TED演讲者: Leticia Gasca | 莱蒂西亚・加斯卡

演讲标题: Don't fail fast -- fail mindfully | 别急着失败——要谨慎地失败

内容概要: We celebrate bold entrepreneurs whose ingenuity led them to success, but what happens to those who fail? Far too often, they bury their stories out of shame or humiliation -- and miss out on a valuable opportunity for growth, says author and entrepreneur Leticia Gasca. In this thoughtful talk, Gasca calls for business owners to open up about their failures and makes the case for replacing the idea of "failing fast" with a new mantra: fail mindfully. 我们祝贺勇敢的企业家——他们的独创引导他们走向了成功,那么失败的企业家呢? 作家和企业家莱蒂西亚•加斯卡指出,更常见的是,他们出于羞愧或丢脸,而隐藏他们了的故事,进而错过了有价值的成长机会。在这个富有洞见的演讲中,莱蒂西亚号召企业家坦然面对他们的失败,并号召用新的"谨慎地失败"的箴言代替"草率失败"的言论。

IThis talk contains mature language Viewer discretion is advised] If we traveled back to the year 800 BC, in Greece, we would see that merchants whose businesses failed were forced to sit in the marketplace with a basket over their heads. In premodern Italy, failed business owners, who had outstanding debts, were taken totally naked to the public square where they had to bang their butts against a special stone while a crowd jeered at them. In the 17th century in France, failed business owners were taken to the center of the market, where the beginning of heir bankruptcy was publicly announced. And in order to avoid immediate imprisonment, they had to prize the search of the center of the market, where the beginning of heir bankruptcy was publicly announced. And in order to avoid immediate imprisonment, they had to prize the search of the center of the market, where the beginning of lailure. Of course, these are extreme examples. Yiewer: nææånæånæånæånæånæånæånæånæånæånæånæånæå	www.XiYuSoft.com	锡育软件
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		们生活质量的使命, 我与几位朋友共同创立了一个

