

# 目录

前言.....	Error! Bookmark not defined.
简介.....	Error! Bookmark not defined.
第一章：个人成功.....	Error! Bookmark not defined.
第二章：个人发展与职业发展.....	Error! Bookmark not defined.
第三章：成功的人际关系.....	Error! Bookmark not defined.
第四章：个人发展是一种责任.....	Error! Bookmark not defined.
第五章：个人发展是生命的目标.....	Error! Bookmark not defined.
第六章：个人发展是我们的救赎.....	Error! Bookmark not defined.
后记：个人发展是关键.....	Error! Bookmark not defined.

## PREFACE

### 前言

*“Oh God, grant me the serenity to accept the things I cannot change,  
the courage to change the things I can, and the wisdom to know the  
difference. Living one day at a time, enjoying one moment at a time.”*

*--The Serenity Prayer, by Reinhold Niebuhr*

“上帝啊，请赐予我内心的平静，去接受那些不能改变的事情；  
请赐予我勇气，去改变那些可以改变的事情；请赐予我智慧，  
去明辨两者。让我过好每一天，享受每一刻。”

——《平静的祷告》 雷茵霍尔德·尼布尔

This book grew from a recognized need that I found in my life and in almost everyone around me. Most of us seem to be struggling to find, to be, or to do something more in life, to get ahead of something, or to make life more significant.

## Embracing change

Our religions, philosophies, and sciences fall short of any real answers, constantly changing with new ideas and discoveries, leaving us humans fewer reference points to build our lives. We struggle to solve our problems and understand ourselves and each other as we evolve to higher levels of awareness and consciousness. Our search and struggle is very real and normal. Driven by instinct and the genetic code, the goose flies south for winter, the bear finds a cave to hibernate, and fish journey thousands of miles to fresh water streams to lay eggs, whereas humans strive to create and be the most that they can be, one way or another, while finding purpose and meaning along the way.

Pope John Paul wrote, in a 1998 encyclical letter, to his Bishops addressing some of the issues of our age:

*“Driven by the desire to discover the ultimate truth of existence, human beings seek to acquire those universal elements of knowledge which enable them to understand themselves better and to advance in their own self-realization. These fundamental elements of knowledge spring from the wonder awakened in them by the contemplation of creation: Human beings are astonished to discover themselves as part of the world, in a relationship with others like them, all sharing a common destiny. Here begins, then, the journey which will*

我写这本书的启发来源于我及周围朋友对生命需求的认识。（我发现）在生活中，大部分人都很难找到或去做有价值的事情，很难取得成功，也很难让生活变得更有意义。

## 接受改变

宗教、哲学以及科学都缺乏一成不变的真理，其内容都会随着新理念和新发现的出现而不断地做出相应改变，因而，人们很难找到构筑生活的参照。在人们提高认知能力的同时，人们尽力解决生活中的困难，互相了解彼此。人们在生活中的探索及奋斗是天生的、常见的。受本能及遗传因素的影响，雁会飞往南方过冬，熊会找一个洞穴冬眠，大马哈鱼为产卵会游数千里到达淡水区。而人类会努力奋斗、不断尝试，达到人生的巅峰，并与此同时发现生活的目标和意义。

教皇约翰·保罗在1998年写给主教的通谕中提及当今时代的一些问题：

*“人类渴望探寻自身存在的意义，这促使人类力图掌握可以更好地了解自身及进一步实现自我的基本原理。这些基本原理都源于人类思索上帝创世时的好奇心：人类惊奇地发现自己是世界的一部分，同与自身类似的其他生物一样都有相同的命运。随后，人类探索未知世界的征程就开始了。失去好奇心，人们就会陷入僵化的生活模式，并且会渐渐失去真我。”*

人类一直奋力求生，这种生存斗争在五百年或千年之前一定相当激烈。在加拿大建国期间，人们依旧为生存而奋斗，许多人历经磨难，甚至为此付出生命的代

*lead them to discover ever new frontiers of knowledge. Without wonder, men and women would lapse into deadening routine and, little by little, would become incapable of a life which is genuinely personal.”<sup>1</sup>*

Human beings have always struggled for survival, and the struggle must have been quite intense fifty or one-hundred thousand years ago. During the formative days of Canada, the struggle for survival was still apparent and many, many people suffered immensely and even died trying to make their way in that new land. In this day and age, very few struggles for survival but to find purpose and meaning in life. Our decades of prosperity have provided great comfort, but have not made us any more fulfilled.

There is a great awakening at new levels of our hearts and minds, and we are all faced with new problems. The advancement of science and technology is causing radical changes on every front, major shifts in thinking within all disciplines and bodies of knowledge, leaving us fewer reference points to anchor our beliefs. It seems almost impossible to get a grasp of meaning amidst so many different views, ideas, theories, facts, and statistics. You could spend your whole life pondering and studying and not come up with any suitable answers.

The deep questions of life have been the aim of all philosophy and religion for the six-and-a-half thousand years of recorded human history. Now, we have hundreds of religions and millions of

价。在当今这个时代，很少有人还在为生存挣扎，但许多人都找不到生活的目标和意义。几十年的繁荣使人们生活的更加舒适，但却让人不再胸怀抱负。

人类更高层次上的情感与理智正在觉醒，新的问题不断出现。科学技术的进步彻底改变了生活的方方面面，人们对各学科领域及知识体系的认识也都发生了翻天覆地的变化。这就使得人们很难在这变化的世界中找到确立自身信仰的参考标准，也很难在多样化的观点、理念、理论、事实及数据中找到生活的意义所在。也许人穷及一生思考、探索生命的意义，也不会找到合适的答案。

在人类有记载的六千五百多年历史中，生活深层次的问题一直是所有哲学和宗教的探索目标。当今世界上有数百种宗教信仰、成千上万种观点。但就基督教而言，全世界共有约 34000 所教堂。作为世界上最大的信仰体系，基督教的基本教义经历过多次重大变革。天主教由原先的排除一切其他宗教到与其他宗教共存，由原先的天堂地狱之地变成精神之地，并且天主教也接受了进化论的某些观点。人们反思曾经信仰的一切，发现这些信仰都有可能发生改变，并且也应该改变，因为这是人类进步的表现。过去，人们认为地球是平的，地球处于宇宙中心。但随着人类文明的发展，人们意识到那些观点都不正确。

核心信仰的变化让人感到沮丧，也让人感到不安。这种不安如同我们的祖先为生存而抗争时的不安感一样。如果我们能够理解、接受并向往新的成长、新的认知和新的经验的话，这种变化是极好的。改

---

<sup>1</sup> John Paul II. *Encyclical Letter Fides et Ratio of the Supreme Pontiff John Paul II to the Bishops of the Catholic Church on the Relationship between Faith and Reason.*  
<[http://w2.vatican.va/content/john-paul-ii/en/encyclicals/documents/hf\\_jp-ii\\_enc\\_14091998\\_fides-et-ratio.html](http://w2.vatican.va/content/john-paul-ii/en/encyclicals/documents/hf_jp-ii_enc_14091998_fides-et-ratio.html)>

views. In Christianity alone, there are some 34,000 independent churches. The largest religious system in the world has gone through some major shifts in its fundamental doctrines. The Catholic Church has shifted from exclusivism to inclusivism, from Heaven and Hell being places to states of mind or being, and to the acceptance of some evolution theories. Everything we once believed is being rethought and is likely going to change, and they should, as this is our human evolution. We used to think the Earth was flat and the center of the universe but, as we evolved, we realized these ideas were not the case.

Change in core beliefs is frustrating and leaves us with a similar sense of insecurity that the struggle for survival left our ancestors. But this kind of change is a positive and wonderful thing if we can understand it, embrace it, and look forward to new growth, new understanding, and new experiences. Change is what every living creature experiences physically, mentally, and emotionally.

Every one of our billions or trillions of cells completely change, making us a completely new human being every seven years. Our belief systems change with every new experience and piece of information we take in. Change at this level is not noticeable to the human eye and, in fact, we sometimes don't even recognize it at all. Nevertheless, the fact is that we *do* change. It is the human condition to grow and change, and that is all that life really asks of us.

### **Choosing a belief system**

One of the areas in which we resist change the most is that of our belief

变是任何一种生物在生理上、精神上以及情感上都会经历的。

每隔七年，人身上几十亿个细胞都会全部更新，这也就使人每隔七年就变成一个“全新的”人。人的信仰体系随着新的经验的积累以及获得的新的知识而做出改变。这种程度的改变人的肉眼难以察觉，甚至有时人们都不会意识到这种改变。即使如此，也不能否认人会改变这一事实。改变是促使人成长的条件，也是生活真正期望的。

### **选择一种信仰体系**

信仰是人们最不愿意做出改变的领域之一。人们希望自己认识和经历生活的方式是正确的，但事实上人们都是透过带有瑕疵的模糊玻璃观察这个世界。人们的信仰都是由人通过不同的感官，尤其是耳朵和眼睛所获得的信息及经验而形成的。人们改变信仰就如同改变获取的知识和经验一样简单。假若你在西部长大，从小就与加西浸礼宗的充满爱心的教徒生活在一起——这些教徒非常富有爱心——并且学习了教会传授的所有教义，那么你就会信奉这个宗教。当你到东部，住在当地热情、富有爱心的犹太教徒社区，并和犹太人家庭生活一段时间，你很快就会认同他们的信仰。在你的脑海里就会存有一些能证明这种信仰或那种信仰是正确的或是错误的经历。

关键的一点是人们的信仰体系是建立在人们所接受的信息和所经历的事物之上的。上帝，非严格意义上讲，是不会因为你没有正确理解进入你脑海中的信息而责备你。她的心胸不会如此狭隘。

虽然你坚信你的信仰是真理，但更确切点讲，你的信仰事实上是一种选择问题。一种“选择”去接受一种由某机构或组织建立的宗教信仰体系，从中获取精神食粮，并将你的过往和信仰结合起来。不

systems. We feel the need to believe that the way we see and experience life is correct, but the truth is that we all see through the glass dimly and with a certain amount of flaw. Our belief systems are simply formed by the information and experiences we have taken in through our different senses, mostly our ears and eyes. You can change your belief as simply as changing the information and experiences you take in. If you grew up in the West and experienced the loving believers of the right-wing Baptist Church – truly caring human beings – and learned all about the doctrines they teach, you would come to believe that system to be the truth. If you then moved to the East and spent time with a Jewish family and lived among the wonderful, caring community of believers there, you would soon come to believe their faith. You will have experiences that prove one or the other to be either true or false in your mind.

