

TED演讲者: Frances Frei | 法兰西丝弗雷

演讲标题: How to build (and rebuild) trust | 如何建立和重建信任

内容概要: Trust is the foundation for everything we do. But what do we do when it's broken? In an eye-opening talk, Harvard Business School professor Frances Frei gives a crash course in trust: how to build it, maintain it and rebuild it -- something she worked on during a recent stint at Uber. "If we can learn to trust one another more, we can have unprecedented human progress," Frei says.

我们所做的一切都是以信任为基础。但如果信任被破坏了呢?在这场让人开眼界的演说中,哈佛商学院教授法兰西丝弗雷带来一堂关于信任的速成课:如何建立和重新建立信任——她最近在 Uber 的工作期间就在努力做这些事。弗雷说:「如果我们能学会彼此信任,人类就会有前所未有的进展。」

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I want to talk to you about how to build and rebuild trust, because it's my belief that trust is the foundation for everything we do, and that if we can learn to trust **one another** more, we can have **unprecedented** human progress.

我想要和大家讨论的是 如何建立和重新建立信任,因为我相信,我们所做的一切 都是以信任为基础,而且如果我们能够 学会更相信别人, 我们就能达成史无前例的人类进展。[00:13]

But what if trust is broken?

但如果信任被破坏了呢? [00:35]

What if your CEO is caught on video, **disparaging** an employee?

如果你公司的执行长被逮到 蔑视员工,且有影片为证,怎么办? [00:38]

What if your employees experience a culture of bias, **exclusion** and worse?

如果你的员工遇到偏见、排挤,或更糟的文化,怎么办? [00:45]

What if there's a data **breach**, and it feels an awful lot like a **cover-up** than seriously addressing it?

如果发生资料泄漏,且感觉起来非常像是在掩饰,不是要认真处理此问题,怎么办? [00:53]

And most **tragically**, what if a technological fail leads to the loss of human life?

最悲剧的是,如果技术上的错误造成了 人命的损失,怎么办? [01:02]

If I was giving this talk six months ago, I would have been wearing an **Uber** T-shirt.

如果我做这场演讲是在六个月前,我会穿着 Uber (优步) 的 T 恤来。[01:10]

I'm a **Harvard** Business School professor, but I was super attracted to going to an organization that was **metaphorically** and perhaps quite literally on fire.

我是哈佛商学院的教授,但我超级想要去一间,可说是,也许真的是,如火中烧的组织。[01:18]

one another: 彼此,互相 **unprecedented**: adj.空前的;无前例的 **disparaging**: adj.毁谤的;轻蔑的/v.蔑视(disparage的ing形式) **exclusion**: n.排除;排斥;驱逐;被排除在外的事物 **breach**: n.违背,违反; 缺口/vt.违反, 破坏; 打破 **cover-up**: n.掩饰;隐蔽 **tragically**: adv.悲剧地;悲惨地 **Uber**: adj.最好的;?超级的/n.Uber(公司品牌名)优步 **Harvard**: n.哈佛大学; 哈佛大学学生 **metaphorically**: adv.隐喻地;用比喻

I had read everything that was written in the newspaper, and that was precisely what drew me to the organization.

我把报纸的内容通通都读过了,正因为如此,我才被这间组织吸引。[01:32]

This was an organization that had lost trust with every **constituent** that **mattered**.

这间组织失去了所有 重要成员的信任。[01:39]

But there's a word about me that I should share.

但我应该和大家分享 一个关于我的词。[01:47]

My favorite **trait** is **redemption**.

我最喜欢的特质是救赎。[01:49]

I believe that there is a better version of us around every corner, and I have seen **firsthand** how organizations and communities and individuals change at **brehtaking** speed.

我相信,在每一个转角, 我们都能遇见最好的自己,我亲眼见过 组织、社区,以及个人 如何用惊人的速度改变。[01:53]

I went to Uber with the hopes that a **turnaround** there could give license to the rest of us who might have narrower versions of their challenges.

我去 Uber 希望能够扭转局面, 希望我们其他人 得以缩小所面对挑战的范围。[02:08]

But when I got to Uber, I made a really big mistake.

到 Uber 之后,我犯了一个大错。[02:20]

I publicly committed to wearing an Uber T-shirt every day until **every other** employee was wearing an Uber T-shirt.