improve their quality of life.	社会企业。[02:20]	
We did everything by the book , as we had learned in	我们一直在照本宣科, 正如我们在商学院学到的那	
business school.	样。[02:30]	
We got investors, we spent a lot of time building the business我们有了投资者,我们花了很多时间建立企业 和培		
and training the women.	训这些女性。[02:36]	
But soon we realized we were novices .	但很快我们意识到,我们只是菜鸟。[02:43]	
The handmade products were not selling, and the financial	手工艺品根本卖不动, 我们做的财务计划也完全不	
plan we had made was totally unrealistic .	现实。[02:47]	
In fact, we worked for years without a salary, hoping that a	事实上,我们赔本赚吆喝地经营了几年,希望奇迹会	
miracle would happen, that magically a great buyer would	发生,有个大买家会奇迹般地出现,让整个生意变得有利可图。[02:55]	
arrive and she would make the business profitable .		
indigenous: adj.本土的;土著的;国产的;固有的 rural: adj.农村的, 乡下的手制的 by the book: adv.按常规;依照惯例 novices: n.新手,初学者(novices)		
的 magically: adv.用魔法地;如魔法般地 profitable: adj.有利可图的; 赚		
But that miracle never happened.	但那个奇迹从未发生。[03:07]	
In the end, we had to close the business, and that broke my	最终,我们不得不关闭公司,这让我十分痛心。	
heart.	[03:10]	
I started everything to create a positive impact on the life of	我开始这一切是为了给艺术家的生活 创造积极的	
the artisans .	影响。[03:16]	
And I felt that I have done the opposite.	但我感到,整个事情的发展却事与愿违。[03:22]	
I felt so guilty that I decided to hide this failure from my	我感到内疚, 于是决定在接下来几年的 交谈和简历	
conversations and my resume for years.	中隐藏这个失败。[03:25]	
I didn't know other failed entrepreneurs, and I thought I was		
the only loser in the world.		
One night, seven years later, I was out with some friends and		
we were talking about the life of the entrepreneur.	了企业家的生活。[03:42]	
And of course, the issue of failure came out.	自然而然地,我们聊到了失败的话题。[03:50]	
I decided to confess to my friends the story of my failed	我决定向朋友坦白 曾经创业失败的经历。[03:54]	
business.	五州/河则八克之米川的壮市 [03:E0]	
And they shared similar stories. In that moment, a thought became really clear in my mind:	而她们则分享了类似的故事。[03:58] 在那一刻,我的脑海中清晰地 出现了这样一个念头	
all of my friends were failures.	我所有的朋友都是失败者。[04:01]	
(Laughter) Being more serious, that night I realized that A: I	(笑声) 严肃地说,那晚我意识到: 首先,我不是世	
wasn't the only loser in the world, and B: we all have hidden	界上唯一的失败者, 第二, 我们全都在隐藏自己的失	
failures.	败。[04:09]	
In the end: 终于,最后 artisans: n.[劳经]工匠;技工(artisan的复数形式) co	onfess: vt.承认;坦白;忏悔;供认/vi.承认;坦	
白; 忏悔; 供认		
Please tell me if that is not true.	如果有谁没这么做过,请一定要告诉我。[04:22]	
That night was like an exorcism for me.	那个晚上对我来说,就如同一场驱魔活动。[04:26]	
I realized that sharing your failures makes you stronger, not		
weaker.	弱。[04:29]	
And being open to my vulnerability helped me connect with	坦然面对自己的脆弱,帮助我与其他人建立了更多	
others in a deeper and more meaningful way and embrace	和更有意义的连接,并拥抱过去无法学到的生活教训。[04:25]	
life lessons I wouldn't have learned previously.	训。[04:35]	
As a consequence of this experience of sharing stories of	作为分享我们不成功的商业故事的结果,我们打算创建一个活动平台,来帮助别人分享她们的失败故	
businesses that didn't work, we decided to create a platform of events to help others share their failure stories.	事。[04:47]	
And we called it Fuckup Nights.	我们称之为"搞砸之夜"。[04:58]	
Years later, we also created a research center devoted to the		
story of failure and its implications on business , people and	事, 以及它对商业,人类和社会的启示, 由于我们喜	
society and as we love cool names, we called it the Failure	欢比较酷的名字,于是称之为"搞砸研究所"。	
Institute.	[05:01]	
It has been surprising to see that when an entrepreneur	令人惊讶的是, 当企业家站在舞台上 分享他们失败	
stands on a stage and shares a story of failure, she can	的故事时,她能够享受那种体验。[05:16]	
actually enjoy that experience.		
exorcism: n.驱魔;驱邪;用魔法召鬼魂 consequence: n.结果;重要性;推论		
(devote的过去分词) implications: n.蕴涵式;暗指,暗示;含蓄,含意;卷入(im		
It doesn't have to be a moment of shame and	这不一定像过去一样,是象征着 羞耻和尴尬的时	
embarrassment, as it used to be in the past.	刻。[05:27]	
It is an opportunity to share lessons learned and build	这是一个分享经验教训 和构建同理心的机会。	
empathy.	[05:33]	
We have also discovered that when the members of a team	我们也发现, 当团队成员分享 她们的失败时,奇迹	