The point here is that our belief systems are based on whatever information and experiences we have been exposed to. God, to use the term loosely, is not going to fault you because you may misunderstand or misinterpret the data that has entered your mind. She could not possibly be that small.

As much as you believe your faith is the truth, it is rather more a matter of *choice*: A ‘choice’ to accept a religious belief system that was formed by the institutions and organizations that fed your mind, combined with the experiences you have had. Don’t confuse ‘believing’ with ‘knowing’: They are not the same. People’s faiths are their ‘beliefs’, not the conscious knowledge of knowing. Faith cannot be proven: That’s why it’s called ‘faith’. If you think you know, then what your faith is producing is the fruit of arrogance instead

要将“相信”和“了解”混为一谈：两者并不相同。人的信仰是人们所相信的事物，而不是下意识去了解的。人无法证明“信仰”，所以它才被称之为“信仰”。要是你认为你了解一切，那你的信仰让你变得傲慢而不是谦逊，这意味着你已经偏离正轨。

这种信仰让许多人强迫其他人去信奉自己的信仰，这些人将上帝依据自己的理解限制在条条框框中，缩小了信仰的范围，限制了人们的成长。如同圣雄甘地所说的那样：

*“真理存在于人的心里，人只能从心中找到真理。人发现真理时*

*应接受真理的指引。但没人有权利强迫其他人去信仰自己所认同的真理。”*

许多人认为他们“了解”，因为他们听说过或经历过，但也仅止于此。所听说的和经历的并不一定是事实或真理。事实上没有人能真正了解任何事物：人们对人体的了解尚且停留在表面，更不用说对心灵的探索了。随着人们更多地了解自身、过去以及宏伟的宇宙，独自或与他人一起成长、进步成为了每个人的目标。正如教皇约翰·保罗二世在上文同一篇通谕中所讲的那样：

*“几个世纪以来，人们在信仰的指引下，不断深入了解真理。这个征程必须在人的自我意识领域内进行：人们对现实和世界了解的越多，就越能认识到自身的独特性。”*

事实上，所有人都需要成长、改变、不断提高意识，并继续探寻真理和自身潜力。本书的意图不是创立一种新的信仰或某门理论的观点。本书作者我也不想动摇你的信仰或给你介绍当代的怀疑论、多元

of humility, which means you are most likely off-track.

This kind of faith leads many to coerce others into believing what they themselves believe, thus narrowing faith and limiting growth while putting God into a nice little box of their own understanding. As Mahatma Gandhi says:

*"Truth resides in every human heart, and one has to search for it there and be guided by truth as one sees it. But no one has a right to coerce others to act according to his own view of truth."*

Most think they 'know' because they've heard or experienced, but that's all it is. Hearing and experiencing are not necessarily fact or truth. The truth is that nobody really knows anything: We are merely scratching the surface of the complexities of the human body, let alone the depth of mind. It is our goal to personally and collectively develop as we learn more about ourselves, our past, and the vastness of the universe. As Pope John Paul II says in the same encyclical letter from above:

*"Humanity has been led down the centuries to meet and engage truth more and more deeply. It is a journey which has unfolded, as it must, within the horizon of personal self-consciousness: The more human beings know reality and the world, the more they know themselves in their uniqueness."*

The fact is that we all need to grow and change, become more aware, and

论和相对论——我会把这些留给神学家们讨论。

## 答案存在于成长中，而非信仰里

我写这本书的目的是想呈现给读者一本阐释个人成长需求的实用书。因为我发现大多数教会、组织和个人缺乏这种需求。人们倾向于相信并接受所听到的所谓的“事实”。人们按照约定俗成的方式为人处事，个人的成长受到限制——这是违反人性的行为之一。

我清楚地认识到人们的信仰无法解决世上的许多问题，而人所拥有的提高意识水平的能力却能解决这些问题。人的意识水平越低，遇到的挫折越大，失败的可能性越大；而意识水平越高，成功和实现目标的可能性越大。解决那些问题的措施是否有效似乎取决于机构、组织及个人对提升自身能力的投入程度。无论如何界定，它都能决定一个人或组织能取得何种程度的成就。

在各个领域中都有取得成功的原理和实践经验，我在学习、记录这些原理与实践经验时发现，一个人无论是想取得成功还是拯救自我，个人成长是关键。一个人只能通过不断地成长来寻找解决问题的途径，而不能从自身的信仰中寻求解决问题的办法。艾伯特·爱因斯坦有句话讲的很好：

*“人在同一认知水平上是无法解决该认知水平产生的问题的。”*

当今世界错综复杂，日新月异，要让人类共同进步，就不能单单指望教育，而应让每个人都参与到自我成长过程中去。如果人们想要成功，想要为自己，为孩子赢得光明的未来的话，就应该提高自己的认知水平。

在生活中，将信念和行动建立在错误的臆断上是造成失误和失败的一大因素。

continue to seek truth and our potential. This book is not trying to start a new religion or state a particular theological perspective. I am not trying to undermine your faith or lend to the skepticism, pluralism, or relativism of the day – I will leave that to the theologians to debate.

### **The answers lie in growth, not faith**

My intention is to present a practical book illustrating the need for personal development, which is what I find lacking in most churches, organizations, and individuals. People tend to buy into and accept what they hear as being ‘fact’. They become programmed, and growth is more often *limited* than it is *expanded*, which is one of the true violations of humanity.

I began to see clearly how the answers to many of our problems weren’t in some faith or belief system that we could adopt, but rather in our ability to grow to new levels of awareness. It was clear that where there were low levels of awareness, there were higher levels of struggle and failure, but where there were high levels of awareness, there was success and purpose. The quality of results seemed to be in the amount of personal development that the institution, organization, or individual engaged in, which would determine its level of success and fulfillment regardless of how it was defined.

As I studied and recorded the principles and practices that lead to success in a variety of areas in life, it became clear that from success to salvation, personal development was the issue. The answers to our problems lie in our growth, not in our belief systems. Albert Einstein put it so well in this simple, but utterly profound, quote:

若自认为对某些事情了解的非常彻底的话，人就会盲目自大，行为不端。正如人们常谈的那样，世上的大部分罪行都是那些知道自己究竟是在干什么的人犯的。人的自大和不安全感会引发各种各样的问题，也会阻碍人的发展。人类正在进步，过去认为是正确的东西，在现在看来不再是正确的。随着技术的进步或新的考古发现的出现，我们对宗教、医学、科学、星相和人体的认识也在不断改变。没有一门知识或一种信仰能为人类提供答案——我们只能通过提高认识水平，探寻来自于自身或集体成长、发展的潜能来寻求答案。

苏格拉底或许能称得上是史上最伟大的哲学家。苏格拉底出生于公元前 469 年，他认为哲学家的任务是促使人们独立思考，并且他还强调人们要剖析自己的信念。在当今这个年代，剖析自己的信念和学会完全独立思考是非常重要的，因为这是人类发展和个人成长的真正目标。

在我们不断提高自我觉悟水平的过程中，我们，无论是作为单个个体还是一个整体，都能让生活充满目标、意义和价值。我们可以成为更加活跃的探寻者，让生活变得丰富多彩，充满激情。对大多数人来说，这个征程才刚刚开始。我希望这本书能为读者提供有用的参考：如何真正地改变自我，对生活充满热情，从而给自己的人生以及所生活的世界带来积极的影响。我认为这方面问题是人们所面临问题中亟待解决的，人们需要进一步提高认识水平，承担更多责任。

对于自身信仰、处事方式及未来目标，没有人该承受责备，人们所能做的就是成长，变得更有责任心。正如孔子所说：

“古之欲明明德于天下者，先治其国；



*"Problems cannot be solved at the same level of awareness that created them."*

In this life of extreme complexity, constant change, and development as a species, it is crucial that we personally engage in not just formal education, but personal development, as well: Raising our level of awareness in all areas of life if we are to succeed and have a promising future for ourselves and our children.

One of the greatest reasons for mistake and failure in life is to base beliefs and actions on wrong assumptions. Assuming that we understand something in its full leads to all kinds of arrogance and wrongs, as it has been said that more wrongs and evil in this world have been committed by people who knew exactly what they were doing. Our arrogance and insecurity lead to all kinds of problems and limit growth. We humans are evolving, and what we used to believe is simply not so anymore. What we used to believe about our faith, medicine, science, planet, and our bodies changes with every new advancement in technology or turn of the archeologists' shovels. No one body of knowledge or even religion has the answer for mankind – we only have the opportunity to grow to new levels of understanding and seek out our true human potential, which comes from our personal and collective growth and development.

Perhaps the greatest philosophical personality in history was Socrates. Born in 469 BC, Socrates believed the philosopher's task was to provoke people into thinking for themselves, and he stressed the need for analytical examination of one's beliefs. In this day and age, it is crucial that we examine our beliefs and

欲治其国者，先齐其家；欲齐其家者，先修其身；  
欲修其身者，先正其心。”

## 正其心

我学习、积累了许多关于现实生活经验、人生转型及我现在所拥有的愿景等方面的知识，因而，在一定程度上，我也可以算是个人能力发展领域的专家了。很少有人能像我一样参与、研究、亲身实践如何实现个人成长，也没有人像我一样在个人成长的道路上克服过如此多的困难，并且我热切希望能够做出积极地改变，因此，我耗时两年多完成了这本书。

将自己的想法写下来并交给公众审阅需要很大的勇气，但我认为我应该这样做，因为我希望这书能促进交流、开拓思维，并让人更渴望成长和改变。俗话说：

“铁与铁互相打磨变得锋利，所以人与人互相砥砺才能变得睿智。”

每个人的经历和世界观都是独一无二的，据此，我相信人们都可以为这个社会做出重要贡献，尤其是年轻人们。我记得一位名叫拉比的人曾经说过，因为我们的后代站在巨人的肩膀上，所以他们会比我们看得更远：后代人为了辉煌的明天而努力奋斗，睿智的长者应为他们让路。

事实上，我并不知道什么是成为专家的必要条件。它是取决于所学知识的多少吗？从著名大学毕业可以让人成为专家吗？个人经历、成就或个人蜕变能让人成为专家吗？韦氏字典将“专家”定义为“掌握专业技能和知识的人。”要是按这个标准评定的话，我可以算作一位专家。

人们明白正规教育不是促使个人能力发展或成功的唯一因素。拥有学士学位、硕士学位和博士学位并不意味着成熟，因为许多博士行为处事如同幼儿。他们根本

learn to fully think for ourselves. This is the true goal of mankind and personal development.