我公开承诺每天 都要穿 Uber T 恤,直到所有其他员工都穿上 Uber T 恤为止。[02:26]

constituent: n.成分;选民;委托人/adj.构成的;选举的 **mattered**: n.物质;原因;事件/vi.有关系;要紧 **trait**: n.特性;特点;品质;少许 **redemption**: n.赎回;拯救;偿还;实践 **firsthand**: adj.直接的;直接采购的;直接得来的/adv.直接地 **brehtaking**: adj.惊人的;惊险的;令人激动的 **turnaround**: n.转变;转向;突然好转;回车道 **every other**: 所有其他的;每隔一个的

I had clearly not thought that through.

很显然,我没想清楚就承诺了。[02:35]

(Laughter) It was 250 days of wearing an Uber T-shirt.

(笑声) 结果 250 天都穿着 Uber T 恤。[02:38]

Now I am liberated from that commitment, as I am back at HBS, and what I'd like to do is share with you how far I have taken that liberty, which, it's baby steps,

现在我已经从那承诺解脱了,我回到哈佛商学院,而我想要和各位分享的是 我带着这份自由走了多远, 这距离是用宝宝步伐来衡量的。[02:45]

(Laughter) but I would just say I'm on my way.

(笑声) 但我只会说,我正在走这段路。[03:04]

(Laughter) Now, trust, if we're going to rebuild it, we have to understand its component parts.

(笑声) 如果我们要重新建立信任的话,我们得要了解它的组成。[03:07]

The component parts of trust are super well understood.

信任的组成是非常清楚的。[03:15]

There's three things about trust.

信任有三个重点。[03:19]

