

TED演讲者: Tamekia MizLadi Smith | 塔美基亚·米兹拉迪·史密斯

演讲标题: How to train employees to have difficult conversations | 如何训练员工执行具难度的沟通

内容概要: It's time to invest in face-to-face training that empowers employees to have difficult conversations, says Tamekia MizLadi Smith. In a witty, provocative talk, Smith shares a workplace training program called "I'm G.R.A.C.E.D." that will inspire bosses and employees alike to communicate with compassion and respect. Bottom line: always let people know why their work matters.

塔美基亚·米兹拉迪·史密斯说, 该是投资员工执行具难度沟通的面对面训练课程的时候了。在这场机智、发人深省的演说中, 史密斯分享了一个工作场所的训练计画, 叫做「我很优雅」, 这个计画能协助老板和员工带着仁慈和尊重去做沟通。基本要求: 一定要让大家知道为什么他们的工作很重要。

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We live in a world where the collection of data is happening 24 hours a day, seven days a week, 365 days a year.

在我们所居住的世界, 资料的收集从没停止过, 一天二十四小时, 一周七天, 一年三百六十五天。[00:12]

This data is usually collected by what we call a front-desk specialist now.

收集的资料通常都是由 所谓的柜台接待专员来负责。[00:20]

These are the **retail clerks** at your favorite department stores, the **cashiers** at the **grocery** stores, the **registration specialists** at the hospital and even the person that sold you your last movie ticket.

这些人包括你最爱的 百货公司零售店员、杂货店的收银员、医院的挂号人员, 甚至是上次你去看电影时 卖票给你的人。[00:24]

They ask **discreet** questions, like: "May I please have your zip code?"

他们小心翼翼地询问, 比如: 「能不能给我您的邮递区号? 」 [00:36]

Or, "Would you like to use your savings card today?"

或「您今天是要用金融卡吗? 」 [00:40]

All of which gives us data.

这些问题都能提供我们所需的资料。[00:44]

However, the conversation becomes a little bit more complex when the more difficult questions need to be asked.

然而, 当询问的问题更具难度时, 沟通就会变得更复杂了。[00:46]

Let me tell you a story, see.

让我跟各位说个故事。[00:54]

Once upon a time, there was a woman named Miss Margaret.

很久很久以前, 有位 名叫玛格丽特小姐的女士。[00:56]

retail: vt. 零售; 转述/vi. 零售/n. 零售/adv. 以零售方式/adj. 零售的 **clerks:** n. 办事员; 文书 (clerk的复数形式) **cashiers:** n. [会计] 出纳员 (cashier的复数形式); 银行本票 **grocery:** n. 食品杂货店/食品杂货 **registration:** n. 登记; 注册; 挂号 **specialists:** n. 专家 (specialist的复数); 专科医生; 特种经纪人 **discreet:** adj. 谨慎的; 小心的 **Once upon a time:** 从前

Miss Margaret had been a front-desk specialist for almost 20 years.

玛格丽特小姐担任柜台接待专员 近二十年的时间。[00:59]

And in all that time, she has never, and I do mean never, had to ask a patient their **gender**, race or **ethnicity**.

在那段期间, 她从来 不需要问病人的性别、种族或族群, 真的从来不需要。[01:03]

Because, see, now Miss Margaret has the ability to just look at you.

因为, 玛格丽特小姐 有能力只要看着你。[01:10]

Uh-huh.

嗯哼。[01:13]

And she can tell if you are a boy or a girl, black or white, American or non-American.

接着她就能分辨 你是男生还是女生、黑人还是白人、美国人还是非美国人。[01:15]

And in her mind, those were the only categories.

在她的脑中也只有这些类别。[01:21]

So imagine that grave day, when her **sassy supervisor** invited her to this "change everything" meeting and told her that would have to ask each and every last one of her patients to **self-identify**.

所以, 想像在某个阴霾的日子里, 她无礼的主管邀请她参加 名为「改变一切」的会议, 并告诉她必须要求每一个病人 表明自我认同与身份。[01:24]

She gave her six **genders**, eight races and over 100 **ethnicities**.

主管给了她六种性别、八个种族和超过一百多个族群。[01:36]

Well, now, Miss Margaret was **appalled**.

现在, 换玛格丽特小姐目瞪口呆了。[01:41]

gender: n. 性; 性别; 性交/vt. 生 (过去式gendered, 过去分词gendered, 现在分词gendering, 第三人称单数genders, 形容词genderless) **ethnicity:** n. 种族划分 **sassy:** adj. 无礼的; 时髦的; 活泼的; 厚脸皮的 **supervisor:** n. 监督人, [管理] 管理人; 检查员 **self-identify:** 自我认同/自我认定 **genders:** n. 性别/性 **ethnicities:** n. 种族划分 **appalled:** adj. 惊骇的; 丧胆的

I mean, highly **offended**.