We can, as individuals and organizations, lead lives full of purpose and meaning, truth, and value as we continue to evolve into ever more conscious beings. We can become much more alive seekers, creating lives full of experience, passion, and the abundance of all the world and beyond has to offer. For many of us, this journey is just beginning, and I hope that this book can be a positive contribution: To provide some practical steps on how to create fundamental change and passion that will result in a positive impact in life and the world we live in. I believe this subject to be at the forefront of the problems we all face: The need for higher levels of consciousness and personal responsibility.

There is no 'one' to blame, there is only opportunity to grow and become more responsible in what we believe, how we act, and who we become. As Confucius says:

*"To put the world in right order,  
we must first put the nation in order;  
to put the nation in order, we must put  
the family in order; to put the family in  
order, we must first cultivate our  
personal life – we must first set our  
hearts right."*

### **Setting our hearts right**

I am going to claim a certain level of expertise in the field of personal development because of what I have learned and gained in real life experiences, personal transformations, and the vision I now have. Few people have engaged, studied, applied themselves, and overcome as much as I have, and because of this – coupled with my strong desire and passion

连自己都不了解，更不用说了解其他人了。学历能让人获得一个好的工作，但却不是人过上优质生活的必要因素。接受教育是成长过程的一部分，但经常被人误解。达赖喇嘛说过：

*“现在社会存在着的一个问题是人们对待教育的态度：人们认为教育就是让人变聪明，有智慧。但有时候你会发现似乎那些未接受高等教育、未受过复杂的教育培训的人更纯真、诚实。虽然社会没有强调过这点，但人们应认识到知识和教育最重要的作用就是让人去做更多有益身心的事情并修炼心智。人们对智慧和知识的合理应用就是让智慧和知识给人带来内心的变化，实现心灵的净化。”*

人们都知道受教育水平越低，犯罪、虐待、吸毒、酗酒等的发生概率越高。在任何一个大城市的贫民窟里生活上一段时间，并尝试了解那里人们的观念模式后，你会发现贫民窟里的人们并不蠢笨—事实上，他们中的许多人都非常聪明、有创造力、有才能。我对此非常了解，因为我去过那里并做过调查。

我发现贫民窟里的人认知水平普遍偏低，为人处事所受的误导颇多。我从小生活在一个父母离异的普通家庭中，家庭成员之间关系不融洽。我年轻的时候受许多行为不良的人的影响，做了许多错事，16岁时还进过看守所。我在这条不归路上越陷越深，直到三十多岁时才醒悟过来。幸运的是，我一直质疑生活，努力让自己成长，因而我生活中的各个方面都发生了巨大的变化。我学习过大量关于个人能力发展的书籍、磁带和研讨会，并在生活中实践所学到的知识、经验和方法。我将会在接下来的章节中和你们一起探讨这些准则。

to create positive change – I have dedicated better than two years to the writing of this book.

It takes courage to write ones thoughts down and submit them to public scrutiny, but I feel I have the obligation to make this contribution in the hope that it will open up dialogue, challenge thinking, and simply add to our need to grow and change. As the saying goes:

*"As iron sharpens iron, so one man sharpens another."*<sup>2</sup>

I believe all of us have a valuable contribution to make because of our particular experience and perspective on this world, especially the younger people. I recall a Rabbi once saying that our children can see much further standing on our shoulders: The wise elders must give way to the vision of their children as the youth strive for a world of splendor that I believe we can have.

Truthfully, I don't even know what makes an expert, anyway. Is it due to how much you have studied? Does the education you received from a prestigious university make you an expert? Does your personal journey, your triumphs or transformations, make you an expert? Webster's dictionary defines an 'expert' as "one who has special skill or knowledge". That being the case, then I qualify.

In regards to personal development, and even success, we know that formal education will not do it alone. Degrees and PhDs do not mean that you have grown personally, for there are many PhDs who

---

<sup>2</sup> Proverbs 27:17, NIV

still behave like young children who have little to no understanding of themselves, let alone their neighbors. A degree from school may get you a good job, but it does not necessarily contribute to a good life. Education is part of the process, but is often misunderstood. The Dalai Lama says:

*"One problem with our current society is that we have an attitude towards education as if it is there to make you more clever, make you more ingenious. Sometimes, it seems as if those who are not highly educated, those who are less sophisticated in terms of educational training, are more innocent and more honest. Even though our society does not emphasize this, the most important use of our knowledge and education is to help us understand the importance of engaging in more wholesome actions and bringing about discipline within our minds. The proper utilization of our intelligence and knowledge is to effect changes from within to develop a good heart."*<sup>3</sup>

It is also a well-known fact that where there are low levels of education, there are high levels of crime, abuse, drugs, alcohol, and worse. Spend some time in the poor districts and ghettos of any major city and try to understand the mindsets of the people: It's not that these people are not intelligent – in fact, many of them are extremely brilliant, creative, and talented. I know, because I have been there and done that.

What I found are low levels of awareness and a lot of misdirection. I grew up in a broken home with an average family that argued a lot. I found myself influenced by all the wrong people, and had

---

<sup>3</sup> Cutler, Howard C. *The Art of Happiness*. 2013.

an early life full of poor choices which lead me to jail by 16 years-old and a continuing spiral down the wrong path until my early 30s. Fortunately, I kept questioning life and then engaged in personal development, which has lead me through tremendous personal transformation in all areas of life. I have read and applied principles and practices from over 500 of the best books, tapes, and seminars on personal development, which is what we will discuss in the following chapters.

*“The only limit to our realization of tomorrow will be our doubts of today.”*

*- Franklin D. Roosevelt*

“实现明天理想的唯一障碍是今天的疑惑。”

——富兰克林罗斯福

## INTRODUCTION

### 简介

*“Some people are more talented than others. Some are more educationally-privileged than others. But we all have the capacity to be great. Greatness comes with recognizing that your potential is limited only by how you choose, how you use your freedom, how resolute you are, in short, by your attitude. And we are all free to choose our attitude.”*

*- Peter Koestenbaum*

“一些人比其他人有才能，一些人比其他人受教育程度高。但所有的人都能成为伟大的人。当人认识到自身的潜能仅受自己的选择、空闲时间的利用和自身毅力限制，简而言之，自己的态度所影响时，就能成就大事。而所有人都能自由决定对待事物的态度”

——彼得克斯坦鲍姆

We all want the same things: We all want to be happy, to have security at various levels, health, wealth, and to live without much struggle and pain. We simply all want to be successful and to have become something in the end, to have made our lives count.

### **Becoming problem-solvers**

We need to become problem-solvers. From the minute we are born until the day we die, we all face problem after problem. As infants, we are totally dependent on our parents for food, shelter, love, and all the rest of life's needs. Consciousness of self continues to develop throughout childhood, adolescence, and *hopefully* adulthood. I say 'hopefully' because this is not always the case. Most parents desire their children to enjoy the unblemished childhood that they never had – but this dream rarely comes true.

Sadly, the unresolved problems of the parents continue as they are passed on to their offspring, generation after generation. Low levels of awareness cause all kinds of unnecessary suffering, but we survive and become unique individuals: We plot our way in this world to make life significant for ourselves, and hopefully for others, until we become old and return back to a state of total dependence. Throughout this entire process of growth, it is our level of awareness that enables us to overcome destructive beliefs, bad habits, and anything that prevents us from fulfilling our human potential. Our awareness is a direct result of our personal development. Our level of personal growth will make all the difference in our world regarding the quality of life we enjoy, the level of success we achieve, the love we experience, the purpose and meaning we find, and even our salvation. The need for personal development has never been greater for our

我们每个人的愿望都相同，都要快乐，无论身处什么地位，都想有安全感，都想要身体健康，生活富裕，一帆风顺。我们都想要成功，有所成就，让自己的生命活得有意义。

### **具备解决问题的能力**

人们应该具备解决问题的能力。从出生到死亡，人们一直不断地面临各种问题。婴儿时期，人们完全依赖父母获得食物，容身之处和关爱以及生活的所有必需品。随后，人的自我意识继续发展，经历儿童期、青春期以及“理想上的”成人期。我用“理想上的”一词是因为真实情况并非总是如此。大多数家长都想让自己的孩子过上自己童年时没过的无忧无虑的生活——但这种愿望很少能实现。

可悲的是，父母这辈人未解决的问题会遗留给他们的子女，然后一代接一代地传下去。低认识水平会让人经历没必要经历的磨难。但历经磨难后人们幸存了下来，并成为独特的个体：在这个世上，人们规划人生，让生命变得有意义，直到年老失去自理能力的那天。在人的整个成长过程中，不断提高认知能力能让人免受错误信仰、坏习惯的荼毒，也能让人不受阻碍个人潜能发挥的不利因素的制约。人们的认识水平由人们成长程度直接决定。人们成长水平的高低会影响一切，它会影响人生活质量的高低、取得成就的大小、所获得关爱的真假、所制定目标的合理性以及所发现意义的重要性，甚至会影响个人的自我救赎。无论人们如何定义“个人能力发展”，它都对人们的成功起着不可估量的作用。

success, no matter how you define it.

The three core characteristics that separate humans from the rest of creation are *consciousness*, *creativity*, and *choice*.