If you sense that I am being authentic , you are much more likely to trust me.	如果你感觉到我很真实, 你就非常有可能会相信我。[03:24]
If you sense that I have real rigor in my logic, you are far more likely to trust me.	如果你感觉到我的逻辑很严谨, 你更有可能会相信我。[03:31]
And if you believe that my empathy is directed towards you, you are far more likely to trust me.	如果你相信我同理的对象就是你, 你更有可能会相信我。[03:40]
When all three of these things are working, we have great trust.	当这三个重点都发挥作用时, 我们就会有很棒的信任。[03:48]
authentic : adj.真正的, 真实的; 可信的 rigor : n.严厉;精确;苛刻;僵硬 empathy : n.神入;移情作用;执着	
But if any one of these three gets shaky , if any one of these three wobbles , trust is threatened.	但如果三项当中有一项不稳固了, 如果三项当中有一项在动摇了, 信任就会受到威胁。[03:53]
Now here's what I'd like to do.	以下是我想要做的。[04:04]
I want each of us to be able to engender more trust tomorrow, literally tomorrow, than we do today.	我想要我们每个人 明天都能获得更多的信任, 真的, 就是明天, 要比今天得到更多信任。[04:05]
And the way to do that is to understand where trust wobbles for ourselves and have a ready-made prescription to overcome it.	对我们自己来说,做法就是去了解 信任是在哪里出现了动摇, 并用现成的处方来克服它。[04:15]
So that's what I would like to do together.	所以,那就是我希望能一起做的。[04:24]
Would you give me some sense of whether or not you're here voluntarily ?	各位是否能让我知道一下, 你们是自愿来这里的吗? [04:27]
(Laughter) Yeah. OK. Alright. Awesome .	(笑声) 好,好极了。[04:31]
OK. So --	好,那一[04:35]
(Laughter) it's just super helpful feedback.	(笑声) 那是超有帮助的回馈。[04:36]
(Laughter) So the most common wobble is empathy.	(笑声) 所以,最常见的动摇,是同理心。[04:39]
The most common wobble is that people just don't believe that we're mostly in it for them, and they believe that we're too self-distracted.	最常见的动摇 就是大家不愿相信 有人会总为他们好, 他们相信我们太自我分心了。[04:48]
shaky : adj.摇晃的;不可靠的;不坚定的 wobbles : vi.摇晃;摇摆;游移不定/n.摆动;摇晃;不稳定/vt.使摇摆;使颤动;摇动 engender : vt.使产生;造成/vi.产生;引起 ready-made : adj.现成的;做好的;陈旧的;平凡的 voluntarily : adv.自动地;以自由意志 Awsome : adj.令人敬畏的;使人畏惧的;可怕的;极好的	
And it's no wonder .	这并不让人意外。[04:59]
We are all so busy with so many demands on our time, it's easy to crowd out the time and space that empathy requires.	我们都好忙碌, 好多事需要我们的时间, 很容易就会把同理心所需要的 时间和空间排挤掉。[05:00]
For Dylan to be Dylan, that takes real time.	要让狄伦是狄伦, 是需要真的花时间的。[05:10]
And for us, if we have too much to do, we may not have that time.	对我们来说,若有太多事要做, 我们可能就没有那样的时间。[05:15]
But that puts us into a vicious cycle, because without revealing empathy, it makes everything harder.	但那就让我们陷入了恶性循环, 因为没有表现出同理心, 就会让一切更困难。[05:20]
Without the benefit of the doubt of trust, it makes everything harder, and then we have less and less time for empathy, and so it goes.	若没有信任感来相信对方 无法证明的清白,一切会更困难, 接着我们能给予同理心的时间 就更少了, 以此类推。[05:27]
So here's the prescription: identify where, when and to whom you are likely to offer your distraction.	所以,处方如下: 找出哪里、何时,以及谁 会让你想要分心。[05:36]
That should trace pretty perfectly to when, where and to whom you are likely to withhold your empathy.	那应该就非常能够让你追溯到 在哪里、从何时,以及谁 让你想搁置同理心。[05:50]
And if in those instances , we can come up with a trigger that gets us to look up, look at the people right in front of us, listen to them, deeply immerse ourselves in their perspectives , then we have a chance of having a sturdy leg of empathy.	如果在那样的情况下, 你能够想出一种机制, 让我们能抬头起来看, 看着就在我们面前的人, 倾听他们, 让我们自己深深沉浸到 他们的观点当中, 那么我们就有机会 能展现稳健的同理心。[06:00]
no wonder : 难怪 busy with : 忙于... vicious : adj.恶毒的; 恶意的; 堕落的; 有错误的; 品性不端的; 剧烈的/ revealing : adj.透露真情的;有启迪作用的;袒胸露肩的/v.揭示;展现(reveal的ing形式) withhold : vt.保留,不给;隐瞒;抑制/vi.忍住;克制 instances : n.相依物体,例子;实体(instance的复数)/v.举例说明(instance的第三人称单数形式) come up with : 提出;想出;赶上 immerse : vt.沉浸;使陷入 perspectives : n.[数]透视,远景,看法;构面;观点展示(perspective的复数形式) sturdy : adj.坚定的; 强健的; 健全的/n.羊晕倒病/	
And if you do nothing else, please put away your cell phone.	如果你没有其他事要做, 请把你的手机收起来。[06:24]
It is the largest distraction magnet yet to be made, and it is super difficult to create empathy and trust in its presence.	它是所有被创造出来的东西中, 最会让人分心的, 当有手机在的时候, 非常难创造同理心和信任。[06:31]
That takes care of the empathy wobblers.	这样就能处理好同理心出现的动摇。[06:44]
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Logic wobbles can come in two forms.	逻辑的动摇有两种形式。[06:47]

