter and quicker than our conscious minds. Our greatest moments of inspiration often "pop" up from our subconscious. We experience these creative breakthroughs when we are relaxed and not trying to access the part of the brain in which they reside, which is generally the neocortex. When you say, "I just thought of something," you noticed your subconscious mind telling your conscious mind something. With training, it's possible to open this stream of communication.

虽然我一直认为有逻辑的对话是人们获得真相的最好方式，但是了解了大脑的这些新知识，我开始明白，我们的大脑中有一部分并不按照逻辑行事。例如，我了解到，当人们提到他们的“感受”时，比如说“我觉得你对我不公平”，他们通常指的是情绪的潜意识大脑给他的信息。我也开始明白，尽管我们大脑中有一些潜意识的部分很危险且充满兽性，但还有一些潜意识比我们的意识头脑更聪明，反应更快。我们最伟大的灵感，常常是从我们潜意识中“迸发”的。我们在放松的时候，体验这些创造性的突破，而不是在我们努力进入创造力存储的大脑区域时（通常指新皮质）。当你说，“我刚想到了什么”，这个时候其实是你觉察到了你的潜意识在告诉你的意识什么东西。通过训练，你有可能打开这个沟通渠道。

Many people only see the conscious mind and aren't aware of the benefits of connecting it to the subconscious. They believe that the way to accomplish more is to cram more into the conscious mind and make it work harder, but this is often counterproductive. While it may seem counterintuitive, clearing your head can be

the best way to make progress.

许多人只能看见意识头脑，并没有注意到将意识和潜意识连接的好处。他们认为，要达成更多的方法是把更多的东西灌输到意识头脑中，让意识更努力工作，但这往往适得其反。虽然这看起来很反直觉，但清空大脑可能是取得进展的最佳途径。

Knowing this, I now understand why creativity comes to me when I relax (like when I'm in the shower) and how meditation helps open this connection. Because it is physiological, I can actually feel the creative thoughts coming from elsewhere and flowing into my conscious mind. It's a kick to understand how that works.

知道了这些，我现在明白了为什么当我放松的时候（比如当我在洗澡时）会有灵感出现，也明白了冥想是如何帮助我打开这种连接的。因为这是生理性的，我可以真实感受到来自其他地方的创造性思维，也能感觉到它在流进我的意识中。明白了其中的工作原理，真是太棒了。

But a note of caution is in order too: When thoughts and instructions come to me from my subconscious, rather than acting on them immediately, I have gotten into the habit of examining them with my conscious, logical mind. I have found that in addition to helping me figure out which thoughts are valid and why I am reacting to them as I do, doing this opens further communication between my conscious and subconscious minds. It's helpful to write down the results of this process. In fact that's how my Principles came about.

但也要小心的一点是：当潜意识带来某些想法和指令时，要习惯性的用意识逻辑头脑去审视它们，而不要立即对它们做出反应。我发现，这样做除了帮助我弄清楚哪些想法是有效的，以及为什么我对他们作出如此反应，它还促进了我的意识和潜意识之间的进一步沟通。另外将这个结果写下来很有帮助。事实上我的《原则》就是这么诞生的。

If you take nothing else away from this chapter, be aware of your subconscious—of how it can both harm you and help you, and how by consciously reflecting on what comes out of it, perhaps with the help of others, you can become happier and more effective.

如果你从这一章中没学到什么其他的东西，至少开始关注你的潜意识——注意它如何既伤害你，又帮助你，以及怎么样通过意识来反思潜意识的内容。让他人来帮你，也许会让你变得更快乐且更富有成效。

b. Know that the most constant struggle is between feeling and thinking. There are no greater battles than those between our feelings (most importantly controlled by our amygdala, which operates subconsciously) and our rational thinking (most importantly controlled by our prefrontal cortex, which operates consciously). If you understand how those battles occur you will understand why it is so important to reconcile what you get from your subconscious with what you get from your conscious mind.

b. 我们要明白最持久的斗争是在感觉和思维之间。没有什么斗争比我们的感觉（最主要由我们的杏仁核所控制，它操控着潜意识）和我们的理性思维（最主要由我们的前额叶皮层控制，它主要操控意识）之间的斗争更激烈的了。如果你明白这些战争是怎么发生的，你就会明白为什么将你潜意识带给你的信息和你的意识带给你的协调一致如此重要了。

That damned amygdala, which is a little almond-shaped structure that lies deeply embedded in the cerebrum, is one of the most powerful parts of your brain. It controls your behavior, even though you're not conscious of it. How does it work? When something upsets us—and that something could be a sound, a sight, or just a gut feeling—the amygdala sends notice to our bodies to prepare to fight or flee: the heartbeat speeds up, the blood pressure rises, and breathing quickens. During an argument, you'll often notice a physical response similar to how you react to fear (for instance, rapid heartbeats and tensing muscles). Recognizing that, your conscious mind (which resides in the prefrontal cortex) can refuse to obey its instructions. Typically, these amygdala hijackings come on fast and dissipate quickly, except in rare cases, such as when a person develops post-traumatic stress disorder from a particularly horrible event or series of events. Knowing how these hijackings work, you know that if you allow yourself to react spontaneously, you will be prone to overreact. You can also comfort yourself with the knowledge that whatever psychological pain you are experiencing will go away before very long.

c. Reconcile your feelings and your thinking. For most people, life is a never-ending battle between these two parts of the brain. While the amygdala's reactions come in spurts and then subside, reactions from the prefrontal cortex are more gradual and constant. The biggest difference between people who guide their own personal evolution and achieve their goals and those who don't is that those who make progress reflect on what causes their amygdala hijackings.

c. 要让你的感觉和你的想法一致。对于大多数人来说，生活就是大脑这两部分之间永无休止的斗争。杏仁核的反应突然爆发然后很快消失，前额皮层的反应则更加平缓 and 持续。那些能够指导自己个人进化并实现目标的人，与没有做到这些的人之间最大的区别就在于，那些进步的人会反思是什么导致了自己被杏仁核绑架。

d. Choose your habits well. Habit is probably the most powerful tool in your brain's toolbox. It is driven by a golf-ball-sized lump of tissue called the basal ganglia at the base of the cerebrum. It is so deep-seated and instinctual that we are not conscious of it, though it controls our actions.

d. 精心挑选你的习惯。习惯可能是大脑工具箱中最强大的工具。它由大脑底部一个高尔夫球大小的块状物所驱动，这个块状物被称作基底神经节。尽管基底神经节控制着我们的行为，我们却意识不到它，因为它非常根深蒂固，本能原始。

If you do just about anything frequently enough over time, you will form a habit that will control you. Good habits are those that get you to do what your “upper-level you” wants, and bad habits are those that are controlled by your “lower-level you” and stand in the way of your getting what your “upper-level you” wants. You can create a better set of habits if you understand how this part of your brain works. For example, you can develop a habit that will make you “need” to work out at the gym.