**Consciousness** – This means believing that you, and only you, know your true wants, needs, and desires, and that only you can make the right choice; that you have a ‘conscience’. Through engaging in the process of seeking, searching, defining, and answering life’s questions, you can gain tremendous clarity, confidence, and the ability to be extremely effective as a human being.

**Creativity** – This is the ability to create, design, and change. By engaging in The *Life Goals Planner*’s <sup>4</sup> processes and personal development, one can create new habits and bring about almost anything that they desire, and achieve their goals.

**Choice** – This is humans’ amazing ability to make new choices to bring about different results. In other words, that we are not a product of our past but a product of our choices, that past experiences many have an effect, and that while we can not necessarily control our emotions, we can control our responses to them, and that we make new decisions to move us rapidly toward our goals.

Human beings are blessed with this wonderful gift of *free will*. The ability to choose separates us from all other creatures and gives us the incredible opportunity to change any, or all, aspects of our lives. It is simply a matter of choice: Simple, but not always easy, especially if you are not even aware of a specific problem, belief, or attitude that needs to be changed. All

让人类区别于其他物种的三种重要能力分别为认知能力、创造能力及选择能力。

**认知能力**：指相信只有自己才了解自己的真正需求，也只有自己才能为自己做出正确的选择，并心存“良知”。参与到寻求、探究、定义和回答生活中的问题的过程中，人们就会思路清晰，变得非常自信，做事也更有效率。

**创造能力**：指创造、设计和改变的能力。通过参与《人生目标规划师》和个人能力发展的练习，人们能养成新的习惯，实现绝大多数的愿望和目标。

**选择能力**：指人们做出新的选择以获得不同的结果的能力。换句话说就是人不是过去经验的产物，而是所做选择的产品：过去的境遇或许还会对现在有影响；人们可能无法控制情绪，但却可以控制对情绪的反应；人们可通过新的决策提高实现目标的速度。

人类天生就意志自由。选择能力让人区别于其他物种，也能让人们改变某些或全部生活习惯。这仅是一个简单的选择问题：简单，却并不容易做出选择，尤其是当人还没有意识到哪些问题、信仰或态度需要改变时。大多数人都想要更多、独一无二或更好的东西——这是人类的本能驱动

---

<sup>4</sup> The *Life Goals Planner* is another book by the author. The *Life Goals Planner* helps people identify and prioritize the important goals and values in their lives.



most of us know is that we want something more, different, or better – the basic drives of the human being.

### Developing on the inside

In Freud's view, our drive is for *pleasure*, while Alder says our drive is for *power*, and Frankl that our drive is for *purpose*. In the developed nations, it seems the drive for purpose is leading the way. David K. Reynolds, in his book *Water Bears no Scars*, points out that:

*"We live in an era of leisure, that technologically-advanced countries or developed nations live with a freedom from life-threatening insecurity like never before in human history. Without the purpose of the struggle for everyday survival, we find an increasing number of people drifting into lethargy, drugs, and suicide."*<sup>5</sup>

We have become highly developed on the outside, and now it's time to become highly developed on the inside: Personally, professionally, and throughout all of our relationships, growing to new levels of awareness is the key to resolving our problems and achieving success. I believe it is key for our personal health and the health of our organizations, and the world, itself.

It is my belief that the sole purpose of mankind is to simply grow, develop, and fulfill our human potential: To be a little better at life tomorrow than you were yesterday because now you have learned and gained experience that can point you in new directions. The key is to consciously act toward goals that will cause you to *grow*. From the day you are born to the day you die, all this universe asks of you is that you grow. We start off growing physically, maturing and growing emotionally, and then we develop mentally and possibly end growing spiritually. It is not important that you live up to anyone's

力。

### 内心的成长发展

在弗洛伊德看来，寻找快乐是人的本能驱动力，而阿尔德认为人的本能驱动是掌握权力，富兰克林认为人的本能驱动是实现目的。在发达国家，实现目的是本能驱动这一观点似乎占据主导地位。戴维 K. 雷诺兹在他的著作《水无伤痕》中指出：

*"我们生活的年代舒适安逸，科技或经济发达国家的人们不再受到生存的威胁，这在人类历史上是前所未有的。当人们不再为生计奔波时，就会有越来越多的人变得懒散，开始吸毒甚至自杀。"*

人们在外条件上已经取得了长足的发展，是时候加强对内部条件的发展了：无论对个人、职业还是人们所处的各种人际关系来说，提高认知水平是解决所遇问题和获得成功的关键。我认为这是实现个人、集体，甚至是世界健康发展的关键所在。

我认为人的唯一目标就是成长、发展、充分发挥自身的潜能：一个人的明天要比今天活的精彩，因为他现在在学习、获得的经验可以为他指明方向。关键点一点是要有意识的一步一步地去实现能让人成长的目标。人从出生到死亡这一征程中的唯一使命就是成长。人们从长身体开始逐渐变成成熟，情感逐渐丰富，然后到智力发展，最终到精神成长。一个人取得他人眼中的成功或成为应该成为的人、做到应该做到的事并不重要，重要的是当一个人尽全力成为最好的自己

---

<sup>5</sup> Reynolds, David K. *Water Bares no Scars: Japanese Lifeways for Personal Growth*. 1987.

definition of success or what you ought to be or should do, but to grow from one stage to another, consciously becoming more aware, healthy, and whole, all while trying to become the most that you can be. To “become the most that you can be” is our ultimate purpose, which is best achieved through our personal development.

M. Scott Peck has a wonderful understanding of this phrase “become the most you can be”. In his book, *A World Waiting to be Born*, he describes physical health as a process:

*“Some part of us is always in the process of healing. Consequently, the condition of health is not a static state of perfect wellness, it is among other things a condition of ongoing healing. Physicians are increasingly coming to think that most disease may best be defined as a failure of the healing process.”*

He says this is crucial because the principle applies not only to our physical health, but also to our mental health, the health of our institutions, and that of our organizations. He continues:

*“Health is an ongoing process of becoming the most that we can be. The words ‘health’ and ‘healing’ come from the same Anglo-Saxon root, to be ‘whole’ or ‘holy’. Becoming the most that we can be is also the definition of ‘salvation’. The term literally means healing as we apply a salve to the skin to heal it, just as we can learn to apply the principles of mental health to our lives to heal, to make us whole, to save our souls.”<sup>6</sup>*

The need for heightened awareness, growth, and development are crucial for your health physically, mentally, and emotionally

时，还能不断成长、有意识地提高认知水平并且保持身心健全。“成为最好的自己”是人们的最终目标，它可在个人成长的过程中得以实现。

M 斯科特·派克对“成为最好的自己”这句话见解深刻。在他的书《一个等待着诞生的世界》中，他将身体健康视为一个过程：

*“人身体的某些部分总是处于愈合的过程中。因而，身体健康并不是静态的完全健康状态，而是身体不断地治愈状态。越来越多的医生认为大多数疾病是由于身体痊愈过程受阻而导致的。”*

他认为这一观点很重要，因为这—原理不仅可用于解释身体健康，还可用于解释精神健康、机构健康和组织健康。他还说：

*“健康是人们成为最好的自己的一个持续性过程。英文单词“健康”和“痊愈”拥有相同的安格鲁撒克逊语词根，指变得“完整”或“神圣”。成为最好的自己也是“救赎”的定义。“救赎”的字面意思是指当人把药膏涂抹在皮肤上时促进痊愈的过程，就像人们把心理健康原理应用在人们的生活中，治愈、拯救人们的灵魂。”*

在人们个人或集体成功救赎的过程中，提高意识、不断成长和发展对

---

<sup>6</sup> Peck, M Scott. *A World Waiting to be Born*. Bantam, 1993.

through your success as an individual and our collective salvation as a species. To become the most that you can be – or to fulfill your human potential – is a definition of personal development.

### Defining personal development

Since I have never really come across a definition of ‘personal development’, I would like create one to describe the perspective I am coming from.

I recall a friend asking me once what personal development was. Without too much thought, I recall summarizing what it meant to me after reading hundreds of books and thousands of dollars spent on seminars and workshops. I concluded that personal development was the study of one’s self, becoming aware of one’s strengths, weaknesses, insecurities, and false beliefs, to ultimately growing to new levels of awareness and understanding.

I remember saying, "Life rewards you for the problems you solve," a quote I had on my fridge to remind me of what I needed to do when things weren’t working out quite right. At that time, I believed solving the issues in my life would reward me with the health, happiness, and income I desired – and it was true. Personal development means all of that, and more. Because the words together – ‘personal development’ – don’t have a formal definition, let’s start by combining some definitions to see what we come up with. I will use Webster’s New Illustrated Dictionary for the following:

**Develop:** to expand or bring out the potentialities or capabilities; to cause to come to completeness or perfection

**Development:** gradual evolution or completion; the result of gradual

人的身体、精神以及情感健康都是很重要的。个人成长的一种定义就是成为最好的自己或发挥自身最大的潜能。

### 定义个人能力发展

因为我从未见过其他人对“个人成长”的定义，所以我想按自己的理解定义“个人成长”。

我记得朋友曾经问过我什么是“个人成长”。我当时没有想太多，我就对朋友说了在我读了几百本书，花了几千美元去听讲座学习后所感受到的这一短语对我的意义。将“个人成长”总结为“研究自我，明确自身的优势、劣势、不安全感和错误信念，最终将自我意识、理解能力提高到新的水平的过程。”

我记得有一句名言是这样说的“生活会因你所解决的问题而回报你”，我将这句名言贴在冰箱上提示自己在遭遇挫折时应如何应对。在那时，我相信解决生活中出现的问题后，生活会回馈给我健康、快乐和我所渴望的收益——这一切都是真的。“个人成长”意味着以上的一切，并且远不止这些。因为“个人成长”这一短语并没有正式的定义，所以我们先将一些词的定义融合在一起，然后看看能得到什么样的结果。我参照《新韦氏图解词典》给出以下词语的定义：

**发展：**开拓或激发潜能或能力；变完整或完美

**成长：**逐渐进化或完善；逐渐进化或完善的结果

evolution or completion

**Personal:** pertaining to or characteristic of a particular person

**Person:** a human being including body and mind

**Conscious:** immediately aware of; mentally recognizing, to some degree and extent, one's own inner feeling or thought, or their objective reference

**Consciousness:** the state of being conscious, sensation, knowledge; the power of self-knowledge, internal perception

**Conscience:** moral consciousness in general: the activity or faculty by which distinctions are made between right and wrong

**Aware:** possessing knowledge of some fact or action; conscious; cognizant

Combining some of the key parts of these definitions, we may get something like this:

*The gradual evolution or growth of a particular individual or organization to bring out their potentialities or capabilities, making them more aware of their own inner feelings or thoughts.*

Personal development is definitely the gradual process of expanding one's potential and capabilities. It is also the process of becoming a more fully-aware and -conscious human being. This is certainly a good definition, but personal development is still more than that...