我是说, 她被严重地冒犯了。[01:43]

So much so that she **marched** down to that human-resource department to see if she was **eligible for** an early retirement.

严重到她走到人力资源部门 询问她是否符合提早退休的资格。[01:45]

And she ended her **rant** by saying that her sassy supervisor invited her to this "change everything" meeting and didn't, didn't, even, even bring, bring food, food, food, food, food.

而且她怒气冲冲叫嚷的最后, 是以她无礼的主管邀请她去参加 这场「改变一切」的会议, 竟然..... 竟然..... 没有..... 没有..... 带..... 带..... 食物..... 来做结尾。[01:51]

(Laughter)

(笑声) [02:03]

(Applause) (Cheers) You know you've got to bring food to

(掌声) (欢呼) 这类会议是不能少了食物的。

these meetings.	[02:04]
(Laughter) Anyway.	(笑声) 总之。[02:12]
(Laughter) Now, that was an example of a healthcare setting, but of course, all businesses collect some form of data.	(笑声) 刚刚的例子是发生在 医疗保健的情况, 但当然,所有的企业 都会收集某种形式的资料。[02:16]
True story: I was going to wire some money.	真实故事:我打算要去汇款。[02:24]
And the customer service representative asked me if I was born in the United States.	客服人员问我 是否是在美国出生。[02:27]
Now, I hesitated to answer her question, and before she even realized why I hesitated, she began to throw the company she worked for under the bus.	我正犹豫着是否要回答她的问题, 而她在搞懂我为什么犹豫前, 就开始把错都丢给她的公司了。[02:33]
offended : adj.不舒服,生气/v.冒犯(offend的过去分词) marched : n.行军,进军;进行曲;示威游行/vi.进军;走过/vt.迫使.....前进 eligible for : 合格;够资格 rant : vi.咆哮;痛骂;大声责骂/vt.咆哮;痛骂/n.咆哮;激昂的演说 healthcare : n.医疗保健;健康护理,健康服务;卫生保健 hesitated : 犹豫	
She said, "Girl, I know it's stupid, but they makin' us ask this question."	她说:「女孩,我知道这问题很蠢,但是他们逼我们要问的。」[02:41]
(Laughter) Because of the way she presented it to me, I was like, "Girl, why?	(笑声) 因为她对我说话的方式,我也依样画葫芦 回说:「女孩,为什么?」[02:46]
Why they makin' you ask this question?	为什么他们要逼你问这种问题? [02:52]
Is they deportin' people?"	他们要驱逐谁吗?」[02:54]
(Laughter) But then I had to turn on the other side of me, the more professional speaker-poet side of me.	(笑声) 但接着,我得要展现出我的另一面,比较专业的演说诗人家的那一面。[02:56]
The one that understood that there were little Miss Margarets all over the place.	表现出我了解到处 都有像玛格丽特小姐的人。[03:03]
People who were good people, maybe even good employees, but lacked the ability to ask their questions properly and unfortunately, that made her look bad,	他们都是好人,也许还是好员工,但缺乏适当的提问能力,不幸的,会让她看起来很失礼,[03:08]
but the worst, that made the business look even worse than how she was looking.	但更糟的是,会让公司看起来 比她还要差劲。[03:16]
Because she had no idea who I was.	因为她不知道我是谁。[03:22]
I mean, I literally could have been a woman who was scheduled to do a TED Talk and would use her as an example.	我的意思是,我可能是个 已经排定要上 TED 演说 且会把她拿来当做例子的人。[03:23]
Imagine that.	想像看看。[03:29]
(Applause) And unfortunately, what happens is people would decline to answer the questions, because they feel like you would use the information to discriminate against them, all because of how you presented the information.	(掌声) 不幸的是,通常的状况是大家会拒绝回答问题,因为他们觉得你会 用那资讯来歧视他们,这全是因为你询问资讯的方式不妥。这全是因为你询问资讯的方式不妥。[03:30]
on the other side : 另一面;在另一边 lacked : 缺乏/缺少 discriminate against : 歧视;排斥	
And at that point, we get bad data.	这时,我们就会得到坏数据。[03:45]
And everybody knows what bad data does.	大家都知道有了坏数据会怎样。[03:47]
Bad data costs you time, it costs you money and it costs you resources.	坏数据会浪费你投入的时间、金钱 和资源。[03:49]
Unfortunately, when you have bad data, it also costs you a lot more, because we have health disparities , and we have social determinants of health, and we have the infant mortality , all of which depends on the data that we collect, and if we have bad data, than we have those issues still.	不幸的是,当你取得坏数据,你付出的代价还更高,因为我们有健康差距,我们有健康的社会决定因素,我们有婴儿死亡率,这些都要仰赖我们收集的资料,如果我们取得坏数据,我们就仍然有那些议题。[03:54]
And we have underprivileged populations that remain unfortunate and underprivileged, because the data that we're using is either outdated , or is not good at all or we don't have anything at all.	那些弱势族群的人口,就一直无法翻转贫困的不幸命运,因为我们使用的资料 若不是过时的,就是无效的,再不然 就是什么资料也没搜集到。[04:12]
Now, wouldn't it be amazing if people like Miss Margaret and the customer-service representative at the wiring place were graced to collect data with compassionate care?	如果像玛格丽特小姐这样的人 及汇款的客服人员,能带着仁慈的关怀来优雅地 收集资料,不是很好吗? [04:24]
disparities : 不一致(disparity的复数) determinants : n.决定因素(determinant的复数);[数]行列式 mortality : n.死亡数,死亡率;必死性,必死的命运 underprivileged : adj.贫困的;被剥夺基本权力的;社会地位低下的 outdated : adj.过时的;旧式的/v.使过时(outdate的过去式和过去分词) wiring : n.[电]接线,架线;线路;金属线缝术/v.装电线(wire的现在分词) graced : n.优雅;恩惠;魅力;慈悲/vt.使优美 compassionate : adj.慈悲的;富于同情心的/vt.同情;怜悯	
Can I explain to you what I mean by "graced?"	能让我解释我所谓的「优雅 (GRACED)」吗? [04:35]
I wrote an acrostic poem.	我写了首藏头诗 (将想表达的意思藏于行首字母)。[04:38]
G: Getting the front desk specialist involved and letting them	G:让柜台接待专员参与并知悉 R:他们职务角色所