做任何事你如果做的足够频繁，它就会形成习惯，而且习惯会控制你。好习惯让你获得你高维自我所追求的东西，而坏习惯被你的低维自我所控制且阻碍你获得你高维自我想要的东西。如果你了解大脑的这些部分如何工作，你就可以创造一套更好的习惯。比如，你可以养成一种习惯，让你“需要”在健身房锻炼。

Developing this skill takes some work. The first step is recognizing how habits develop in the first place. Habit is essentially inertia, the strong tendency to keep doing what you have been doing (or not doing what you have not been doing). Research suggests that if you stick with a behavior for approximately eighteen months, you will build a strong tendency to stick to it nearly forever.

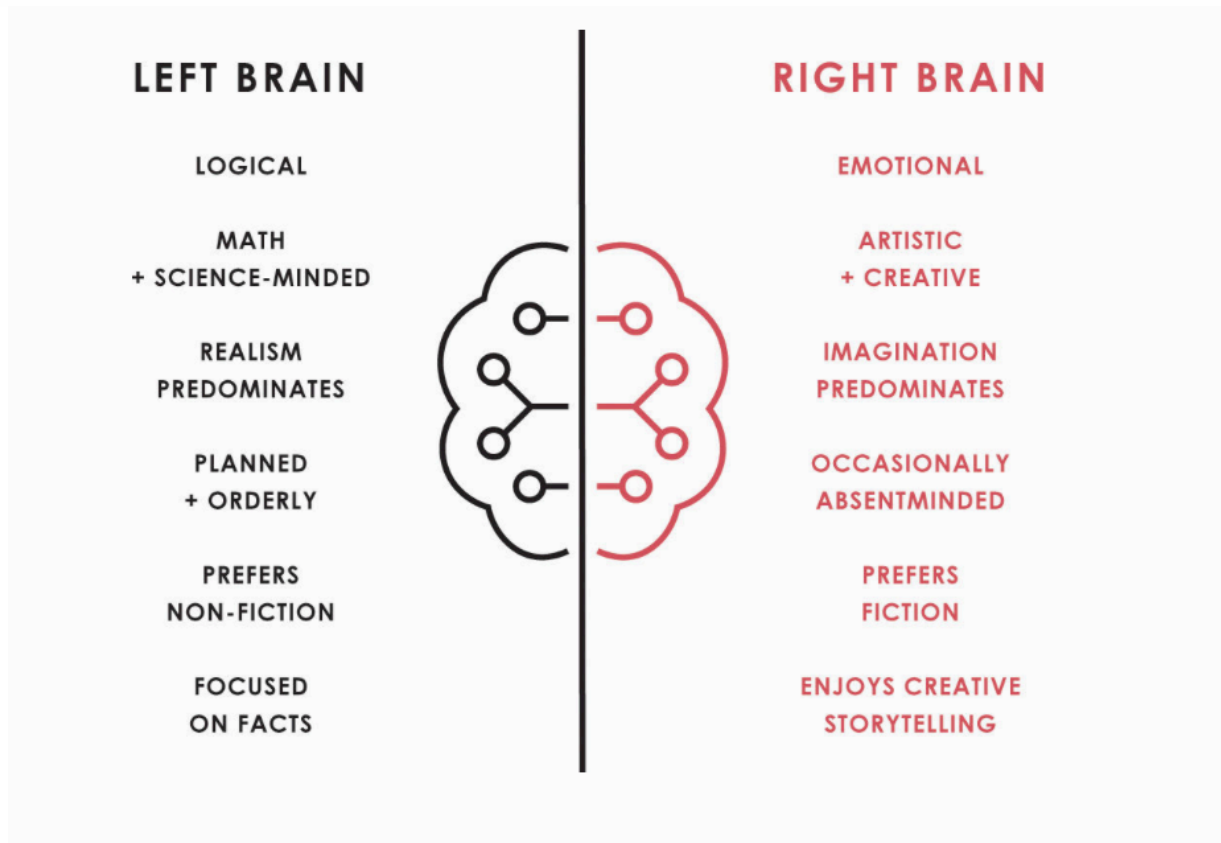
开发这项技能需要你做些功课。第一步，认识到习惯如何形成。习惯本质上是一种惯性，它是一种强烈的倾向让你继续做你一直做的事情（或不去做你一直都没做的事情）。研究表明，如果你坚持某个行为大约十八个月，那么你几乎会永远做下去。

For a long time, I didn't appreciate the extent to which habits control people's behavior. I experienced this at Bridgewater in the form of people who agreed with our work principles in the abstract but had trouble living by them; I also observed it with friends and family members who wanted to achieve something but constantly found themselves working against their own best interests.

很长一段时间，我没有意识到习惯控制人的行为到了何种程度。我体验到这点是因为在桥水公司发现有些人认同我们的工作原则却在坚持这些原则上出现问题。我也在朋友和家人身上观察到这一点，他们想要达成某些事情，却持续做一些违背他们目标的行为。

Then I read Charles Duhigg's best-selling book *The Power of Habit*, which really opened my eyes. I recommend that you read it yourself if your interest in this subject goes deeper than what I'm able to cover here. Duhigg's core idea is the role of the three-step "habit loop." The first step is a cue—some "trigger that tells your brain to go into automatic mode and which habit to use," according to Duhigg. Step two is the routine, "which can be physical or mental or emotional." Finally, there is a reward, which helps your brain figure out if this particular loop is "worth remembering for the future." Repetition reinforces this loop until over time it becomes automatic. This anticipation and craving is the key to what animal trainers call operant conditioning, which is a method of training that uses positive reinforcement. For example, dog trainers use a sound (typically a clicker) to reinforce behavior by pairing that sound with a more desirable reward (typically food) until the dog will perform the desired behavior when it merely hears the click. In humans, Duhigg says, rewards can be just about anything, ranging "from food or drugs that cause physical sensations, to emotional payoffs, such as the feelings of pride that accompany praise or self-congratulation."