It's either the quality of your logic or it's your ability to communicate the logic.	可能是你逻辑思维的品质,也可能是你沟通交流逻辑的能力。[06:52]
Now if the quality of your logic is at risk, I can't really help you with that.	如果问题出在你的逻辑的品质,我实在帮不了你。[07:00]
(Laughter) It's like, not in this much time.	(笑声) 在这点时间内没办法。[07:05]
(Laughter) But fortunately, it's often the case that our logic is sound, but it's our ability to communicate the logic that is in jeopardy.	(笑声) 但幸运的是,通常问题在于我们的逻辑听起来是什么样子,处于危险当中的是我们沟通传达逻辑的能力。[07:09]
Super fortunately, there's a very easy fix to this.	幸运地是,有种很简单的方式可以解决这个问题。[07:23]
If we consider that there are two ways to communicate in the world, and Harvard Business School professors are known for two-by-twos -- nonsense, it's the triangle that rocks.	如果在这个世界上,沟通的方式只有两种,哈佛商学院教授最知名的就是用二乘二的表——胡说,三角形才是最厉害的。[07:27]
put away: 放好;抛弃;储存 trust in: vt.信任;依靠;存放 jeopardy: n.危险;(被告处于被判罪或受处罚的)危险境地	
(Laughter) If we consider that there are two ways to communicate in the world, and the first one is when you take us on a journey, a magnificent journey that has twists and turns and mystery and drama, until you ultimately get to the point, and some of the best communicators in the world communicate just like this.	(笑声) 如果在这个世界上,沟通的方式只有两种:第一种是,你带我们踏上一段旅程,一段壮丽的旅程,有着许多转折,有着神秘性与戏剧性,一直到最终的目的地为止,世界上一些最棒的沟通就是用像这样的方式进行的。[07:39]
But if you have a logic wobble, this can be super dangerous.	但如果你的逻辑是动摇的,这就会变得非常危险。[08:09]
So instead, I implore you, start with your point in a crisp half-sentence, and then give your supporting evidence. This means that people will be able to get access to our awesome ideas, and just as importantly, if you get cut off before you're done ...	所以,我反而要恳求各位,一开始先用干净俐落的句子来讲你的论点,接着提出支持的证据。[08:15] 这就表示,大家可以接触到我们很棒的点子,同样重要的是,如果你在说完之前就被打断.....[08:29]
ladies --	女士们——[08:41]
(Laughter)	(笑声) [08:43]
(Applause) If you get cut off before you're done, you still get credit for the idea, as opposed to someone else coming in and snatching it from you.	(掌声) 如果你在说完之前就被打断,点子还是归功于你,而不会是其他人跑来把点子给偷走。[08:45]
magnificent: adj.高尚的;壮丽的;华丽的;宏伟的 twists: n.[力]扭曲,一扭(twist的复数形式)/v.[力]扭曲,拧(twist的三单形式) to the point: 中肯;扼要;切题 communicators: n.交流者;通讯器(communicator的复数) implore: vt.恳求或乞求/vi.恳求或乞求 crisp: adj.脆的;新鲜的;易碎的/vt.使卷曲;使发脆/vi.卷曲;发脆/n.松脆物;油炸马铃薯片 cut off: 切断;中断;使死亡;剥夺继承权 opposed: adj.相反的;敌对的/v.反对(oppose的过去分词);使对立 snatching: n.冲动;抢掠;纸张撕裂/v.抢夺;突然抓取(snatch的ing形式)	
(Applause) You just gave me goosebumps.	(掌声) 你们让我起鸡皮疙瘩。[09:01]
(Laughter) The third wobble is authenticity, and I find it to be the most vexing.	(笑声) 第三,对于真实性的动摇,我觉得它是最让人伤脑筋的。[09:09]
We as a human species can sniff out in a moment, literally in a moment, whether or not someone is being their authentic true self.	我们人类只要一片刻,真的就是一片刻,就能嗅出一个人是否呈现出真正的自己。[09:17]
So in many ways, the prescription is clear.	所以在许多意义上,处方很明确。[09:27]
You don't want to have an authenticity wobble? Be you.	你不希望真实性被动摇?那就做自己。[09:30]
Great.	好极了。[09:35]
And that is super easy to do when you're around people who are like you.	当你身边都是和你很相似的人时,[09:38]
But if you represent any sort of difference, the prescription to "be you" can be super challenging.	但如果你代表着某种差异,「做自己」这个处方可能会非常有挑战性。[09:45]
I have been tempted at every step of my career, tempted personally and tempted by coaching of others, to mute who I am in the world.	在我生涯中,我一路上都会受到诱惑,受到个人的诱惑以及他人指导的诱惑,不要在这个世界上表达出真正的我。[09:57]
goosebumps: n.鸡皮疙瘩 authenticity: n.真实性,确实性;可靠性 vexing: adj.令人烦恼的/v.(使)烦恼;(使)苦恼(vex的ing形式) sniff out: 发现;寻找 in a moment: 立刻 tempted: adj.有兴趣的/v.诱惑;冒...的险(tempt的过去分词) coaching: n.辅导;教练技术/v.指导(coach的ing形式) mute: adj.哑的;沉默的;无声的/vt.减弱.....的声音;使.....柔和/n.哑巴;弱音器;闭锁音	
I'm a woman of super strong opinions, with really deep convictions, direct speech.	我是个主见超强的女性,信念很深,说话很直。[10:08]
I have a magnificent wife, and together, we have such crazy ambition.	我有个很棒的太太,在一起时,我们有很疯狂的野心。[10:16]
I prefer men's clothes and comfortable shoes.	我偏好穿男性化的服装,和舒适的鞋子。[10:23]
Thank you, Allbirds.	谢谢你,Allbirds(鞋子品牌)。[10:28]
(Laughter) In some contexts, this makes me different.	(笑声) 在某些情况中,这点就会让我与人不同。