Personal development is about being sensitive, attentive, and aware of your own feelings, attitudes, behaviors, and *working on them*: Working through them to grow to new

**个人的:** 与某人有关的, 某人所具有的特质

**个人:** 一个人, 包括身体和思维

**意识到的:** 突然知道, 内心认知, 在某种程度上指一个人的内心感觉和想法, 或客观参照。

**意识:** 有感知、知觉和觉悟的状态; 有自知之明, 内在认知

**良心:** 通常指道德心: 区分善恶的行为或能力

**觉察到的:** 了解某些事实或行为; 意识到的; 察知的

将上述词语的某方面定义相融合可以得到以下定义:

*个人或组织逐渐成长、发展, 激发自身潜能或能力, 从而更加了解自身内心感觉和想法的过程。*

“个人成长”是指发掘个人的潜能和能力的渐进过程; 也是提高个人觉悟和认知能力的过程。这确实是一个很好的定义, 但“个人成长”的内涵远不止于此。

“个人成长”是指对自身感觉敏感、关注自身想法、熟知自身行为并致力于研究这几方面的问题: 通过钻研这几方面, 进一步提高觉悟和理解

levels of awareness and understanding. It's about becoming more conscious and being able to relate better to one's self and others. It's about being proactive and overcoming faults, weaknesses, and insecurities, which is the second point in the definition of 'develop'.

Personal development is noticing the subtleties that make life work well and those that don't. It's about fulfilling our human potential, creating new realities from our mind, and experiencing new experiences with all our senses. Personal development is not something that you gain from formal education, though the process of gathering knowledge is fundamental to growth. Personal development is about the maturing and development of our *mind*. The Dalai Lama clearly expresses in the book, *The Art of Happiness*, that training and development of the mind is crucial to happiness. Add all of this up and *personal development* may finally be defined as:

*The deliberate growth or development of a particular individual or organization to bring out their potential and capabilities, making them more aware of their inner feelings and belief systems to become a more conscious, whole, or healthy human being.*

## What personal development looks like

We will begin with that definition for now and see what we end up with as we look at how personal development applies to various areas of life.

So what does one do for personal development? What does it look like?

I have often wondered what it really means to engage in personal development. I ask people if they are into personal development, of which almost all respond, "Yes." I then ask what they are doing, of which some look at me with a

水平。它也指进一步提高认知水平，更加了解真实的自己和他人。它亦指积极主动地纠正错误、克服缺点和消除不安全感，这是“发展”一词的第二层含义。

“个人成长”关注那些让生活变好或变糟的细微之处。它是指发挥潜能、将脑海中的新想法实现、让身体的所有感官都经历新的事物的过程。虽然在学校中积累知识的过程对于人的成长很重要，但个人成长所需的知识和经验并非全部来自于学校教育。个人成长是人精神的成熟和发展。达赖喇嘛在《快乐的艺术》一书中明确阐述了精神的修炼和成长对快乐至关重要这一观念。将上述所有内容囊括在一起，最终可以将“个人能力发展”定义为：

*个人或组织有意识的发展自我，努力成长，激发潜能和能力，使自己更加了解内心的感觉和信念，从而成为更有觉悟、身心健康的人。*

## 什么是个人成长

现在，我们先从定义开始，将个人成长应用到生活中的各个领域，看看会得到什么样的结果。

一个人如何实现个人成长？这个过程是什么样的呢？

我经常思考个人成长真正意味着什么。我问过周围的人是否对自我成长感兴趣，几乎所有人的回答都是肯定的。接着我又问他们如何进行自我成长，其中一些人只是迷惑地看着我，而另一些人会告诉我他们正在读

blank stare, while some will tell me of books they are reading, or classes or workshops they attended. But what I have found most interesting is that most people – a very high percent – do not seem to be making much progress with their lives, at all. Year after year, they struggle with the same issues, get beat up by the same problems, and carry the same burdens and dissatisfactions.

Now, allow me to ask you a few questions:

1. How much have you really grown over the last year or two?
2. How would you know, or how can you check, if you have grown?
3. Are you fulfilling your potential in your job, in your relationships, and in your life?
4. Is it important to you to become the best you can be?

Or how about some straight-forward questions? These are questions that are answered with numbers – things you can actually record and quantify:

1. How many classes have you taken in the last year or two?
2. How many books have you read? (Some fiction is very valuable, but I mostly mean non-fiction.)
3. What does your résumé look like? What can you actually write down that could count as personal or professional development?

Now, to ask questions that cannot be quantified but answered with an honest ‘yes’ or ‘no’:

的书、学习的课程或参加的研讨会。但我发现大部分人——很高的比例——几乎在自我成长的道路上停滞不前。这些人年复一年地处理相同问题，被同一烦恼困惑，承受同一负担并感到同样的不满。

现在，请允许我向你问几个问题：

1. 过去的一两年里，你认为自己成熟了多少？
2. 如果你认为你成熟了，你是如何得知的呢？你又是如何衡量的呢？
3. 在工作、人际关系和生活中，你发挥出潜能了吗？
4. 成为最好的自己对你来说很重要吗？

以下问题很直接，可用数字回答——答案是可记录并量化的。

1. 你在过去一年或两年内听过多上堂课？
2. 你读过多上本书？（虽然一些小说很有阅读价值，但这里我指的是非小说类书籍）
3. 你的简历内容都包括什么？你在简历上能写下多少能算作个人或职业发展的成就？

以下问题请按实际情况用“是”或“不是”作答。

1. 你工作起来更得心应手吗？

- |                                                                                                           |                                  |
|-----------------------------------------------------------------------------------------------------------|----------------------------------|
| 1. Are you more successful in your job?                                                                   | 2. 你是一名称职的父亲/母亲，配偶，子/女或朋友吗？      |
| 2. Are you more successful as a parent, spouse, daughter, son, or friend?                                 | 3. 你现在所面临的问题和你一年、三年或五年前面临的问题相同吗？ |
| 3. Do you have the same personal problems you had 1, 3, or 5 years ago?                                   | 4. 你非常擅长处理与他人关系吗？                |
| 4. Are you more successful in your ability to relate to others?                                           | 5. 你会对他人的言辞和行为作出幼稚的反应吗？          |
| 5. Do you find yourself reacting to someone's words or actions like you did when you were a child?        | 6. 在生活中，某种恐惧感或错误信念会阻碍你前进的步伐吗？    |
| 6. Do you find yourself held back by some fear or false belief, or prevented from moving forward in life? |                                  |

Now, let me ask you some questions that I feel are the ultimate result of personal development as we have defined it. These questions can be difficult to answer and may take some careful introspection:

下面一些问题是根据上文个人成长的定义而提出的，回答有难度，需要你仔细思考。

- |                                                                                                                                                                |                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| 1. Do you have a greater understanding of yourself, your strengths, your weaknesses, and your character issues that affect your overall health and well-being? | 1. 你对你自身、自身优势、劣势和影响你身心健康和幸福的性格非常了解吗？ |
| 2. Do you have a greater understanding of others, more appreciation of their differences, and respect for them as individuals?                                 | 2. 你非常了解他人吗？你欣赏他们的不同之处吗？你尊重他们每个个体吗？  |
| 3. Do you have more courage to face life's challenges, live by your values, and pursue your goals?                                                             | 3. 你勇于面对生活中的挑战，坚持自己的价值观，努力实现目标吗？     |
| 4. Are you a more honest person?                                                                                                                               | 4. 你非常诚实吗？                           |
| 5. Are you a more aware and conscious human being?                                                                                                             | 5. 你有很高的觉悟和意识吗？                      |

Ultimately, having a positive answer to all of the above questions is the result of personal

根据我给出的定义，个人成长会让人对上述所有问题给出肯定答案。

development, according to my definition. Being a healthier human being is what we all strive for, one way or another: Consciously or unconsciously, we are all moving away from pain and toward pleasure.

It is time now for us to be more consciously aware of our growth and strive to become the most that we can be – not better than someone else, but the most that *we* personally can be by fulfilling our human potential and contributing our uniqueness to making this world a better place.

The following chapters will conclude with an application to help us in this process of growth, which will be summarized in the last chapter to make for a good personal development plan to move us forward with confidence and courage in this journey of life.

不管怎样，每个人都想成为更健康的人。无论是有意识还是无意识，我们都在远离痛苦，奔向快乐。

现在，我们每个人都应关注自身的发展，努力成为最好的自己——不是去追求优于他人，而是通过发挥自身潜能不断超越自我并利用自身独特优势让世界变得更美好。

本书每章节末都会有一个有助于个人成长的练习，这会在最后一章中作出总结用以制定合适的个人成长计划，让人在生命的征程中充满自信和勇气地不断前行。



## CHAPTER 1: PERSONAL SUCCESS

### 第一章：个人成功

*"To laugh often and much; to win the respect of intelligent people, and the affection of children; to earn the appreciation of honest critics and endure the betrayal of false friends; to appreciate beauty, to find the best in others; to leave the world a bit better, whether by a health child, a garden patch, or a redeemed social condition; to know even one life has breathed easier because you have lived. That is to have succeeded."*

*- Ralph Waldo Emerson*

“（成功）就是更多的微笑；成功就是赢得智者的尊敬和孩子的喜爱；成功就是得到真诚的批评家的欣赏，承受得住虚伪朋友的背叛；成功就是欣赏生活的美；成功就是发现他人的好；成功就是养育一个健康的孩子，开辟一块馨香的花园，或改善我们的社会环境，让这个世界变得更美一些；成功就是确知有一个生命是因你的存在而活得更加轻松；这就是成功。”

——拉尔夫·沃尔多·爱默生

*Success* itself has as many definitions as there are people on this planet. Here are a few:

- Webster's dictionary defines 'success' as "the achievement of something desired, planned, or attempted or the gaining of fame or prosperity."
- People who have achieved high levels of success may define it as "making measurable progress toward a worthy goal."
- The NFL football coach, Vince Lombardi, says, "The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack of will."