然后，我读了Charles Duhigg的畅销书《习惯的力量》，这真的让我大开眼界。我在这里能讨论的部分有限，如果你对这个主题有更深入的兴趣，我建议你自己亲自读一下。Duhigg的核心思想是“习惯回路”三步骤的作用。根据Duhigg的说法，第一步是提示——即一些触发器，它告诉你的大脑进入自动模式以及使用哪种习惯。第二步是常规动作，“可以是身体的，精神的或情绪的。”最后还有一个奖励，它可以帮助你的大脑判断这个特定的回路未来是否值得记住。重复会加强这个回路，直到随着时间的推移，变成自动的行为。期待和渴求驯兽师所说的操作性条件反射的关键，它是一种使用正面强化的训练方法。例如，训狗师用一种声音（通常是咔哒的声音），通过将该声音与更好的奖励（通常是食物）搭配起来，强化某个行为，直到狗一听到咔哒声就执行这个行为。Duhigg说，在人类世界中，奖励可以是任何事情，从“引起肉体快感的食物或药物，到情绪上奖励，比如伴随赞美或自我欣赏的自豪感。”。



Habits put your brain on “automatic pilot.” In neuroscientific terms, the basal ganglia takes over from your cortex, so that you can execute activities without even thinking about them.

习惯把你的大脑放在“自动驾驶”上。用神经学的术语来说，基底神经节从你的大脑皮层接管过来，这样你连考虑都不需要就可以直接执行活动了。

Reading Duhigg’s book taught me that if you really want to change, the best thing you can do is choose which habits to acquire and which to get rid of and then go about doing that. To help you, I recommend that you write down your three most harmful habits. Do that right now. Now pick one of those habits and be committed to breaking it. Can you do that? That would be extraordinarily impactful. If you break all three, you will radically improve the trajectory of your life. Or you can pick habits that you want to acquire and then acquire them.

阅读Duhigg的书让我知道，如果你真的想要改变，最好的办法就是选择你要获得哪些习惯以及摆脱哪些习惯，然后就着手开始做。为了帮助你，我建议你写下你三个最有害的习惯。现在就做。然后挑其中一个习惯，承诺改掉它。你能做到吗？这将是非常有利的。如果你能把这三个都改掉，你将从根本上提升你的生活轨迹。或者你可以挑选你想获得的习惯，然后获得它们。

The most valuable habit I’ve acquired is using pain to trigger quality reflections. If you can acquire this habit yourself, you will learn what causes your pain and what you can do about it, and it will have an enormous impact on your effectiveness.

我所获得的最有价值的习惯是用痛苦来触发高质量的反思。如果你能自己养成这种习惯，你就会知道是什么原因导致了你的痛苦，以及你能对此做些什么，这会使你拥有巨大的成效。

e. Train your “lower-level you” with kindness and persistence to build the right habits. I used to think that the upper-level you needed to fight with the lower-level you to gain control, but over time I’ve learned that it is more effective to train that subconscious, emotional you the same way you would teach a child to behave the way you would like him or her to behave—with loving kindness and persistence so that the right habits are acquired.

e. 用慈爱和耐心来训练你的“低维自我”，从而建立正确的习惯。我曾经认为，高维自我需要和低维自我战斗来获取控制权，但是随着时间的推移，我已经认识到，对潜意识和情绪化的你进行训练更有效，就像你教孩子养成好的言行举止一样——用慈爱和耐心，来获得正确的习惯。

f. Understand the differences between right-brained and left-brained thinking. Just as your brain has its conscious upper part and its subconscious lower part, it also has two halves called hemispheres. You might have heard it said that some people are more left-brained while others are more right-brained. That’s not just a saying—Caltech professor Roger Sperry won the Nobel Prize in medicine for discovering it. In a nutshell:

f. 了解左脑与右脑思维方式的区别。正如你的大脑有显意识的上层区域和潜意识的底层区域一样，它也有左右两个部分称为半球。你可能听说过，有些人偏向左脑，而另外一些人则偏向右脑。这不只是一个说法而已，加州理工学院教授罗杰·斯佩里（Roger Sperry）因为发现这个而获得诺贝尔医学奖。简而言之：

1. The left hemisphere reasons sequentially, analyzes details, and excels at linear analysis. “Left-brained” or “linear” thinkers who are analytically strong are often called “bright.”

1.左半球循序推理，分析细节，擅长线性分析。“左脑”或者“线性”思考者通常分析力强，被称作“明智”。

2. The right hemisphere thinks across categories, recognizes themes, and synthesizes the big picture. “Right-brained” or “lateral” thinkers with more street smarts are often called “smart.”

2.右半球发散思考，识别主题，综合全局。“右脑”或“横向”的思考者常常被称为“机智”。

The diagram on the left summarizes the qualities of “right-brained” and “left-brained” thinking types.

左边的图表总结了“右脑”和“左脑”思维类型的特点。

Most people tend to get more of their instructions from one side than the other and they have trouble understanding people who get theirs from the opposite side. Our experience has been that left-brained folks tend to see right-brained folks as “spacey” or “abstract,” while right-brained thinkers tend to find left-brained thinkers “literal” or “narrow.” I have seen wonderful results occur when people know where their own and others’ inclinations lie, realize that both ways of thinking are invaluable, and assign responsibilities accordingly.