share their failures, magic happens.	发生了。[05:37]
Bonds grow stronger and collaboration becomes easier.	
Through our events and research projects, we have found	通过我们的活动和研究项目, 我们发现了一些有趣
some interesting facts.	的事实。[05:49]
For instance, that men and women react in a different way	比如,男人和女人在生意失败之后, 反应是不一样
after the failure of a business.	的。[05:54]
www.XiYuSoft.com	锡育软件
The most common reaction among men is to start a new	男性最常见的反应是 在失败后的一年内再次开始
business within one year of failure, but in a different sector,	新的业务, 但是在不同的行业, 而女性则决定找份
while women decide to look for a job and postpone the	工作,并推迟创造新事业。[06:01]
creation of a new business.	
Our hypothesis is that this happens because women tend to	我们对此的猜测是,女性更容易受到"冒牌者症候
suffer more from the impostor syndrome.	群"的折磨。[06:16]
embarrassment: n. 窘迫,难堪;使人为难的人或事物;拮据 empathy: n. 神.	
的复数)/v.使凝固;充当的保证人;团结一致(bond的第三人称单数) colla	boration: n.合作;勾结;通敌 For instance: 例如
hypothesis: n.假设 suffer: vt.遭受; 忍受; 经历/vi.遭受, 忍受; 受痛苦	; 经验; 受损害/ impostor: n.骗子;冒充者
syndrome: n.[临床]综合征;综合症状;并发症状;校验子;并发位	
We feel that we need something else to be a good	我们觉得我们还需要其他东西,才能成为好的企业
entrepreneur.	家。[06:22]
But I have seen that in many, many cases women have	但我在很多案例中见到,女性其实 已经具备了所需
everything that's needed.	要的一切品质。[06:27]
We just need to take the step.	我们只是需要多迈出一步。[06:33]
And in the case of men, it is more common to see that they	而在男性的例子中, 更普遍的情况是, 他们觉得自
feel they have enough knowledge and just need to put it in	己已经拥有了足够的知识, 只是在等待一个更好的
practice in another place with better luck.	机会。[06:36]
Another interesting finding has been that there are regional	
differences on how entrepreneurs cope with failure.	出了地域上的差别。[06:47]
For instance, the most common reaction after the failure of a	
business in the American continent is to go back to school.	回归学校。[06:55]
While in Europe, the most common reaction is to look for a	而在欧洲,人们更愿意去找个治疗师。[07:03]
therapist.	
(Laughter) We're not sure which is a better reaction after the	(笑声) 我们不确定面对生意失败, 究竟哪种反应
failure of a business, but this is something we will study in	更好,但以后会仔细研究一下。[07:08]
the future.	
Another interesting finding has been the profound impact	另一个有趣发现是,针对失败企业家的公共政策 所
that public policy has on failed entrepreneurs.	带来的深远影响。[07:19]
in practice: 在实践中;实际上,事实上 regional: adj.地区的;局部的;整个地	区的 cope with: 处理,应付 therapist: n.临床医
学家治疗学家	例如,在我的国家,墨西哥, 监管环境苛刻, 关闭一家
For instance, in my country, in Mexico, the regulatory	
environment is so hard, that closing a business can take you lot of time and a lot of money.	d公司而安化员 八重的时间相亚议。[07.20]
Let's begin with the money.	我们先说说金钱。[07:39]
In the best possible scenario , meaning you don't have	在最好的情况下, 意味着你跟伙伴, 供应商,客户,员
problems with partners, providers , clients, employees, in the	
best possible scenario , officially closing a business will cost	需要花费2千美元。[07:42]
you 2,000 dollars.	
Which is a lot of money in Mexico.	在墨西哥,这个数目可不算小。[07:55]
Someone who earns the minimum wage would have to work	
for 15 months to save this amount.	笔钱。[07:57]
Now, let's talk about the time.	现在,我们再来说说时间。[08:04]
As you may know, in most of the developing world, the	你可能知道在多数发展中国家,企业的平均预期寿
average life expectancy of a business is two years.	你可能和道在多数及展中国家,正亚的干均顶期寿 命是2年。[08:06]
In Mexico, the process of officially closing a business takes	在墨西哥,正式关闭一家企业 也需要两年的时间。
two years.	[08:14]
What happens when the average life expectancy of a	当企业的平均预期寿命跟关掉它的时间一样长时,
business is so similar to the time it will take you to close it if	会发生什么?[08:21]
it doesn't work?	modern to the second
regulatory: adj.管理的;控制的;调整的 begin with: 以开始;开始于 so	cenario: n.方案:情节:剧木 providers: n 供应商
(provider的复数形式) expectancy: n.期望,期待 similar to: 与相似;和	
Of course, this discourages business creation and promotes	
informal economy.	意。[08:30]
In fact, econometric research has proved that if the process o	
acq cconomicate rescarcit has proved that if the process of	・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・