All of these definitions have a common foundation to them, and that is that you need to know what it is that you want. To know what you want is to have defined success for yourself.

### **Define success with good questions**

What I find to be the biggest problem for people is simply defining success for themselves. To define success, defining our values and goals is ninety-percent of the process. Only *you* know your heart's desires, your true wants, needs, and what satisfies your soul. Nobody else can answer those questions for you.

In fact, don't even seek answers but rather the clarity of your questions and the processes of searching. In the hugely successful fictional book, *The Celestine Prophecy*, a wise priest says to the young man: "The problem in life isn't finding the right answer but identifying our current questions."

对成功的定义多如牛毛，这里有几个关于成功的定义：

- 韦氏词典将“成功”定义为“实现欲望、计划或尝试，或获得声誉和繁荣。”
- 取得巨大成功的人或许这样定义“成功”：“朝着有价值的目标取得重大进展。”
- 美国橄榄球联盟教练文斯·隆巴尔迪说：“区别成功人士和普通人的关键不是缺乏力量或知识，而是缺乏毅力。”

以上定义都有相同的基础，那就是人们得知道自己真正想要什么。人只有知道内心真实的渴望才能知道想要什么样的成功。

### **用有价值的问题定义成功**

我发现人们最大的问题是不知如何为自己定义成功。定义自身价值和目标后就完成了定义成功的 90%。只有自己才知道自己内心的渴望和真正需求。其他人无法替代自己。

事实上，在没有弄清楚问题和研究过程之前不要急着寻找答案。在畅销小说《圣境预言书》中，一位睿智的神父对年轻人说：“生活中的问题不是能否找到正确的答案，而是弄清楚现存的问题。”

This is the essence of personal development: The process of looking; the process of seeking; the process of finding. It is in the scriptures that promise:

“Ask, and it will be given to you; seek, and you will find; knock, and the door will be opened to you.”

## Believing in yourself

Part of this journey is ‘knowing thy self’: Development of the person as a unique individual with unique gifts and skills. It is said that so many people have low levels of personal awareness, continuously struggling with the same problems year after year without making much progress in life. Here is why:

- They are held back by false beliefs and insecurities developed in their younger years and worse insecurities carried on generation after generation.
- People just aren’t encouraged. It has been said that the average child in North America has heard the word ‘no’ eight times more than the word ‘yes’ entering grade school. Dennis Waitley, who is a leading producer of personal development and motivational books and tapes, and serves as the Director of the National Counsel of Self Esteem and who is deeply involved with the National Counsel of Youth Leadership, found that 80% of children entering kindergarten feel good about themselves, but by the time they reach 5<sup>th</sup> grade the numbers drop to 20%, and by the time they reach high school they drop to 5%.<sup>7</sup>

It is no wonder that in adult life we tend to go with the flow, being lead more by what we *can’t* do than what we *can* do. Are you ready to believe in yourself?

这是个人发展的内涵：它是观察、探索、寻找的过程。《圣经》对此阐述为：

“要求，你就能得到它；探索，你就能发现它；敲门，门就会为你敞开。”

## 相信自己

自我成长的一部分内容就是“认识自我”：人，作为独一无二的个体，依据自身独特的天赋和能力的发展。人们说许多人自我认知水平低，总是年复一年地被同一问题困扰，无法在生活中取得任何进步。原因如下：

- 被幼年期形成的错误信念和不安安全感阻碍，并且这种每况愈下的不安全感代代相传。

- 没有受到鼓舞。在北美，上小学的孩子听到“不”这一词的概率是“是”的八倍。丹尼斯·魏特利是主要出版个人能力发展和励志书籍及音像制品的作者，他也是全国自我意识委员会会长，与全国青年领导委员会联系密切。他发现：80%的幼儿园小孩自我感觉良好，但当他们升到五年级的时候，这一比例下降到20%，而当他们升到高中时这个比例会下降到5%。

难怪人成年后容易随波逐流，更易受自身劣势而非优势影响。你准备好相信自己了吗？

---

<sup>7</sup> Waitley, Dennis. *The New Dynamics of Winning: The Mindset of a Champion*. 1995.

## People who believed in themselves

### Henry Ford

It's impossible! At least that's what the engineers thought when Henry Ford decided to produce the V-8 engine. Ford decided he wanted all 8 cylinders cast in one block. He instructed his engineers to make a design for this idea: The idea was placed on paper, but all the engineers agreed that it was simply impossible to cast an 8-cylinder engine in one piece. Henry Ford said: "Produce it anyway!" So back to the drawing board they went and, sure enough, they found the secret to the V-8 engine and, once again, the 'what' that was once thought impossible was now achieved.

### Benjamin Franklin

Benjamin Franklin spoke and wrote 5 languages yet only had 2 years of formal schooling. Franklin stands alone as the only person to have signed all four of the documents which helped to create the United States. He was a conversationalist, philosopher, diplomat, economist, writer, publisher, and inventor who knew no limitations.

### The Wright Brothers

"Not within a thousand years would man ever fly," said Wilbur Wright in 1901. That thought, expressed after an especially frustrating series of flight experiments, was shared by many people of the era. Many thought that man would never fly. Ever. It only took two more years of dedicated work for the Wright Brothers to prove that statement wrong. The fact that two brothers in the middle of America, who didn't even graduate from high school, could achieve what others had failed to do was beyond the comprehension of many.<sup>8</sup>

## 相信自己的人

### 亨利·福特

这根本不可能！当亨利福特决定生产 V-8 型号发动机时，至少当时工程师是这样认为的。福特决定将八个气缸浇铸到一块。他指示工程师们按这个想法设计：他将这一想法呈现在纸上，但几乎所有的工程师都认为将八个气缸浇铸到一起是不可能的。亨利福特说：“无论结果怎样，先把它生产出来！”因此，工程师们又从头开始，果然功夫不负有心人，他们发现了制成 V-8 发动机的奥秘。人们又一次实现了原先认为不可能的事。

### 本杰明·富兰克林

本杰明富兰克林熟练掌握五门语言，但他却只上了两年学。他是唯一签署了缔造美利坚合众国四份文件的伟人。他是一位语言大师、哲学家、外交官、经济学家、作家、出版商和无限潜力的发明家。

### 莱特兄弟

在 1901 年，威尔伯·莱特经历过一系列飞行试验失败后认为“人类在一千年内不会实现飞行，”这也是那个年代大部分人的共识。许多人都认为人类是永远都飞不起来的。但莱特兄弟仅用两年时间就证明了上述说法是错误的。来自美国中部的莱特兄弟，虽然都未从高中毕业，但他们实现了他人无法实现的事情，这一事实出乎很多人的意料。

---

<sup>8</sup> <[http://www.inventingflight.com/invention/wright\\_brothers.php](http://www.inventingflight.com/invention/wright_brothers.php)> [no longer available]

### Roger Bannister

In 1954, a young medical student did what the experts said was impossible: He ran the mile in less than 4 minutes. Doctors said that it was physically impossible for the human body to operate at that kind of running speed. Roger Bannister had a dream, a belief, and did not accept those limitations. Nobody in the history of mankind had done it before, but since Roger Bannister removed this mental barrier, now every world-class runner runs the mile in less than 4 minutes.

### Start by mining your own talents

Developing our potential and capabilities is the place to start and key to our personal success and happiness. We need to look inside more deeply instead of outside of ourselves if we want to make a difference: Looking for that right job, business, or person that will do it for us. We need to begin right where we are with what we have and let that lead us where it does. It is the moral of the Russell H. Conwell story, *Acres of Diamonds*:

*The gist of the story is of a man who owned a farm in some ancient lands. A priest had visited him and told him of the beauty and wealth of diamonds. This intrigued the man and prompted him to sell his farm and set out in search of diamonds. He travelled far and wide until he was utterly broke and depressed, finally cast himself hopelessly into the ocean and drowned. Later the priest came to visit the farm and found another tenant. The priest noticed a sparkle on a lump of coal sitting on the mantle and asked the tenant where he got that diamond. The tenant said, "That's not a diamond, but a rock I found on this here property." The priest said, "That's not a rock, but a diamond in the rough," and asked the tenant if he would take him to where he found this rock.*

### 罗杰·班尼斯特

在 1954 年，一位年轻的医科学生做到了专家们认为不可能实现的事：他用不到四分钟的时间跑了一英里。医生说人体不可能达到那样快的速度。罗杰·班尼斯特心有梦想，他坚定自己的信念，不认同他人认同的人体极限。在罗杰·班尼斯特将人们的精神枷锁解除前，没有人能在四分钟内跑一英里。但是现在，所有世界级运动员都能在四分钟内跑完一英里。

### 从发掘自身天赋开始

发掘潜能是取得成功、获得快乐的第一步。如果人们想要出人头地，就要多关注自己的内心而非外在：寻找合适的工作、业务或能帮助自己开发潜能的人。人们需要从自身所处的位置开始，用自身所拥有的能力带领我们抵达能达到的高度。这是拉塞尔·H·康威尔的作品《钻石宝地》所表达的寓意：

故事主要讲述了一个人拥有从祖辈传下来的一个农场。一个牧师拜访他时向他讲述了钻石的魅力和它能带来的财富。这引起了这个人的好奇心，他卖掉了自己的农场，出发去寻找钻石。他寻找了许多地方，直到他身无分文，对寻找钻石彻底灰心。最终他绝望地跳入海中结束了自己的生命。牧师又一次参观农场，发现了另一位承租人。牧师发现一块布上有一块闪闪发光的煤块，于是就问承租人在哪里找到这块钻石的。承租人说：“那不是钻石，只是在这片土地上找到的一块石头罢了。”牧师说：“那不是石头，是未经加工的钻石。”并让承租人带他去发现那块钻石原石的地方。牧师四处挖了挖，

*Digging around, the priest found rock after rock after rock to realize they were sitting on acres of diamonds.*

发现一块钻石原石接一块钻石原石——他们是站在几英亩的钻石矿上。

Few things in life can be as rewarding and satisfying as nurturing your own potential. As Thomas Wolfe once said:

生命中几乎没有什么事情能像发掘自身潜力一样有益且让人感到满足的事情。托马斯·沃尔夫曾讲过：

*“If a man has a talent and learns how to use the whole of it, he has gloriously succeeded and won a satisfaction and a triumph few men have ever known.”*

“如果一个有天赋的人学会了如何彻底的利用自己的天赋，那他就已取得了辉煌的成就，获得极少数人才了解的满足和成功。”

Getting in tune with our natural abilities is crucial, but not always that easy to do. There is also a lot of evidence surfacing that we have different intelligence systems that we could get in tune with, nurture, develop, and grow into something special.