大多数人倾向于从一侧获得更多的指示，而对于从另一侧获得指示的人却无法理解。我们的经验是，左脑人倾向于把右脑的人看作“太空”或“太抽象”，而右脑的思考者往往会发现左脑的思考者是“缺乏想象力”或“太狭隘”。当人们知道自己和他人的是倾向左脑还是右脑，同时能意识到这两种思维方式都是非常宝贵的，并相应地分配责任，我已经看到会有多么美妙的结果发生。

g. Understand how much the brain can and cannot change. This brings us to an important question: Can we change? We can all learn new facts and skills, but can we also learn to change how we are inclined to think? The answer is a qualified yes.

g. 我们要了解大脑在多大程度上能够改变以及在多大程度上不能改变。这带来了一个重要的问题：我们真的能够改变吗？我们能学会新的知识和技能，但我们也能学会改变我们所倾向的思维方式吗？答案是确实可以。

Brain plasticity is what allows your brain to change its “softwiring.” For a long time, scientists believed that after a certain critical period in childhood, most of our brain’s neurological connections were fixed and highly unlikely to change. But recent research has suggested that a wide variety of practices—from physical exercise to studying to meditation—can lead to physical and physiological changes in our brains that affect our abilities to think and form memories. In a study of Buddhist monks who had practiced more than ten thousand hours of meditation, researchers at the University of Wisconsin measured significantly higher levels of gamma waves in their brains; these waves are associated with perception and problem solving.

大脑可塑性是指让你的大脑改变它的“软连接”的东西。很长时间以来，科学家们认为，在童年的某个关键时期之后，我们大部分的大脑神经连接是固定的，绝不可能改变。但是最近的研究表明，从健身到学习到冥想等各种各样的做法都会导致我们大脑器质性和生理性的改变，这些改变会影响我们的思考能力和记忆能力。威斯康星大学的研究人员对一个冥想超过一万小时的佛教僧侣进行了一项研究，测量出他的大脑中伽马波的水平显著高于常人，这种伽马波与人的感知和解决问题的能力相关。

That doesn’t mean the brain is infinitely flexible. If you have a preference for a certain way of thinking, you might be able to train yourself to operate another way and find that easier to do over time, but you’re very unlikely to change your underlying preference. Likewise, you may be able to train yourself to be more creative, but if you’re not naturally creative, there’s likely a limit to what you can do. That is simply reality, so we all might as well accept it and learn how to deal with it. There are coping techniques that we can use—for example, the creative, disorganized person who is likely to lose track of time can develop the habit of using alarms; the person who isn’t good at some type of thinking can train himself to rely on the thinking of others who are better at it. The best way to change is through doing mental exercises. As with physical exercise, this can be painful unless you enlist the habit loop discussed earlier to connect the rewards to the actions, “rewiring” your brain to love learning and beneficial change.

但这并不意味着大脑可以无止境的改变。如果你偏好某种思维方式，你有可能训练自己以另一种思维方式思考，并且随着时间的推移会发现你越来越容易做到，但是你不太可能改变你的底层偏好。同样，你也许可以训练自己变得更有创造力，但是如果你没有这种天赋，那么你可以做的事情其实是有限的。这就是简单的现实，所以我们大家不妨接受并学习如何处理这个现实。有些应对的技术我们可以使用——例如，有创意而缺乏条理的人，往往缺乏时间

观念，可以培养使用闹钟的习惯；不擅长某种思维方式的人可以训练自己去信赖那些在这方面更擅长的人。最好的改变方法是做心智练习。除非你像前面所讨论的习惯回路那样，把奖励与行为联系起来，否则“重新连接”你的大脑让它热爱学习并且发生有益的改变，和体育锻炼一样可能会让你感到痛苦。

Remember that accepting your weaknesses is contrary to the instincts of those parts of your brain that want to hold on to the illusion that you are perfect. Doing the things that will reduce your instinctual defensiveness takes practice, and requires operating in an environment that reinforces open-mindedness.

请记住，接受自己的弱点，这是违反本能的，因为你大脑的某些部分想要维护你是完美的这种幻想。你需要通过练习，且需要在一个非常开放的环境中进行练习，才能在做事情时减少你本能的防御机制。

As you'll see when we get into Work Principles, I've developed a number of tools and techniques that help overcome that resistance, individually and across organizations. Instead of expecting yourself or others to change, I've found that it's often most effective to acknowledge one's weaknesses and create explicit guardrails against them. This is typically a faster and higher-probability path to success.

正如你将在“工作原则”中看到的，我开发了大量的工具和技术，可以帮助个人或者组织克服这种阻力。我发现承认自己的弱点并建立一个防护栏抵御这些弱点是最有效的，而不是期待自己和他人改变。这通常是一个更快，更可能成功的路径。

4.4 Find out what you and others are like.

4.4 认识你自己以及他人。

Because of the biases with which we are wired, our self-assessments (and our assessments of others) tend to be highly inaccurate. Psychometric assessments are much more reliable. They are important in helping explore how people think during the hiring process and throughout employment. Though psychometric assessments cannot fully replace speaking with people and looking at their backgrounds and histories, they are far more powerful than traditional interviewing and screening methods. If I had to choose between just the assessments or just traditional job interviews to get at what people are like, I would choose the assessments. Fortunately, we don't have to make that choice.

由于我们的思维上的偏见，我们的自我评估（以及对他人的评估）往往是高度不准确的。通过心理测量来评估更为可靠。在招聘过程中以及整个就业期间，心理测量在探究人们如何思考方面，都会起到很重要的作用。尽管心理测量评估无法完全取代与人交谈和查看他们的历史背景的评估方法，但它们远比传统的采访和筛选方法更有效。如果我不得不在心理测量和传统的工作面试两种方式中选择一个，去了解对方是怎样一个人，我会选择心理测量。幸运的是，我们不必做出这样的选择。

The four main assessments we use are the Myers-Briggs Type Indicator (MBTI), the Workplace Personality Inventory, the Team Dimensions Profile, and Stratified Systems Theory. But we are constantly experimenting (for example, with the Big Five) so our mix will certainly change. Whatever the mix, they all convey people's preferences for thinking and action. They also provide us with new attributes and terminologies that clarify and amplify those we had identified on our own. I will describe a few of them below. These descriptions are based on my own experiences and learnings, which are in many ways different from the official descriptions used by the assessment companies.