declaring bankruptcy takes less time and less money, more	花钱越少, 更多新的企业就会进入市场。[08:36]
new firms will enter the market.	
For this reason, in 2017, we proposed a series of public	正因为如此,在2017年,我们提出了一系列在墨西
policy recommendations for the procedure of officially	哥 关闭企业的流程的公共政策建议。[08:48]
closing businesses in Mexico.	
For a whole year, we worked with entrepreneurs from all ove	r 在整整一年中,我们与全国的企业家 和国会一道工
the country and with Congress.	作。[08:58]
And the good news is that we managed to help change the	好消息是,我们成功地协助修改了法律。[09:05]
law.	nk1 [00.40]
Yay!	吧! [09:10]
(Applause) The idea is that when the new regulation comes into force, entrepreneurs will be able to close their businesse	(鼓掌) 其背后的想法是,当新规生效时,企业家
in an online procedure that is faster and inexpensive .	司。[09:11]
(Sighs) On the night we invented Fuckup Nights, we never	(松一口气) 在我们创建 搞砸之夜 时, 我们从来
imagined that the movement would grow this big.	没想到这场运动 会发展到如此大的规模。[09:26]
discourages: vt.阻止;使气馁 promotes: 促进/提升 informal: adj.非正	
宣告行为,说明/v.说明(declare的现在分词形式) proposed: adj.被提议的;	
词) recommendations: n.推荐;推荐信;推荐规范(recommendation的复	数形式) inexpensive: adj.便宜的
We are in 80 countries now.	我们的业务已经开展到80个国家了。[09:35]
In that moment, our only intention was to put the topic of	在创立那刻,我们唯一的意图 是把失败的话题放到
failure on the table.	桌面,[09:38]
To help our friends see that failure is something we must talk	、去帮助我的朋友认识到,失败是我们不应该回避的
about.	话题。[09:44]
It is not a cause of humiliation , as it used to be in the past, o	r 6个书像过去那样,只代表有羞耻, 或是庆悦的理由,也有人这样形容。[09:48]
a cause of celebration, as some people say.	事实上,我需要坦言一件事情。[09:56]
In fact, I want to confess something. Every time I listen to Silicon Valley types or students	每次我听到硅谷范的论调,或者有学生 吹嘘自己如
bragging about failing fast and often like it's no big deal, I	何迅速失败,而且常常觉得 这没什么大不了的,我就
cringe.	会感到不寒而栗。[10:00]
Because I think that there is a dark side on the mantra "fail	因为我觉得"迅速失败"的言论有着很大的弊
fast."	端。[10:11]
Of course, failing fast is a great way to accelerate learning	当然,迅速失败是加速学习, 避免浪费时间的 好办
and avoid wasting time.	法。[10:16]
But I fear that when we present rapid failure to entrepreneur	
But I fear that when we present rapid failure to entrepreneur as their one and only option, we might be promoting	s但我害怕的是,当我们把迅速失败 当成企业家们的一个或唯一选项时, 我们可能在鼓励浅尝辄止。
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businesses are not entities that appear and disappear	都没有任何后果的神奇实体。[11:39]	
magically without consequences.	ルハコギ河叶 左映 し	
When a firm dies, some people will lose their jobs.	当公司关闭时,有些人会失去工作。[11:49]	
And others will lose their money.	有些人会失去收入。[11:52]	
And in the case of social and green enterprises, the death of	在社会和绿色企业中,这些企业的死亡会对它们服	
this business can have a negative impact on the ecosystems	务的 生态或社区产生负面的影响。[11:55]	
or communities they were trying to serve.		
But what does it mean to fail mindfully?	那么谨慎地失败是什么意思呢? [12:07]	
It means being aware of the impact, of the consequences of	意思是注意企业失败的 影响和后果。[12:11]	
the failure of that business.		
Being aware of the lessons learned.	注意学到的教训。[12:18]	
And being aware of the responsibility to share those	意识到与世界分享 这些教训的责任。[12:21]	
learnings with the world.		
Thank you.	谢谢。[12:28]	
(Applause)	(鼓掌) [12:29]	
entities: n.实体;存在(entity的复数形式);字符实体 ecosystems: n.生态系统(ecosystem的复数) aware: adj.意识到的;知道		
的;有方面知识的;懂世故的/		

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