I hope that each person here has the beautiful luxury of representing difference in some context in your life.	[10:30] 我希望这里的每一个人 都能有美好奢华的机会 [10:38]
But with that privilege comes a very sincere temptation to hold back who we are, and if we hold back who we are, we're less likely to be trusted.	但若有那样的特权, 就表示也会受到真诚诱惑, 让我们不展现出真正的自我, 而若我们不展现出真正的自我, 我们就不太可能会被信任。 [10:47]
And if we're less likely to be trusted, we're less likely to be given stretch assignments .	如果我们不太可能被信任, 就不太可能会有人想要给予我们延展型任务。 [11:00]
And without those stretch assignments, we're less likely to get promoted , and so on and so on until we are super depressed by the demographic tendencies of our senior leadership.	若没有延展型任务, 我们就比较不可能升迁, 以此类推, 直到我们对于 资深领导阶层的人口统计倾向 [11:04]
convictions : n.定罪;确信;证明有罪 ambition : n.野心;雄心;抱负,志向/vt.追求;有...野心 contexts : n.环境,[计]上下文 (context复数) luxury : n.奢侈, 奢华; 奢侈品; 享受/adj.奢侈的 representing : v.代表;表示,表现(represent的ing形式) hold back : 隐瞒;退缩;抑制;阻止 assignments : n.作业(assignment的复数形式);分配 promoted : adj.晋升的/n.升迁/v.促进(promote的过去式);提升 depressed : adj.沮丧的; 萧条的; 压低的/v.使沮丧; 使萧条(depress的过去式和过去分词形式); 压低 demographic : adj.人口统计学的;人口学的 tendencies : 趋势	
(Laughter) And it all comes back to our being our authentic selves .	(笑声) 最终都还是要回归到 做最真实的自己。 [11:15]
So here's my advice.	所以,我的建议如下:[11:23]
Wear whatever makes you feel fabulous .	穿让你感觉很棒的服装。 [11:25]
Pay less attention to what you think people want to hear from you and far more attention to what your authentic, awesome self needs to say.	不用太注意你认为 别人想要听你说些什么, 但要学会注意你最真实的、 最棒的自我想要说些什么。 [11:30]
And to the leaders in the room, it is your obligation to set the conditions that not only make it safe for us to be authentic but make it welcome, make it celebrated, cherish it for exactly what it is,	给观众中的领导人, 你的义务是 要让环境条件不仅让我们能感到 做真实的自己是安全的, 同时也是受欢迎的, 是被赞颂的, 珍惜它真正的样子,[11:40]
which is the key for us achieving greater excellence than we have ever known is possible.	这就是让我们能超越 我们认为可能的范围, 达到出类拔萃的关键。 [12:00]
So let's go back to Uber. What happened at Uber?	所以,咱们回来谈 Uber。 在 Uber 发生了什么事? [12:08]
When I got there, Uber was wobbling all over the place.	当我到那里时, Uber 整个企业都在动摇。 [12:11]
Empathy, logic, authenticity were all wobbling like crazy .	同理心、逻辑、真实性 通通都在严重动摇。 [12:16]
But we were able to find super effective, super quick fixes for two of the wobbles.	但针对其中两项动摇,我们得以 找到超有效、超快速的处理方式。 [12:22]
selves : n.自己,自我(self的复数);私心 fabulous : adj.难以置信的;传说的,寓言中的;极好的 cherish : vt.珍爱/vt.怀有(感情等);抱有(希望等) excellence : n.优秀;美德;长处 wobbling : adj.摇晃的;颤动的/n.摆动;颤动/v.蹒跚;晃动;踌躇(wobble的ing形式) like crazy : 拼命地;发疯似的 fixes : n.菲克斯类(一种烈酒)/v.修理(fix的三单形式)	
I'll give you an illustration of empathy.	我来说明一下同理心的部分。 [12:29]
In the meetings at Uber, it was not uncommon for people to be texting one another ...	在 Uber 的会议上, 经常会看见有人传简讯给别人.....[12:32]
about the meeting.	说会议的事。 [12:38]
(Laughter) I had never seen anything like it.	(笑声) 我从来没有见过那样的情况。 [12:40]
(Laughter) It may have done many things, but it did not create a safe, empathetic environment.	(笑声) 它可能有很多作用, 但并没有创造出一个有同理心的安全环境。 [12:48]
The solution though, super clear: technology, off and away.	不过,解决方案超级明确: 科技,关机并远离。 [12:55]
And that forced people to look up, to look at the people in front of them, to listen to them, to immerse themselves in their perspectives and to collaborate in unprecedented ways.	强迫大家抬头看, 看他们面前的人, 倾听他们, 将自己沉浸到对方的观点当中, 以前所未有的方式来合作。 [13:00]
Logic was equally wobbly , and this was because the hypergrowth of the organization meant that people, managers were getting promoted again and again and again.	逻辑也同样在动摇, 原因是因为该组织的狂飙级成长 意味着大家、经理,会得到升迁, 一而再,再而三地升迁。 [13:14]
Soon, they were put in positions that they had no business being in.	没多久,他们就会被放到 他们不应担任的职位。 [13:27]
uncommon : adj.不寻常的; 罕有的/adv.非常地 texting : n.[计]文本;课文;主题/vt.发短信 empathetic : adj.移情作用的;同感的(等于empathic) collaborate : vi.合作;勾结,通敌 wobbly : adj.不稳定的;摆动的;歪斜的 again and again : adv.再三地,反复地	
Their positions outstripped their capability , and it was not their fault.	他们的职位高于他们的能力, 这不是他们的错。 [13:31]