know R: the Relevance of their role as they become	具的攸关性[04:40]
A: Accountable for the accuracy of data while implementing	A:在执行时要为资料的精确性负责 C:与人的互动
C: Compassionate care within all encounters by becoming	中带着仁慈的关怀,[04:48]
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E: Equipped with the education needed to inform people of	E:具备所需的知识来告知人们为何 D:资料的收集
why data collection is so important.	是如此重要。[04:56]
(Applause) Now, I'm an artist.	(掌声) 我是艺术家。[05:04]
And so what happens with me is that when I create	我的状况是 当我创作出有艺术性的作品时, 我内在
something artistically , the trainer in me is awakened as well.	的训练官也被唤醒。[05:09]
So what I did was, I began to develop that acrostic poem into	所以我开始将藏头诗 发展成完整的培训计划, 叫做
a full training entitled "I'm G.R.A.C.E.D."	「我很优雅 (GRACED) 」。[05:15]
acrostic : n.离合诗/adj.离合诗的 Relevance : n.关联;适当;中肯 Accountable : adj.有责任的;有解释义务的;可解释的	
implementing : n.实施,执行;实现/v.贯彻,执行(implement的现在分词) encounters : v.遭遇(encounter的第三人称单数);邂逅/n.遭遇战(encounter的复数);相见 Equipped : v.装备;预备(equip的过去分词);整装 artistically : adv.在艺术上;富有艺术地	
trainer : n.助理教练;训练员;驯马师;飞行练习器 awakened : adj.觉醒的/v.唤醒(awaken的过去式) entitled : adj.有资格的;给与名称的/v.给...权利;给...定书名;授...以荣誉(entitle的过去分词)	
Because I remember, being the front-desk specialist, and	因为我记得身为柜台接待专员时, 当我去平权办事
when I went to the office of equity to start working,	处开始工作,[05:20]
I was like, "Is that why they asked us to ask that question?"	我心想:「那就是为何他们需要 我们去问那个问题的理由吗? 」[05:26]
It all became a bright light to me, and I realized that I asked	我才豁然开朗, 我了解到,我问人们 且我告诉人们
people and I told people about -- I called them by the wrong	—— 我称呼他们时用错了性别, 我称呼他们时用错了
gender, I called them by the wrong race,	了种族,[05:29]
I called them by the wrong ethnicity, and the environment	我称呼他们时用错了人种, 便会处在充满敌意的氛
became hostile, people was offended and I was frustrated	围中, 因为我的不优雅,使人们感到被冒犯 而我则
because I was not graced.	觉得挫折沮丧。[05:38]
I remember my computerized training, and unfortunately,	我记得我的电脑化训练, 不幸的是,那训练并没有
that training did not prepare me to deescalate a situation.	使我有能力让紧绷的情况逐渐缓和。[05:46]
It did not prepare me to have teachable moments when I had	那训练无法在我提问遇到困难时, 指引我找出解决
questions about asking the questions.	的方法。[05:55]
I would look at the computer and say, "So, what do I do when	我会看着电脑,说:「当这状况 发生时,我要怎么
this happens?"	做? 」[06:00]
And the computer would say ...	而电脑会.....[06:03]
nothing, because a computer cannot talk back to you.	什么都不说,因为 电脑不会回你的话。[06:05]
equity : n.公平,公正;衡平法;普通股;抵押资产的净值 frustrated : adj.失意的,挫败的;泄气的/v.挫败;阻挠(frustrate的过去式和过去分词形式) computerized : adj.电脑的;电脑化的;用电脑处理的/v.用电子计算机控制(computerize的过去分词)	
teachable : adj.可教的;驯良的	
(Laughter) So that's the importance of having someone there	(笑声) 所以,有个受过训练、能够教你 并指导你
who was trained to teach you and tell you what you do in	如何随机应变的人, 是很重要的。[06:08]
situations like that.	
So, when I created the "I'm G.R.A.C.E.D" training, I created it	所以,当我在做「我很优雅」的训练课程时, 我用
with that experience that I had in mind, but also that	的是我脑中的经验, 还有我脑中的信念。[06:19]
conviction that I had in mind.	
Because I wanted the instructional design of it to be a safe	因为我希望它的教学设计 是个可让大家坦诚对话
space for open dialogue for people.	的安全空间。[06:28]
I wanted to talk about biases , the unconscious ones and the	我想要谈论偏见, 无意识的偏见和有意识的偏见,
conscious ones, and what we do.	及我们该如何做。[06:33]
Because now I know that when you engage people in the	因为现在我知道, 让大家知道「为什么」, 可以挑
why, it challenges their perspective, and it changes their	战他们的观点, 并改变他们的态度。[06:38]
attitudes .	
Now I know that data that we have at the front desk	现在我知道我们在柜台取得的资料, 会转变为研究
translates into research that eliminates disparities and finds	数据 用以消除差异并找到对策。[06:46]
cures.	
Now I know that teaching people transitional change	现在我知道,用教导的方式来协助 员工完成过渡期
instead of shocking them into change is always a better way	的改变, 而非使用突如其来、 让人措手不及的激进
of implementing change.	式改变, 才是执行变革能够成功的良方。[06:54]
conviction : n.定罪;确信;证明有罪;确信,坚定的信仰 instructional : adj.教学的;指导的,教育的 biases : n.偏差,偏见(bias的复数形式)/v.偏见(bias的三单形式) unconscious : adj.无意识的;失去知觉的;不省人事的;未发觉的 conscious : adj.意识到的;故意的; 神志清醒的 attitudes : n.态度,看法(attitude复数) eliminates : 消除/排除 transitional : adj.变迁的;过渡期的	
See, now I know people are more likely to share information	现在我知道, 当人们被训练有素的工作人员 以尊重
when they are treated with respect by knowledgeable staff	的态度来对待时, 较有可能吐露自己的资料。
members.	[07:04]
Now I know that you don't have to be a statistician to	现在我知道你不需要是统计学家, 也能了解资料的