我们使用的四个主要心理评估是迈尔斯 - 布里格斯类型指标（MBTI），职场人格量表，团队维度概况和分层系统理论。但是我们正在不断实验（例如，与大五人格测试）组合使用，这些组合肯定会改变。但无论什么样的组合，它们都传达了人们对思考和行动的偏好。它们还为我们提供了新的属性和术语，以对我们自己已经确定的人格特质进行澄清和强化。我将在下面描述其中的一些。这些描述是基于我自己的经验和学习，与心理评估公司使用的官方描述有许多不同之处。

a. Introversion vs. extroversion. Introverts focus on the inner world and get their energy from ideas, memories, and experiences while extroverts are externally focused and get their energy from being with people. Introversion and extroversion are also linked to differences in communication styles. If you have a friend who loves to “talk out” ideas (and even has trouble thinking through something if there isn't someone around to work it through with), he or she is likely an extrovert. Introverts will usually find such conversations painful, preferring to think privately and share only after they've worked things out on their own. I've found that it is important to help each communicate in the way that they feel most comfortable. For example, introverts often prefer communicating in writing (such as email) rather than speaking in group settings and tend to be less open with their critical thoughts.

a. 内向与外向。内向者专注于内心世界，他们从思想，记忆和经验中获得能量，而外向者则专注在外部，在与他人相处中获得能量。内向与外向也与不同的沟通风格有关。如果你有一个喜欢“说出”想法的朋友（甚至在周围没人一起工作时，无法想清楚问题，那么他或她很可能是一个外向者）。内向者通常会感觉这样的对话很痛苦，他们宁愿私下思考，而且只有在他们自己想清楚之后才会分享自己的想法。我发现帮助每个人以他们最舒服的方式进行交流非常重要。例如，内向者通常喜欢以书面形式（比如电子邮件）进行交流，而不是在小组环境中进行交流，而且对于批判性的想法往往不那么开放。

b. Intuiting vs. sensing. Some people see big pictures (forests) and others see details (trees). In the Myers-Briggs framework, these ways of seeing are best represented by the continuum from intuiting to sensing. You can get an idea of people's preferences by observing what they focus on. For example, when reading, a sensing person who focuses on details can be thrown off by typos such as “there” instead of “their,” while intuitive thinkers won't even notice the mistake. That is because the intuitive thinker's attention is focused on the context first and the details second. Naturally, you'd rather have a sensing person than an intuitor preparing your legal documents, where every “i” must be properly dotted and every “t” crossed just so.

b. 直觉与感知。有些人看大局（森林），另一些人看细节（树）。在迈尔斯 - 布里格斯人格理论框架中，从直觉到感觉连续看问题的方式是最好的。你可以通过观察人们所关注的东西，来了解他们的偏好。例如，在阅读时，一个专注于细节的感知型可能会被诸如“哪”而不是“那”这样的错别字打断，而直觉型思考者甚至看不到这个错误。这是因为直觉思维者的注意力首先集中在语境上，其次是细节。自然，你宁愿一个感知型，而不是一个直觉型来准备你的法律文件，因为法律文件要求只字不差，字斟句酌。

c. Thinking vs. feeling. Some people make decisions based on logical analysis of objective facts, considering all the known, provable factors important to a given situation and using logic to determine the best course of action. This approach is an indicator of a preference for thinking and is how you'd hope your doctor thinks when he makes a diagnosis. Other people—who prefer feeling—focus on harmony between people. They are better suited to roles that require lots of empathy, interpersonal contact, and relationship building, for example HR and customer service. Before we had assessments to identify these differences, conversations between “Ts” and “Fs” were really frustrating. Now we laugh as we bump up against our differences, because we know what they are and can see them playing out in classic ways.

c. 思维与情感。有些人依据对客观事实的逻辑分析做出决定，他们认为所有已知的，被证实的因素对于一个给定的情境很重要，并且运用逻辑来确定最佳的行动方式。这样的方法可以提示你这是个偏思维型的人，且你希望你的医生在做出诊断时这样去思考问题。另一些人偏感觉型，他们关注人与人之间的和谐。这些人更适合那些需要大量同理心、人际交往和关系建设的角色，比如人力资源和客服。在我们没有评估和识别出这些差异之前，“思维型”和“感觉型”的人之间的对话是真的让人沮丧。现在，当我们遇到我们的分歧时，我们会一笑而之，因为我们知道对方是哪种类型的人，并能看出对方的言行有多典型。

d. Planning vs. perceiving. Some people like to live in a planned, orderly way and others prefer flexibility and spontaneity. Planners (or “Judgers” in Myers-Briggs terms) like to focus on a plan and stick with it, while perceivers are prone to focus on what's happening around them and adapt to it. Perceivers work from the outside in; they see things happening and work backward to understand the cause and how to respond; they also see many possibilities that they compare and choose from—often so many that they are confused by them. In contrast, planners work from the inside out, first figuring out what they want to achieve and then how things should unfold. Planners and perceivers have trouble appreciating each other. Perceivers see new things and change direction often. This is discomforting to planners, who weigh precedent much more heavily in their decision making, and assume if it was done in a certain way before, it should be done in the same way again. Similarly, planners can discomfort perceivers by being seemingly rigid and slow to adapt.

d. 规划与觉知。有些人喜欢有计划的有条不紊地生活，有些则喜欢灵活的，随遇而安的生活。规划型（或者迈尔斯 - 布里格斯的“判断型”）喜欢关注计划并坚持下去，而觉知型倾向于关注发生在他们周围事情，并适应它。觉知型由外向内运作；他们察觉到发生的事情，并探索背后的原因，以及应如何应对；他们也看到了有很多的可能性供他们比较和选择。但也常常因为选择太多而感到困惑。相反，规划型运作方式是从内到外的，他们先搞清楚他们想要达到的目标，然后再思考如何开展工作。规划型和觉知型很难互相欣赏。觉知型经常看到新事物并改变方向。这对规划型来说是令人不安的，规划型在决策中把过往的先例看的很重，并且认为以前是以哪种方式完成的，现在应该再次以这种方式完成。同样，规划型因为看起来很死板，适应速度很慢，也让觉知型感到不舒服。

e. Creators vs. refiners vs. advancers vs. executors vs. flexors. By identifying talents and preferences that lead people to feel a particular way, you can place them in jobs at which they will likely excel. At Bridgewater, we use a test called the “Team Dimensions Profile” (TDP) to connect people with their preferred role. The five types identified by the TDP are Creators, Refiners, Advancers, Executors, and Flexors.

创造者 vs 改进者 vs 推进者 vs 执行者 vs 灵活者。每个人因其感受事物特定方式，有不同的天分和偏好，通过去识别这些，可以将人们放在各自可能更擅长的工作上。在桥水公司，我们使用称为“团队维度概况”（TDP）测试来将人员与他们较喜欢的工作联系起来。TDP所把人分为五种类型：创造者，改进者，推进者，执行者和机动者。

- **Creators** generate new ideas and original concepts. They prefer unstructured and abstract activities and thrive on innovation and unconventional practices.

