

TED演讲者: John Doerr | 约翰杜尔

演讲标题: Why the secret to success is setting the right goals | 何以设立正确的目标是成功的秘密

内容概要: Our leaders and institutions are failing us, but it's not always because they're bad or unethical, says venture capitalist John Doerr -- often, it's simply because they're leading us toward the wrong objectives. In this practical talk, Doerr shows us how we can get back on track with "Objectives and Key Results," or OKRs -- a goal-setting system that's been employed by the likes of Google, Intel and Bono to set and execute on audacious goals. Learn more about how setting the right goals can mean the difference between success and failure -- and how we can use OKRs to hold our leaders and ourselves accountable.

风险资本家约翰杜尔说, 我们的领导人和制度让我们失望, 不见得是因为他们不好或不道德; 而通常原因很简单, 只因他们引导我们朝向错的目标前进。在这场很务实的演说中, 杜尔让我们知道要如何用「目标与关键结果 (OKR)」来回到正轨。它是个目标设定系统, 已经被 Google、英特尔、布诺等用来设定并执行大胆的目标。来进一步了解设定对的目标为什么会影响成败, 以及如何用 OKR 来让我们的领导人及我们自己负责。

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We're at a **critical** moment.

我们正处于一个关键时刻。[00:13]

Our leaders, some of our great institutions are failing us.

我们的领导者、一些优秀的机构, 让我们失望。[00:16]

Why?

为什么? [00:22]

In some cases, it's because they're bad or **unethical**, but often, they've taken us to the wrong **objectives**.

有些情况,是因为他们很恶劣 或是不道德, 但通常是他们带着我们 走向错误的目标。[00:23]

And this is unacceptable.

这是不能接受的。[00:32]

This has to stop.

这必须停止。[00:38]

How are we going to correct these **wrongs**?

我们要如何修正这些错误? [00:40]

How are we going to choose the right course?

我们要如何选择正确的道路? [00:44]

It's not going to be easy.

这绝非易事。[00:47]

For years, I've worked with talented teams and they've chosen the right objectives and the wrong objectives.

多年来,我和有才华的团队合作过, 他们选过对的目标, 也选过错的目标。[00:49]

Many have succeeded, others of them have failed.

许多团队成功了,其他的则失败了。[00:55]

And today I'm going to share with you what really makes a difference -- that's what's **crucial**, how and why they set meaningful and **audacious** goals, the right goals for the right reasons.

今天我要和各位分享 到底是什么造成不同的结果, 什么至关重要, 这些团队如何以及为什么 设下有意义且大胆的目标, 基于正确的理由设下正确的目标。[00:58]

critical: adj.鉴定的; [核]临界的; 批评的, 爱挑剔的; 危险的; 决定性的; 评论的 **unethical**: adj.不道德的; 缺乏职业道德的 **objectives**: n.目的(objective的复数形式); 目标; 宗旨 **wrongs**: adv.错误地; 邪恶的, 不正当的/n.坏事; 不公正/adj.错误的; 失常的; 不适当的/vt.委屈; 无理地对待; 诽谤 **crucial**: adj.重要的; 决定性的; 定局的; 决断的 **audacious**: adj.无畏的; 鲁莽的

Let's go back to 1975.

让我们回到 1975 年。[01:13]

Yep, this is me.

是的,这是我。[01:15]

I've got a lot to learn, I'm a computer engineer, I've got long hair, but I'm working under Andy **Grove**, who's been called the greatest manager of his or any other era.

我有很多要学习的, 我是个留长发的电脑工程师, 但我在安迪葛洛夫旗下工作, 他被誉为是他的时代或任何 其他时代中最伟大的经理。[01:17]

Andy was a **superb** leader and also a teacher, and he said to me, "John, it almost doesn't matter what you know.

安迪是位卓越的领导人, 也是一位老师, 他对我说: 「约翰, 你知道什麼几乎没差。[01:28]

Execution is what matters the most."

最重要的是执行。」[01:36]

And so Andy invented a system called "Objectives and Key Results."

所以安迪发明了一个系统, 叫做「目标与关键结果」。[01:39]

It kind of rolls off the tongue, doesn't it?