与自身天生的能力相协调是很重要的，但做到这一点很不容易。有很多证据表明人们可以适应不同的能力系统，培养、发展、成长为独特的个体。

## Multiple intelligences

## 多元能力

*“A person may have the greatest potential to be a chess player but if he grew up in a culture that didn't have chess, the potential would never be found, let alone actualized.”*

“如果一个人是在没有象棋的文化中长大的话，即使他有可能成为象棋选手的巨大潜能，他的潜能也不会被人发现，更不用说发挥潜能了。”

——霍华德·加德纳

- Howard Gardner

Howard Gardner presents evidence that human beings possess a range of capacities and potentials, coining the term *Multiple Intelligences*. Gardner says:

霍华德·加德纳用证据表明人类拥有一系列的能力和潜能，并创造了“多元能力”这一短语。加德纳认为：

*“Individuals can not only come to understand their intelligences, but also deploy them in maximally-flexible and productive ways within the human roles that various societies have created.”<sup>9</sup>*

“人类不仅能了解自身的天分，还能在不同社会创造的各种人类角色中用最灵活、最有成效的方式运用自身的天赋。”

---

<sup>9</sup> Gardner, Dr. Howard. *Intelligence Reframed: Multiple Intelligences in the 21st Century*. 2000.

---. *Multiple Intelligences*. 1993.

---. *Frames of Mind: The Theory of Multiple Intelligences*. 1983

In Gardner's book, *Multiple Intelligences*, he lists seven intelligences that he has identified and 3 new candidates of intelligences – the Naturalist, the Spiritual, and the Existential – in his book *Intelligence Reframed: Multiple Intelligence's in the 21st Century*. The seven he identifies in *Multiple Intelligences* are:

1. **Linguistic intelligence** is the kind of ability exhibited in its fullest form perhaps by poets.
2. **Logical or Mathematical intelligence** is as the name implies. Logical, mathematical, and scientific intelligence.
3. **Visual-Spatial intelligence** is the ability to form a mental model of the spatial world. Sailors, engineers, surgeons, sculptors, and painters are some examples.
4. **Musical intelligence** is as the name implies. Mozart had lots of it.

在加德纳写的《多元能力》一书中，列举了他认证的七种智能，在《能力的重构：二十一世纪的多元能力》一书中列举了三种新的智能——自然认知智能、精神认知智能和存在认知智能。加德纳认同的七种能力分别为：

1. **语言智能**是指有效的运用口头语言或文字表达自己的思想并理解他人，灵活掌握语音、语义、语法，具备用言语思维、用言语表达和欣赏语言深层内涵的能力结合在一起并运用自如的能力。他们适合的职业是：政治活动家，主持人，律师，演说家，编辑，作家，记者，教师等。
2. **数学逻辑智能**是指有效地计算、测量、推理、归纳、分类，并进行复杂数学运算的能力。这项智能包括对逻辑的方式和关系，陈述和主张，功能及其他相关的抽象概念的敏感性。他们适合的职业是：科学家、会计师、统计学家、工程师、电脑软体研发人员等。
3. **空间智能**是指准确感知视觉空间及周围一切事物，并且能把所感觉到的形象以图画的形式表现出来的能力。这项智能包括对色彩、线条、形状、形式、空间关系很敏感。他们适合的职业是：室内设计师、建筑师、摄影师、画家、飞行员等。
4. **音乐智能**是指人能够敏锐地感知音调、旋律、节奏、音色等能力。这项智能对节奏、音调、旋律或音色的敏感性强，与生俱来就拥有音乐的天赋，具有较高的表演、创作及思考音乐的能力。他们适合的职业是：歌唱家、作

曲家、指挥家、音乐评论家、调琴师等。

5. **Bodily-Kinesthetic intelligence** is the ability to solve problems or fashion problems using parts or the whole body. Dancers, athlete's, and craftsmen all exhibit bodily intelligence.
5. **身体运动智能**是指善于运用整个身体来表达思想和情感、灵巧地运用双手制作或操作物体的能力。这项智能包括特殊的身体技巧，如平衡、协调、敏捷、力量、弹性和速度以及由触觉所引起的能力。他们适合的职业是：运动员、演员、舞蹈家、外科医生、宝石匠、机械师等。
6. **Interpersonal intelligence** is the ability to understand other people, what motivates them, and how to work with them. Successful sales people, politicians, teachers, and even religious leaders exhibit this form of intelligence.
6. **人际智能**是指能很好地理解别人和与人交往的能力。这项智能善于察觉他人的情绪、情感，体会他人的感觉感受，辨别不同人际关系的暗示以及对这些暗示做出适当反应的能力。他们适合的职业是：政治家、外交家、领导者、心理咨询师、公关人员、推销等。
7. **Intrapersonal intelligence** is the capacity to form an accurate model of oneself and use that model to operate effectively in life.
7. **自我认知智能**是指自我认识和善于自知之明并据此做出适当行为的能力。这项智能能够认识自己的长处和短处，意识到自己的内在爱好、情绪、意向、脾气和自尊，喜欢独立思考的能力。他们适合的职业是：哲学家、政治家、思想家、心理学家等。

Gardner also says:

*"In my view, the purpose of school should be to develop intelligences and to help people reach vocational and avocational goals that are appropriate to their particular spectrum of intelligences. People who are helped to do so, I believe, feel more engaged and competent, and therefore more inclined to serve society in a constructive way."*<sup>10</sup>

加德纳还说过：

*"在我看来，教育的目的是发展能力，帮助人们实现与自身能力相匹配的职业目标。我认为，接受过这方面帮助的人会更具有参与感，更加自信，因而更倾向于用建设性的方式服务社会。"*

---

<sup>10</sup> Gardner, Dr. Howard. The University of Hartford Magnet School.  
<<http://www.crec.org/uhms>>



I totally agree, and not only do we begin to serve society in a more constructive way and fulfill more of our human potential, this kind of development will make us more confident as a person: It restores lost self-esteem which enables us to become better people.

Although this is a step in the right direction for our educational systems, we need to take more personal responsibility and engage in the kind of personal development that leads one to identifying and nurturing these talents.

### The fuel of life

*“We are gifted human beings with this wonderful human intelligence. On top of that, all human beings have the capacity to be very determined and to direct that strong sense of determination in whatever direction they would like to use it.”*

- The 14<sup>th</sup> Dalai Lama

It has been said that God's gift to you is your gifts and skills and your gift to God is what you do with them. Human beings are truly goal-oriented creatures and everything we do is for some purpose, whether we are conscious of it or not: In every way, we are always moving toward some goal. The better we can understand goals, how to set and achieve them, the more effective we will be in becoming the most we can be. Based on timeless principles, some of 20<sup>th</sup> century's classic books on success revealed the power of desire and our human gift to harness that and achieve our goals.

In 1948, Claude Bristol wrote *The Magic of Believing* saying:

*“Plant the right kind of seed - thought of a pure strain - and habitually feed it with strong affirmative thought always directed toward the same end, and it will grow into a*

我完全同意加纳德的观点，这种类型的发展方式不仅让人开始用更有建设性的方式服务社会、发掘更多的自身潜能，还让人变得更加自信：它能让人重拾自尊，让人变得更好。

尽管对于人类的教育系统来说这是朝着正确的方向迈出的一步，但人们仍然应该承担更多的个人责任，参与到能让人发现、培养这些能力的个人能力发展中。

### 生命的燃料

*“我们都是有能力的人，拥有绝妙的才能。首先，所有人都具有下定决心能力，无论在什么方面，人们都能下定强烈的决心。”*

——十四世达赖喇嘛

人们常说上帝给你的礼物是你自身的天赋和才能，你给上帝的礼物是你如何应用这些天赋和才能。人类是以目标为导向的生物，无论是下意识地还是无意识地，人们所做的一切都有一定的目的。无论在哪一方面，人们都是在朝目标迈进。更好地理解、制定和实现目标，人们就更易成为最好的自己。基于永恒的原则，二十世纪的一些关于成功的经典书籍揭示了欲望的力量以及人类控制欲望和实现目标的天赋。

克劳德·布里斯托在 1948 年写的《信仰的魔力》一书中写道：

*“种下适宜的种子——一种纯粹的思想——时常用坚持到底的积极思想喂养它，它会成长为*

*mighty force, finding ways and means of overcoming all obstacles. It will reach forth with its roots to find more food on which to grow and expand its foliage to gather more sunshine. It was desire that brought progress to the world. Without it, we all would still be living in a primitive age. Everything we have is a result of desire. Indeed, desire is the motivating force behind life, itself."*

A decade or so later, inspired by the great steel tycoon Andrew Carnegie, Napoleon Hill wrote the all-time classic success book, *Think and Grow Rich*. Napoleon had studied 500 of the richest men of America to better understand the road to success, through which he concluded there is one quality which one must possess to win, and that is definiteness of *purpose*, the knowledge of what one wants, and a burning desire to possess it.