- **创作者**产生新的想法和原创的概念。他们喜欢非结构化和抽象的活动，并且喜欢创新和非常规的训练。

- **Advancers** communicate these new ideas and carry them forward. They relish feelings and relationships and manage the human factors. They are excellent at generating enthusiasm for work.

- 推进者传达这些新的想法并将其推进。他们享受感情、关系和管理人员。他们擅长激发人们的工作热情。

- **Refiners** challenge ideas. They analyze projects for flaws, then refine them with a focus on objectivity and analysis. They love facts and theories and working with a systematic approach.

- **改进者**挑战现有的观点。他们分析项目的缺陷，然后通过客观的分析进行改进。他们喜欢事实和理论，并使用系统的方法进行工作。

- **Executors** can also be thought of as Implementers. They ensure that important activities are carried out and goals accomplished; they are focused on details and the bottom line.

- **执行者**也可以被认为是实施者。他们确保重要活动的开展和目标的实现；他们专注于细节和底线。

- **Flexors** are a combination of all four types. They can adapt their styles to fit certain needs and are able to look at a problem from a variety of perspectives.

- **机动者**是所有四种类型的组合。他们可以调整自己的风格以适应某些需求，并能从各种角度看问题。

Triangulating what I learn from each test reinforces or raises questions about the pictures of people I’m forming in my head. For example, when people’s MBTI results suggest a preference for “S” (focus on details) and “J” (planful), and they come out as executors on the Team Dimension assessment, there is a very good chance that they are more detail-focused than right-brained and imaginative, which

means that they would likely fit better in jobs that have less ambiguity and more structure and clarity.

对我从各个心理测试中学到的东西进行三方讨论，会强化我大脑里对某人产生的画面，也可能提出疑问。例如，当某人的MBTI测试结果显示这个人是偏“S”型（注重细节）和“J”型（注重计划），且团队维度概况（TDP）测试的结果是执行者。那么很有可能此人更细节导向而非想象力丰富的右脑型，这意味着他们可能更适合那些不模棱两可的，结构和清晰程度更高的工作。

f. Focusing on tasks vs. focusing on goals. Some people are focused on daily tasks while others are focused on their goals and how to achieve them. I've found these differences to be quite similar to the differences between people who are intuitive vs. sensing. Those who tend to focus on goals and “visualize” best can see the big pictures over time and are also more likely to make meaningful changes and anticipate future events. These goal-oriented people can step back from the day-to-day and reflect on what and how they're doing. They are the most suitable for creating new things (organizations, projects, etc.) and managing organizations that have lots of change. They typically make the most visionary leaders because of their ability to take a broad view and see the whole picture.

f.任务导向与目标导向。有些人专注于日常工作，而另一些则专注于他们的目标以及如何实现目标。我发现这两者间的差异和直觉型与感知型两者的差异非常相似。那些倾向于关注目标和最能“可视化”目标的人，可以随着时间的推移看大局，也更有可能是做出有意义的改变并预测未来的事件。这些目标导向的人可以一天天往后倒推，反思他们在做什么以及如何做。他们这种人最适合创造新事物（组织，项目等）和以及管理变化较多的组织。他们通常是最有远见的领导者，因为他们有能力从广泛的角度看待全局。

In contrast, those who tend to focus on daily tasks are better at managing things that don't change much or that require processes to be completed reliably. Task-oriented people tend to make incremental changes that reference what already exists. They are slower to depart from the status quo and more likely to be blindsided by sudden events. On the other hand, they're typically more reliable. Although it may seem that their focus is narrower than higher-level thinkers, the roles they play are no less critical. I would never have gotten this book out or accomplished hardly anything else worthwhile if I didn't work with people who are wonderful at taking care of details.

相比之下，那些更关注日常工作的人可以更好地管理变化不大或者要求可靠地完成的各项流程的事情。任务导向的人倾向参考已经存在的事物，做一些渐进的改变。他们离开现状比较慢，更有可能在突如其来的改变面前思想僵化。但另一方面，他们通常更可靠。尽管看起来他们的注意力相比高水平的思考者更狭隘，但他们所扮演的角色也同样重要。如果我不和那些善于处理细节的人一起工作，我永远也拿不出把这本书，或者完成其他任何有价值的事情。

g. Workplace Personality Inventory. Another assessment we use is the Workplace Personality Inventory, a test based on data from the U.S. Department of Labor. It anticipates behavior and predicts job fit and satisfaction, singling out certain key characteristics/qualities, including persistence, independence, stress tolerance, and analytical thinking. This test helps us understand what people value and how they will make trade-offs between their values. For example, someone with low Achievement Orientation and high Concern for Others might be unwilling to step on

others' toes in order to accomplish their goals. Likewise, someone who is bad at Rule Following may be more likely to think independently.

g.职场人格量表。我们使用的另一个心理测试是职场人格量表，这是一个基于美国劳工部数据的测试。它对工作表现以及工作的适应性和满意度进行预测，它挑出某些关键的性格/品质，包括持久性，独立性，压力耐受度和分析能力。这个测试帮助我们了解人们的价值观以及他们如何在价值观之间取舍。例如，一个成就导向性低且高度关注他人的员工可能不愿为了完成目标而踩到别人的脚趾。同样的，不擅长遵守规则的人更倾向独立思考。

We have found that something like twenty-five to fifty attributes can pretty well describe what a person is like. Each one comes in varying degrees of strength (like color tones). If you know what they are and put them together correctly, they will paint a pretty complete picture of a person. Our objective is to use test results and other information to try to do just that. We prefer to do it in partnership with the person being looked at, because it helps us be more accurate and at the same time it's very helpful to them to see themselves objectively.