很简单的名字对吧? [01:44]

And it's all about excellent execution.

重点就在于出色的执行。[01:47]

So here's a classic video from the 1970s of professor Andy Grove.

以下是一段安迪葛洛夫教授 七十年代的经典影片。[01:50]

(Video) Andy Grove: The two key phrases of the management by objective systems are the objectives and the key results, and they match the two purposes.

(影片) 安迪葛洛夫: 两个 目标系统管理的关键词是「目标」与「关键结果」, 它们符合两个目的。[01:56]

The objective is the direction.

目标就是方向。[02:04]

The key results have to be measured, but at the end you can look and without any argument say, "Did I do that, or did I not do that?" Yes. No. Simple.

必须量测关键结果, 最终, 你可以回头看, 并毫无疑问地说: 「我做了还是没做?」 是。否。很简单。[02:07]

Grove: n.小树林; 果园 **superb**: adj.极好的; 华丽的; 宏伟的/

John Doerr: That's Andy.

讲者:那就是安迪。[02:14]

Yes. No. Simple.

是。否。很简单。[02:16]

Objectives and Key Results, or OKRs, are a simple goal-setting system and they work for organizations, they work for teams, they even work for individuals.	目标与关键结果, 缩写为 OKR, 是简易的目标设立系统, 组织可以用它, 团队可以用它, 甚至个人也可以用它。[02:19]
The objectives are what you want to have accomplished.	目标就是你想要达成什么。[02:31]
The key results are how I'm going to get that done.	关键结果则是我要如何做到目标。[02:34]
Objectives. Key results.	目标。关键结果。[02:37]
What and how.	「什么」与「怎样做」。[02:40]
But here's the truth: many of us are setting goals wrong, and most of us are not setting goals at all.	但, 事实是: 许多人都设错了目标, 大部分人完全没有设立目标。[02:43]
A lot of organizations set objectives and meet them.	许多组织会设立目标并实现它们。[02:50]
They ship their sales, they introduce their new products, they make their numbers, but they lack a sense of purpose to inspire their teams.	他们把卖出的产品出货, 介绍新产品, 做到目标数字, 但他们没有目的感 来鼓舞他们的团队。[02:53]
So how do you set these goals the right way?	所以要如何用正确的方式 来设立目标? [03:02]
First, you must answer the question, "Why?"	首先你得回答「为什么?」这个问题。[03:05]
Why?	为什么? [03:09]
Because truly transformational teams combine their ambitions to their passion and to their purpose, and they develop a clear and compelling sense of why.	因为真正转型的团队 将他们的野心与热情 和目标结合在一起, 他们为什么要去做的理由 很清楚也很有说服力。[03:10]
goal-setting: 目标设置法 transformational: adj. 转换的; 改变的; 转换生成的 ambitions: n. 野心; 雄心; 抱负 (ambition 的复数形式); 理想 compelling: adj. 引人注目的; 强制的; 激发兴趣的 / v. 强迫; 以强力获得 (compel 的 ing 形式)	
I want to tell you a story.	我想告诉各位一个故事。[03:22]
I work with a remarkable entrepreneur .	我和一位优秀的企业家合作。[03:25]
Her name is Jini Kim.	她叫吉妮金姆。[03:27]
She runs a company called Nuna.	她经营的公司叫 Nuna。[03:29]