The solution: a massive influx of executive education that focused specifically on logic, on strategy and leadership.	解决方案:大量导入主管教育训练, 把焦点特别放在逻辑、策略,以及领导能力。[13:36]
It gave people the rigor of the quality of their logic, and it turned a whole lot of triangles , right-side up, so people were able to communicate effectively with one another.	这样能够让大家的逻辑更严谨精确, 且能把许多三角形转过来, 把对的那一端转向上, 这么一来,大家彼此 就能做有效的沟通。[13:47]
The last one, authenticity, I'll say it's still mighty wobbly, but honestly, that doesn't make Uber very different from all of the other companies I've seen in Silicon Valley and beyond.	最后一项,真实性, 我认为它还是非常动摇, 但老实说,那也不会让 Uber 跟我所见过硅谷及硅谷之外的 其他公司有多大的不同。[14:01]
It is still much easier to coach people to fit in.	指导大家融入仍然容易许多。[14:15]
It is still much easier to reward people when they say something that you were going to say, as opposed to rewarding people when they say something entirely different than what you were going to say.	当有人能说出你打算说的话时, 去奖励他是较容易的。 相对之下,若有人说出的话 和你打算说的话完全不同时, 还愿意奖赏他,就不容易了。[14:20]
But when we figure out this, when we figure out how to celebrate difference and how to let people bring the best version of themselves forward, well holy cow, is that the world I want my sons to grow up in.	但当我们想通了这点, 当我们想通如何赞颂差异, 以及如何让大家展现出 自己最好的一面, 老天! 我多希望我的孩子 能在这样的世界长大。[14:33]
outstripped: vt.超过(outstrip的过去式) capability: n.才能, 能力; 性能, 容量 influx: n.流入;汇集;河流的汇集处 triangles: n.[数]三角形,三角型态(triangle的复数形式) rewarding: adj.有益的, 值得的; 有报酬的, 报答的 different than: 不同于	
And with the collection of people here, it would be a privilege to lock arms with you and go ahead and rebuild trust in every corner of the globe.	在座的各位, 能和你们紧密合作是一项殊荣, 让我们一起在世界的 每个角落重建信任。[14:49]
Thank you very much.	非常谢谢。[14:58]
(Applause)	(掌声) [14:59]

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