我们发现，二十五到五十个属性可以很好地描述一个人是什么样的。每个人在相同的属性上力度也不一样（如颜色有不同的色调）。如果你知道它们是什么并将它们准确地放在一起，那么你将绘制出一幅相当完整的人物图片。我们的目标是使用测试结果以及其他信息来努力做到这一点。我们倾向通过和被观察的人合作来做这件事，因为这有助于结果更加准确，同时也可以帮助他们客观地看待自己。

Certain attributes combine frequently to produce recognizable archetypes. If you think about it, you can probably come up with a handful of archetypal people you meet over and over again in life: the spacey, impractical Artist; the tidy Perfectionist; the Crusher who runs through brick walls to get things done; the Visionary who pulls amazing big ideas seemingly out of the air. Over time I came up with a list of others, including Shaper, Chirper, Tweaker, and Open-Minded Learner, as well as Advancer, Creator, Cat-Herder, Gossiper, Loyal Doer, Wise Judge, and others.

某一些属性的结合经常能够产生识别度很高的原型。如果你去你想一下，你很可能想出一大堆你在人生中反复遇到的原型人物：那些缥缈的不切实际的艺术家的完美主义者；不择手段达成目标的人；在天上画大饼的空想家。随着时间的推移，我有想出了其他的一些名单，包括塑造者，唧唧叫的人，表演者和开放的学习者，以及推进者，创造者，猫牧人，八卦的人，忠诚的实干者，明断的法官等等。

To be clear, archetypes are less useful than the better fleshed-out pictures created through the assessments. They are not precise; they are more like simple caricatures, but they can be useful when it comes to assembling teams. Individual people will always be more complex than the archetypes that describe them, and they may well match up with more than one. For example, the Spacey Artist may or may not also be a Perfectionist or may be a Crusher too. While I won't go over all of them, I will describe Shapers—the one that best represents me—in some depth.

要搞清楚的是，原型相比通过评估产生的更更饱满的图片来说没有那么有用。它们不精确；更像是简单的漫画，但是在搭建团队时它很有用。个人总是比描述他们的原型更为复杂，而且他们可能会有不止一个相匹配的原型。例如，缥缈的艺术家可能是也可能不是一个完美主义者，或者是不择手段的达成目标者。虽然我不会详细介绍所有这些，但我会一定程度上描述最能代表我的“塑造者”。

h. Shapers are people who can go from visualization to actualization. I wrote a lot about the people I call “shapers” in the first part of this book. I use the word to mean someone who comes up with unique and valuable visions and builds them out beautifully, typically over the doubts of others. Shapers get both the big picture and the details right. To me, it seems that Shaper = Visionary + Practical Thinker + Determined.

h. 塑造者是那些把想象的画面变成到现实的人。我在本书的第一部分写了很多关于那个我称为“塑造者”的人。我用这个词来表达这种人，他提出了独特而有价值的愿景，在他人的质疑中，并将它们漂漂亮亮的实现。塑造者既能看到大局，又能看到细节。对我来说，塑造者 = 愿景 + 实际的思考 + 决心。

I’ve found that shapers tend to share attributes such as intense curiosity and a compulsive need to make sense of things, independent thinking that verges on rebelliousness, a need to dream big and unconventionally, a practicality and determination to push through all obstacles to achieve their goals, and a knowledge of their own and others’ weaknesses and strengths so they can orchestrate teams to achieve them. Perhaps even more importantly, they can hold conflicting thoughts simultaneously and look at them from different angles. They typically love to knock things around with other really smart people and can easily navigate back and forth between the big picture and the granular details, counting both as equally important.

我发现塑造者倾往往有一些共同的属性，如强烈的好奇心和迫切需要理解事物，接近叛逆的独立思考，需要大而非常规的梦想，推开所有障碍实现目标的实践性和决心，了解他们自己和他人的弱点和长处，以便他们可以协调团队来实现目标。也许更重要的是，他们可以同时持有相互矛盾的想法，从不同的角度去看待问题。他们通常喜欢与其他非常聪明的人打交道，并且可以轻松地在全局和细节之间来回切换，这一点也同样重要。

People wired with enough of these ways of thinking that they can operate in the world as shapers are very rare. But they could never succeed without working with others who are more naturally suited for other things and whose ways of thinking and acting are also essential.

要具备足够的这些思维方式，让在世界上做为塑造者运作的人，非常罕见。但是如果不和那些更自然的适合其他方面的人合作，塑造者绝不可能成功。因为这些人的思维方式和行为方式也是不可或缺的。

Knowing how one is wired is a necessary first step on any life journey. It doesn’t matter what you do with your life, as long as you are doing what is consistent with your nature and your aspirations. Having spent time with some of the richest, most powerful, most admired people in the world, as well as some of the poorest, most disadvantaged people in the most obscure corners of the globe, I can assure you that, beyond a basic level, there is no correlation between happiness levels and conventional markers of success. A carpenter who derives his deepest satisfaction from working with wood can easily have a life as good or better than the president of the United States. If you’ve learned anything from this book I hope it’s that everyone has strengths and weaknesses, and everyone has an important role to play in life. Nature made everything and everyone for a purpose. The courage that’s needed the most isn’t the kind that drives you to prevail over others, but the kind that allows you to be true to your truest self, no matter what other people want you

to be.

任何人生旅程必须要做的第一步都是了解一个人的思维方式是怎样的。你的人生拿来去做什么都没关系，只要你做的事情和自己的本性与愿望一致。我曾与世界上最富有，最有权势，最受尊敬的人们共度过一段时间，还有一些最贫困，住在全世界最偏僻的角落，处境最差的人。我可以向你们保证，超过一个基本的水平后，幸福程度和传统的成功之间没有什么相关性。一个从木头工作中获得最深刻满足感的木匠，很容易拥有和美国总统一样甚至更幸福的生活。如果你已经从本书中学到了什么，我希望是每个人都有自己的优点和缺点，每个人在生活中都扮演着一个重要的角色。大自然创造的每样东西每一个人都是有目的。你最需要具备的勇气并不是驱使你超过他人的那种，而是那种不管他人希望你成为怎样的人，你都可以忠实于你最真实的自己。

4.5 Getting the right people in the right roles in support of your goal is the key to succeeding at whatever you choose to accomplish.

4.5把合适的人放在合适的位置来支持你的目标，这是成功的关键。

Whether it's in your private life or your work life, it is best for you to work with others in such a way that each person is matched up with other complementary people to create the best mix of attributes for their tasks.