Nuna is a health care data company.	Nuna 是一间健康照护资料公司。[03:32]
And when Nuna was founded, they used data to serve the health needs of lots of workers at large companies.	Nuna 成立时, 他们用资料来满足许多 大公司员工的健康需求。[03:35]
And then two years into the company's life, the federal government issued a proposal to build the first ever cloud database for Medicaid .	公司成立两年后, 联邦政府提出一项提案, 要为低收入户医疗补助计画 建立第一个云端资料库。[03:42]
Now, you'll remember that Medicaid is that program that serves 70 million Americans, our poor, our children and people with disabilities .	低收入户医疗补助计画 是个服务七千万美国人的计画, 包括穷人、儿童, 以及残疾人士。[03:52]
Nuna at the time was just 15 people and this database had to be built in one year, and they had a whole set of commitments that they had to honor, and frankly, they weren't going to make very much money on the project.	当时 Nuna 只有十五位员工, 这个资料库得要在一 年内建好, 而且他们还有一大堆承诺需要完成, 坦白说, 这个案子可能赚不了多少钱。[04:02]
remarkable: adj. 卓越的; 非凡的; 值得注意的 entrepreneur: n. 企业家; 承包人; 主办者 at large: 详尽的; 未被捕的, 整个的 issued: v. 发布, 发行 (issue 的过去分词形式) / adj. 发行的 / n. 发布日期 Medicaid: n. (美) 医疗补助计划 disabilities: n. 残疾 (disability 的复数); 身心障碍者 commitments: n. 承诺, 保证; 委托; 承担义务; 献身	
This was a bet-your-company moment, and Jini seized it.	这是个「赌上你的公司」的时刻, 而吉妮把握住了它。[04:16]
She jumped at the opportunity. She did not flinch .	她完全不畏缩地扑向这个机会。[04:21]
Why?	为什么? [04:25]
Well, it's a personal why.	她的理由很私人。[04:27]
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Jini's younger brother Kimong has autism .	吉妮的弟弟奇蒙有自闭症。[04:29]
And when he was seven, he had his first grand mal seizure at Disneyland .	当他七岁时, 他第一次碰到癫痫大发作, 他倒在迪士尼乐园地上。[04:33]
He fell to the ground. He stopped breathing.	呼吸也停止了。[04:40]
Jini's parents are Korean immigrants .	吉妮的父母是韩国移民。[04:41]
They came to the country with limited resources speaking little English, so it was up to Jini to enroll her family in Medicaid.	他们刚到美国时, 资源很有限, 不太会说英文, 因此, 吉妮得要帮家人加入 低收入户医疗补助计画医疗。[04:44]
She was nine years old.	当时她才九岁。[04:53]
That moment defined her mission, and that mission became her company, and that company bid on, won and delivered on that contract.	那个时刻, 决定了她的使命, 那使命变成了她的公司, 那间公司投标、得标, 并实现了那份合约。[04:57]
Here's Jini to tell you why.	以下是吉妮说明为什么。[05:08]
(Video) Jini Kim: Medicaid saved my family from bankruptcy , and today it provides for Kimong's health and for millions of	(影片) 低收入户医疗补助计画 让我的家庭免于破产, 如今奇蒙及其他数百万人的 健康依旧仰赖