understand the power and the purpose of data, but you do have to treat people with respect and have compassionate care.	力量 and 目的, 但你一定要带着尊重 与仁慈的关怀来待人。 [07:10]
Now I know that when you've been graced, it is your responsibility to empower somebody else.	现在我知道, 当你能很优雅时, 你就有责任要让其他人也能够如此。 [07:21]
But most importantly, now I know that when teaching human beings to communicate with other human beings, it should be delivered by a human being.	但最重要的是, 现在我知道, 若要教导 人与人之间如何沟通, 这件事应该要由人类来做。 [07:27]
(Applause) So when y'all go to work and y'all schedule that "change everything" meeting --	(掌声) 所以, 当你们去工作, 且安排了那「改变一切」的会议—— [07:39]
(Laughter) remember Miss Margaret.	(笑声) 别忘了玛格丽特小姐。 [07:51]
And don't forget the food, the food, the food, the food.	也别忘了食物、食物、食物、食物。 [07:55]
Thank you.	谢谢。 [07:59]
(Applause) (Cheers) Thank you.	(掌声) (欢呼) 谢谢。 [08:01]
(Applause)	(掌声) [08:07]
with respect: 怀有敬意 knowledgeable: adj. 知识渊博的, 有知识的; 有见识的; 聪明的 statistician: n. 统计学家, 统计员 empower: vt. 授权, 允许; 使能够 communicate with: 沟通; 通话	

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