无论是在私人生活中还是在职场上，都最好和优势互补的人搭配，这可以为你的工作创造最佳属性组合。

a. Manage yourself and orchestrate others to get what you want. Your greatest challenge will be having your thoughtful higher-level you manage your emotional lower-level you. The best way to do that is to consciously develop habits that will make doing the things that are good for you habitual. In managing others, the analogy that comes to mind is a great orchestra. The person in charge is the shaper-conductor who doesn't "do" (e.g., doesn't play an instrument, though he or she knows a lot about instruments) as much as visualize the outcome and sees to it that each member of the orchestra helps achieve it. The conductor makes sure each member of the orchestra knows what he or she is good at and what they're not good at, and what their responsibilities are. Each must not only perform at their personal best but work together so the orchestra becomes more than the sum of its parts. One of the conductor's hardest and most thankless jobs is getting rid of people who consistently don't play well individually or with others. Most importantly, the conductor ensures that the score is executed exactly as he or she hears it in his or her head. "The music needs to sound this way," she says, and then she makes sure it does. "Bass players, bring out the structure. Here are the connections, here's the spirit." Each section of the orchestra has its own leaders—the concertmaster, the first chairs—who also help bring out the composer's and the conductor's visions.

a. 获得你想要的，你需要管理好自己并精心安排其他人。 管理自己，你最大挑战是，用你理性的高维自我来管理你情绪化的低维自我。做到这一点，最好的办法就是有意识地培养好习惯，让你习惯性的去做些对你有益的事情。有关管理他人，想到了一个类比是，它就像一个优秀的管弦乐队。管理者，就像这个乐队的指挥，他自己并不“做”很多事情（例如，不演奏乐器，尽管他或她很懂乐器），而更多的是去预想结果，以及思考怎么让乐队的每个成员一起合作来达成这个结果。指挥要确保乐团的每个成员都清楚他或她擅长什么，不擅长什么，以及他们各自的责任是什么。每个人不仅要追求个人的最佳表现，更要通过合作使得乐队的整体表现大于每个部分的总和。指挥者其中一个最难最吃力不讨好的工作，就是摆脱那些人表现或团队合作不佳的人。最重要的是，指挥要确保总谱恰好在他或她听到的那一刻同时演奏。他说：“乐曲听起来要像这样”，然后确保它确实像这样去演奏。“贝斯手，要带出框架。这儿是连接点，这儿是灵魂。”管弦乐队的每个部分都有自己的领导者——首席小提琴手，主持人——这些领导者还帮助作曲家和指挥勾勒愿景。

Approaching things in this way has helped me a lot. For example, with the bond systemization project I mentioned earlier, having this new perspective allowed us to better see the gaps between what we had and what we needed. While Bob was a great intellectual partner to me in understanding the big-picture problem we wanted to solve, he was much weaker at visualizing the process required to get us from where we were to the solution. He also wasn't surrounding himself with the right people. He tended to want to work with people who were like him, so his main deputy on the project was a great sparring partner for mapping out big ideas on a whiteboard but a lousy one for fleshing out the who, what, and when needed to bring those ideas to life. This deputy tested as a "Flexor," meaning that he was great at going in whatever direction Bob wanted to but lacked the clear, independent view needed to keep Bob on track.

以这种方式处理事情给了我很大的帮助。例如，我之前提到的债券系统化项目，有了这个新的视角，我们可以更好地看清我们现有的和我们所需的两者间的差距。鲍勃是我一个非常聪明的合伙人，他很擅长理解我们想要解决的大方向的问题，但他在预想由现状到解决方案的具体过程方面，相当薄弱。他也没有让自己身边围绕着合适的人。他倾向于和像自己一样人一起工作，所以他在这个项目上的主要副手是他一个优秀的陪练，和他一起在白板上绘制出大的想法。但很不擅长具体安排什么人什么时候需要做什么事来落实想法。这位副手的心理测试结果是“屈肌”，这意味着他很擅长按照鲍勃想要的任何方向前进，但缺乏使鲍勃保持正轨所需的清晰、独立的思考能力。

After a few rounds of not making progress, we used our new tools for understanding people and acted on them, pushing Bob to transition to a new deputy who was especially skilled at navigating the levels between the big-picture ideas and the discrete, smaller projects required to bring them about. Comparing the new deputy's Baseball Card to the original deputy's, she excelled in independent and systematic thinking, which were essential for having a clear picture of what to do with Bob's big ideas. This new deputy brought on other layers of support, including a project manager who was less engaged with the concepts and much more focused on the details of specific tasks and deadlines. When we looked at the new team members' Baseball Cards, we could quickly see them lighting up in some of the areas around being planful, concrete, and driving things to completion, which were areas of weakness for Bob. With this new team in place, things really started to hum. It was only by looking hard at the complete "Lego set" required to achieve our goal—and then going out and finding the missing pieces—that we were able to do it.

项目几次进展不佳后，我们使用了新的工具来了解他们并对他们采取行动。我们推动鲍勃更换了一个新的副手，这个新副手尤其擅长在大蓝图和所需的分散的小项目之间做出指引。比较了新副手和之前副手的棒球卡，她更擅长独立系统的思考问题，这对清楚了解如何处理鲍勃的大想法很关键。这位新副手还带来了其他层面的支持，包括一个项目经理，这个经理很少关注概念而更关注具体任务的细节与时间节点。当我们再去看这个新团队的棒球卡，我们可以很快看到计划性，具体性，任务推进的区域亮了起来，而这些正是鲍勃的弱点。有了这个新的团队，事情便真的开始有了进展。只有当我们认真去看实现目标所需的整个“乐高套装”，然后走出去找到缺少的那几块，我们才能最终实现目标。

Bond systemization is just one of countless projects that have benefited from our frank and open approach to understanding what people are like. And to be clear, I have just scratched the surface of what there is to know about mental wiring.

用坦率而开放的方式去了解人，使得我们有数不清的项目从中获益，债券系统化只是其中一个。而且需要清楚的是，这还仅仅只涉及到我们所要了解的大脑思维方式的很浅层的部分。

In the next chapter, I'll bring everything you've read about up to now together and break down the essentials of decision making. Some decisions you should make yourself and some you should delegate to someone more believable. Using self-knowledge to know which are which is the key to success—no matter what it is you are trying to do.

在下一章中，我将把你所读到的所有内容都汇集到一起，并把决策的要素分解开来。一些决定你要自己去做，而另一些你应该委托给更可信的人。无论你想要做什么，自知之明可以让你知道哪一个是成功的关键。