others.	它。[05:10]
flinch : vi. 退缩; 畏惧/n. 退缩; 畏惧 autism : n. [心理][内科] 孤独症; 自我中心主义 seizure : n. 没收; 夺取; 捕获; (疾病的) 突然发作 Disneyland : n. 迪斯尼乐园; 幻想世界 immigrants : n. 移民 (immigrant 的复数) enroll : vt. 登记; 使加入; 把... 记入名册; 使入伍/vi. 参加; 登记; 注册; 记入名册 bankruptcy : n. 破产	
Nuna is my love letter to Medicaid.	Nuna 是我写给低收入户 医疗补助计划的情书。[05:17]
Every row of data is a life whose story deserves to be told with dignity .	每一笔资料都是一条生命, 他们的故事应该 要以带着尊严的方式说出来。[05:20]
JD: And Jini's story tells us that a compelling sense of why can be the launchpad for our objectives.	约: 吉妮的故事告诉我们, 对「为什么」有强烈的感受, 能协助我们达到目标。[05:25]
Remember, that's what we want to have accomplished.	别忘了, 那就是我们想要完成的。[05:32]
And objectives are significant, they're action-oriented , they are inspiring , and they're a kind of vaccine against fuzzy thinking.	目标是重要的, 目标是行动导向的, 目标能鼓舞人心, 目标也是对抗模糊思想的疫苗。[05:35]
You think a rockstar would be an unlikely user of Objectives and Key Results, but for years, Bono has used OKRs to wage a global war against poverty and disease, and his ONE organization has focused on two really gorgeous , audacious objectives.	你可能认为摇滚明星 不太可能会是「目标和关键结果」的使用者, 但 U2 主唱波诺使用 OKR 多年来奋战全球的贫穷与疾病, [05:46]
The first is debt relief for the poorest countries in the world.	他的组织「ONE」 着重两个很棒且很大胆的目标。[05:58]
	第一个目标, 是替世界上 最贫穷的国家解除债务。[06:04]
dignity : n. 尊严; 高贵 launchpad : n. 发射坪; 发射台 action-oriented : 行动导向 inspiring : adj. 鼓舞人心的; 灌输的; 启发灵感的/v. 鼓舞; 激发; 使感悟 (inspire 的 ing 形式) vaccine : n. 疫苗; 牛痘苗/adj. 疫苗的; 牛痘的 fuzzy : adj. 模糊的; 失真的; 有绒毛的 rockstar : 摇滚歌星 (游戏名) Bono : n. 宝鸟服饰; 报喜鸟 (品牌名) gorgeous : adj. 华丽的, 灿烂的; 极好的 poorest : 可怜的/低劣的/贫困的 (poor 的最高级)	
The next is universal access to anti-HIV drugs.	第二个目标, 让全球 都能取得抗爱滋病药物。[06:09]
Now, why are these good objectives?	为什么这两个目标很好? [06:14]
Let's go back to our checklist .	咱们先回到我们的核对清单。[06:16]
Significant? Check. Concrete? Yes.	重要? 打勾。具体? 打勾。[06:18]
Action-oriented? Yes.	行动导向? 打勾。[06:22]
Inspirational ?	鼓舞人心? [06:23]
Well, let's just listen to Bono.	咱们听听波诺怎么说。[06:25]
(Video) Bono: So you're passionate ?	(影片) 波诺: 你很有热情? 有多热情? [06:28]
How passionate?	你的热情引导你做了哪些事? [06:30]
What actions does your passion lead you to do?	若心无法跟大脑完美地押韵, [06:34]
If the heart doesn't find a perfect rhyme with the head, then your passion means nothing.	那么你的热情就毫无意义。OKR 的架构会栽培狂热, [06:37]
The OKR framework cultivates the madness, the chemistry contained inside it.	它所内含的化学效应。 它给予我们一个环境去冒险, 去信任。[06:43]
It gives us an environment for risk, for trust, where failing is not a fireable offense.	在这里, 失败不是会招致开除的罪过。 当你有那种结构及环境, 再遇到对的人, [06:49]
And when you have that sort of structure and environment and the right people, magic is around the corner.	魔法很快就会出现。 讲者: 我爱他说的。OKR 栽培狂热, [06:56]
checklist : n. 清单; 检查表; 备忘录; 目录册 Inspirational : adj. 鼓舞人心的; 带有灵感的, 给予灵感的 passionate : adj. 热情的; 热烈的; 激昂的; 易怒的 rhyme : n. 韵律; 韵脚; 韵文; 押韵词/vt. 使押韵; 用韵诗表达; 把... 写作诗/vi. 押韵; 作押韵诗 cultivates : 耕作/栽培/与... 结交 (cultivate 的第三人称单数)	
JD: I love that.	魔法很快就会出现。[07:04]
OKRs cultivate the madness, and magic is right around the corner.	太完美了。 吉妮的例子谈到的是「为什么」, [07:06]
This is perfect.	波诺的例子则是设立目标的「什么」。[07:13]
So with Jini we've covered the whys , with Bono the whats of goal-setting.	咱们再来谈谈「如何做」。 别忘了, 「如何」就是关键结果。[07:15]
Let's turn our attention to the hows .	也就是我们要怎么达成目标。[07:20]
Remember, the hows are the key results.	好的结果明确、有时限, [07:22]
That's how we meet our objectives.	有企图心却务实, [07:25]
And good results are specific and time-bound .	可被量测, 可被验证。[07:27]
They're aggressive but realistic.	那些就是好的关键结果。[07:29]
They're measurable , and they're verifiable .	1999 年, [07:32]
Those are good key results.	我把 OKR 介绍给 Google 的共同创办人, [07:33]
In 1999, I introduced OKRs to Google's cofounders , Larry and Sergey.	赖利及谢尔盖。 这就是他们, 二十四岁, [07:36]

Here they are, 24 years old in their garage.	在他们的车库中。[07:40]
And Sergey enthusiastically said he'd adopt them.	谢尔盖很热忱地说他会采纳 OKR。[07:41]
whys : n.理由;令人费解的问题(why的复数)/v.问“为什么”的问题(why的三单形式) whats : pron.什么;多么;多少/adj.什么;多么;何等/adv.到什么程度,在哪一方面/int.什么;多么 hows : n.豪视安科公司 time-bound : adj.有时限的 measurable : adj.可测量的;重要的;重大的 verifiable : adj.可证实的;能作证的;可检验的 cofounders : n.共同创办人 enthusiastically : adv.热心地;满腔热情地 adopt : vt.采取;接受;收养;正式通过/vi.采取;过继	
Well, not quite.	嗯,其实不全是这样。[07:45]
What he really said was, "We don't have any other way to manage this company, so we'll give it a go."	他真正说的是「我们没有其它方式来管理公司,就试试吧。」[07:48]
(Laughter) And I took that as a kind of endorsement .	(笑声) 我把它这视为一种背书。[07:53]
But every quarter since then, every Googler has written down her objectives and her key results.	但,从那时起的每一季,每一位 Google 员工都会写下自己的目标及关键结果。[07:58]
They've graded them, and they've published them for everyone to see.	他们会做评分,并发布给大家看。[08:05]
And these are not used for bonuses or for promotions .	做这些不是为了奖金或升迁,[08:09]
They're set aside .	那些被放到一边。[08:13]
They're used for a higher purpose, and that's to get collective commitment to truly stretch goals.	做这些是为了更崇高的目的,是要取得集体的承诺,来真正伸展目标。[08:14]
In 2008, a Googler, Sundar Pichai, took on an objective which was to build the next generation client platform for the future of web applications -- in other words, build the best browser .	2008 年,Google 的桑德皮蔡 承接的目标是要建造下一代的客户平台,供未来的网路应用使用。换言之,就是建造出最好的浏览器。[08:20]
He was very thoughtful about how he chose his key results.	他对如何选择关键结果深思熟虑。[08:36]
endorsement : n.认可,支持;背书;签注(文件) graded : adj.分等级的;按年级分的 bonuses : n.奖金(bonus的复数形式) promotions : n.促销;升职(promotion复数) set aside : 留出;驳回,撤销;不顾 browser : n.[计]浏览器;吃嫩叶的动物;浏览书本的人	
How do you measure the best browser?	如何量测最好的浏览器? [08:39]
It could be ad clicks or engagement.	可能是点击率或使用参与者参与度? [08:41]
No. He said: numbers of users, because users are going to decide if Chrome is a great browser or not.	不是。他说:使用者人数。因为使用者会自己判断 Chrome 是不是一个很棒的浏览器。[08:43]
So he had this one three-year-long objective: build the best browser.	因此,他只有这一个三年期的目标: 建造最好的浏览器。[08:51]
And then every year he stuck to the same key results, numbers of users, but he upped the ante .	接着,每一年,他都坚持同样的关键结果。使用者数目,但他提高赌注。[08:56]
In the first year, his goal was 20 million users and he missed it.	第一年,他的目标是两千万使用者,但他没达成。只有不到一千万。[09:01]
He got less than 10.	第二年,他把目标提高到五千万。[09:06]
Second year, he raised the bar to 50 million.	结果是三千七百万使用者。[09:09]
He got to 37 million users.	有比较好了。[09:12]
Somewhat better.	到了第三年,[09:13]
In the third year, he upped the ante once more to a hundred million.	他再次提高赌注到一亿。他推出一个很有企图心的行销活动,[09:16]
He launched an aggressive marketing campaign, broader distribution, improved the technology, and kaboom!	散布得更广,改善技术,接着,砰! 他达成了一亿一千一百万名使用者。[09:21]
He got 111 million users.	我之所以很喜欢这个故事,[09:28]
Chrome : n.铬,铬合金;铬黄;谷歌浏览器 upped : 站起身/提高价格(up的过去式和过去分词) ante : vt.下赌注;付款/vi.下赌注;付款/n.赌注;预付款 once more : 再一次	
Here's why I like this story, not so much for the happy ending, but it shows someone carefully choosing the right objective and then sticking to it year after year after year.	主要不是因为结局美好,而是因为这个故事让我们看到一个人慎重地选择正确的目标,且坚持着它,年复一年,没有妥协。[09:30]
It's a perfect story for a nerd like me.	对我这样的阿宅来说,这是个完美的故事。[09:39]
Now, I think of OKRs as transparent vessels that are made from the whats and hows of our ambitions.	我把 OKR 视为是透明容器,用我们的野心的「什么」和「如何」所打造。[09:43]
What really matters is the why that we pour into those vessels.	真正重要的是我们注入容器中的「为什么」,[09:52]
That's why we do our work.	为什么我们要做我们的工作。[09:58]
OKRs are not a silver bullet.	OKR 不是银子弹 (神奇的解决方案)。[10:00]
They're not going to be a substitute for a strong culture or for stronger leadership, but when those fundamentals are in place, they can take you to the mountaintop .	它无法取代强而有力的企业文化 或是强力的领导,但当基础都确立了之后,就能带你上山顶。[10:03]
I want you to think about your life for a moment.	我想请各位想一下自己的人生。[10:12]
Do you have the right metrics ?	你有对的度量标准吗? [10:16]

Take time to write down your values, your objectives and your key results.	花些时间,写下你的价值观、你的目标,及你的关键结果。[10:19]
year after year : 年复一年地;每年 nerd : n.呆子;讨厌的人 vessels : n.血管(vessel的复数);船舶;容器 fundamentals : n.基本;基本原理(fundamental的复数) mountaintop : n.山顶 metrics : n.度量;作诗法;韵律学 write down : 写下;减低帐面价值;把...描写成	
Do it today.	今天就去做。[10:27]
If you'd like some feedback on them, you can send them to me.	写完之后若需要些回馈意见, 可以把你所写下的[10:29]
If we think of the world-changing goals of an Intel , of a Nuna, of Bono, of Google, they're remarkable: ubiquitous computing, affordable health care, high-quality for everyone, ending global poverty, access to all the world's information.	想想那些改变世界的目标, 如英特尔、Nuna、波诺, 及 Google 的目标,它们都很了不起: 无所不在的计算、人人可负担的高品质健康照护、终结全球贫穷问题、取得全世界的资讯。这样说吧:[10:35]
Here's the deal: every one of those goals is powered today by OKRs.	现今,上述的所有目标 都靠 OKR 在背后做技术支持。[10:57]
Now, I've been called the Johnny Appleseed of OKRs for spreading the good gospel according to Andy Grove, but I want you to join me in this movement.	我被称为是 OKR 的苹果佬强尼, 因为我散播安迪葛洛夫的美好信条, 但我希望你们加入我,参与这运动。[11:03]
Let's fight for what it is that really matters, because we can take OKRs beyond our businesses.	让我们为真正重要的事物而战, 因为我们能把 OKR 带到事业外。[11:12]
We can take them to our families, to our schools, even to our governments.	能带到家里, 带入学校,甚至带进政府。 我们能要求政府负责,[11:19]
We can hold those governments accountable .	我们能转变那些资讯,[11:26]
Intel : n.美国英特尔公司(财富500强公司之一,以生产CPU芯片著称) ubiquitous : adj.普遍存在的;无所不在的 affordable : adj.负担得起的 high-quality : adj.高质量的 gospel : n.真理;信条/adj.传播福音的;福音赞美诗的 according to : 根据,按照;取决于;据...所说 accountable : adj.有责任的;有解释义务的;可解释的	
We can transform those informations .	我们能够回到正轨上。[11:28]
We can get back on the right track if we can and do measure what really matters.	只要我们能够 并真正去衡量那些重要的事物。[11:34]
Thank you.	谢谢。[11:41]
(Applause)	(掌声) [11:43]
informations : n.[图情][计][通信]信息(information的复数)	

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