Around the same time Maxwell Maltz, a world-renowned plastic surgeon, wrote another American success classic that demonstrated the value and power of goals in our life. He helped us to understand that plastic surgery will not change you, but that you had you change the way you think or little would change, and that your goals were the fuel to that change.

### **The secret of the ages**

Our goals, in fact, help bring out all these characteristics of success, but we must first identify what it is that we want. Once we have that direction or goal, we then can be very determined. We do have a strong sense of determination and that can be further strengthened by our desire, and *vice versa*. Robert Collier relates to this point so well that I include it on its own:

*"When you consider the question, 'Exactly what do I want?' you will first regard it as one quite easy to answer. But*

*一股强大的力量，克服一切困难。它会延展根茎，汲取营养；伸展枝叶，收集阳光。它是促使世界进步的欲望。没有它，人类仍旧生活在原始社会。现如今人类所拥有的一切都是欲望的产物。事实上，欲望是生命背后的推动力量。"*

十多年后，受钢铁大亨安德鲁·卡耐基启发，拿破仑·希尔写了传世励志经典著作《思考与致富》一书，拿破仑为更好地了解成功之路专门研究了 500 名美国富豪，通过研究，拿破仑总结出要想成功就必须具备一种品质——拥有坚定的目标、足够的知识以及渴望成功的强烈欲望。

同一时期的麦斯威尔·马尔茨——世界著名整形外科医生，写了另一本美国励志经典著作，他在书中讲述了人生中目标的价值和力量。他让人们相信整形手术不会改变一个人，只有你自己才能改变你的思考方式或不作出任何改变，而目标则是促使你改变的动力。

### **年龄的秘密**

事实上，我们的目标能让我们具备走向成功的一切品质，但我们应首先明确自身的需求。只有明确方向或目标，我们才能下定决心。我们都有强烈的决心，而欲望能更加坚定我们的决心，反之亦然。罗伯特·科利尔对此颇有见解：

*"‘我到底想要什么？’当你考虑这一问题时，你会先把它当做一道很容易回答的问题。但当*

*after you begin to consider the question in detail and in real earnest, you will discover two very troublesome obstacles in your way on the road to the correct answer. The two obstacles are as follows: 1) The difficulty in ascertaining a clear and full idea of your desires, aspirations, ambitions, and hopes. 2) The difficulty in ascertaining which ones of a number of conflicting desires, aspirations, ambitions, and hopes you want more than you do those opposing them. You will find yourself with the 'divine discontent' of a general dissatisfaction with your present condition, circumstances, possessions, and limitations. You will feel perhaps strongly, the 'raw desire' of the elemental Desire Power within you, but you will not have clearly outlined in your mind the particular directions in which you wish that elemental force to proceed into manifestation and expression.*

*"You will often feel that you wish that you were somewhere other than where you are now, that you were doing something different from that you are now doing, that you possess things other and better than you now possess, or that your present limitations were removed, thus giving you a wider and fuller expression and manifestation of the power which you feel to be within you. All these general feelings will be experienced by you, but you will not be able to picture clearly to yourself just what 'other things' you really want to take place of those which are now your own. Then, when you attempt to form a clear picture and a definite idea of what you want, you will find you want many things. Some of them opposing each other, each offering attractive features, each bidding actively for your favor and acceptance, thus rendering a choice and definite decision very difficult. You find yourself suffering from an embarrassment of riches. Or like the psychological donkey who was placed at an equidistant point between two equally*

*你认真仔细地思考这一问题时，你会发现要想得出正确答案，你得先解决两个棘手的问题。那两个棘手的问题分别是：1) 明确并充分认识你的欲望、愿望、雄心和梦想。2) 你的各种欲望、愿望、雄心和梦想会相互冲突，明确哪些是你最想要的。这时，你会不满足于现有条件、环境及所拥有的东西，也对所面临的各种限制感到不满。你的内心中会升起一股原始的、强烈的欲望，但你却不知应在哪一方面将这原始的欲望展现出来。”*

*“你经常希望你应该待在其他地方而不是现在所在的地方，希望现在在做其他事情而不是手头上的事情，希望拥有其他的、更好地物品而不是现在所有的物品，或者希望现在打破局限，更好地发挥、展示自身的潜能。这些笼统的感觉你都会经历，但你却无法清晰地表达出你具体希望哪些物品来取代你现在所有的物品。当你试图确定你真正想要的物品时，你会发现你想要许多物品。你想要的物品中有些互相冲突，但每件物品都有独特的吸引力，每件物品你都非常喜爱，因而你很难做出选择。你会因为选择过多而烦恼。就像是放在两个草垛正中间的驴子，因为无法下定决心选择吃哪一个草垛而饿死，同理，你也会因为各种欲望相互冲突而消极怠惰。”*

*tempting haystacks, and who died of hunger because he couldn't make up his mind which one he wanted most, you may remain inactive because of strong conflicting desire motives.*

*"It is because of one or both of the above mentioned conditions that the great masses of people do not avail themselves of the great elemental urge of Desire Power. So they remain, like vegetables or the lower animals, content to allow nature to work alongside the instinctive lines of self-protection and propagation, without employing initiative or self-direction. Few people who break these barriers, and who strike out for themselves, are found to have known very clearly 'just what they wanted', and to have 'wanted it hard', and to have been willing to pay the price for attainment. In order to set to work the forces of Desire Power in a special direction, individuals must make clear an ideal path over which they must travel, as well as to arouse the forces so as to cause them to travel over that path."*<sup>11</sup>

It never fails to amaze me how disconnected people can be from their goals and major definite purpose. If you don't have your goals clearly defined, then you have been suffering from an enormous disadvantage in being able to get what you want and enjoy the journey of life with some sort of balance. Not only will you fail to get what you truly want or make the kind of difference you truly want to make, but life will seem to take everything you have in the process. And that's why creating a plan, a strategy that is consistent with your values and major goals, is so critical to your success.

**The need for clarity has never been greater**

“这是因为在上述的一种或两种情况，大部分人没有从原始的强大欲望中获益。因此，大部分人仍然像植物或低等动物一样，满足于自我保护和繁衍的自然本能，而从不主动或自主选择。极少数人可以消除这些障碍，努力奋斗，他们清楚地知道“他们想要什么”，并‘迫切想要’，他们也愿意为之付出代价。为了让欲望力量在某一特定方向上发挥作用，个人必须明确一条必走的完美的道路，并激发使他们走上这条道路的潜能。”

人们的目标与主要目的脱节，这令我非常震惊。如果你的目标不明确，你就无法得到你想要的东西，无法享受生活。你不仅无法得到内心真正想要的东西，无法做出真正想要的改变，而且在生命的征程中你会失去你所拥有的一切。因而，要想取得成功，制定与你的价值观、主要目的一致的计划和战略是非常重要的。

**明确自身需要非常关键**

---

<sup>11</sup> Collier, Robert. *The Secret of the Ages*. 1926.

The sheer vast amount of choices can cause us to stagnate. The flood of information is overwhelming, and everybody is trying to get you to believe this or that, there is a battle for your mind and you had better be clear on what you want because you don't want to lose that battle. Of the hundreds and thousands of messages that bombard us daily and which your mind cannot possibly process, you unconsciously sort and keep information you think you need and discard the information you feel you don't need. The only way this can be done effectively is by the clarity of your goals - being clear as to what you want. More than ever before in the history of mankind, is it crucial that you are clear on your goals, your values, and the direction you want to travel. If you are clear, then all of these choices and this information will serve you rather than distract you. You will begin to thrive on change and the incredible opportunities that you have to make a difference in the world.

With clear goals, desire, and determination we can begin the process that leads us to becoming the most that we can be and to fulfilling our human potential. I am sure you would agree that if one were to strive toward becoming the most they could be, if they aligned themselves, nurtured, and developed their natural gifts and skills, that they would be a personal success regardless of how we define it or how long it takes. Success is growing to new levels of awareness and fulfilling your potential. One of my personal favorite definitions of success is the Serenity Prayer:

*"Oh God, grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference. Living one day at a time, enjoying one moment at a time."*

— Reinhold Niebuhr

过多的选择机会会让人停滞不前。在这个信息爆炸的时代，每个人都想让你相信这个或那个，你会处于选择的“战场”中，只有清楚地知道自己真正想要什么，你才能在这场战役中获胜。每天我们都会接收到成百上千条信息，你的大脑根本无法全部处理这些信息，因而你会无意识地对这些信息归类，保留你认为有用的信息，舍弃无用的信息。然而你只有明确目标——清晰地知道内心的需求才能做到。你应当更加明确你的目标、价值观和今后想要发展的方向。如果你能认清，所有的选择和信息就会有助于你而不是给你带来困扰。你会不断改变、成长，也会有许多机会为社会做出贡献。

当目标、决心明确时，我们就可以开始向着成为最好的自己的方向努力，并充分发挥自身的潜能。如果一个人为了变得更好而努力奋斗，发展并充分发挥自身与生俱来的能力，无论人们怎样定义成功，也不管需要花费多长时间，这样的人在各自的人生中都将成功，我相信你也认同这种观点。成功需要更高水平的认识，需要充分发挥你自身的潜能。我最喜欢的关于成功的定义是在《平静的祷告》中关于成功的定义。

*"上帝啊，请赐予我内心的平静，去接受那些不能改变的事情；请赐予我勇气，去改变那些可以改变的事情；请赐予我智慧，去明辨两者。让我过好每一天，享受每一刻。"*

——雷茵霍尔德·尼布尔

As I continue to personally grow, changing myself and not others, I develop more courage and wisdom that helps me fulfill my potential. Life has incredible things to offer with unlimited experiences that can make our world so very special, and it only requires that you grow. Not only will you find purpose, meaning, and fulfillment, but you will find tremendous opportunity to contribute to the world in a positive way. James Rohn, who has some highly recommendable books and tapes on personal development, has said that “the best contribution we can make to our families and our country is to become better than we are.”<sup>12</sup>

And this is the contribution I would like to make to your heart, your mind, and your family: To encourage you to apply the applications at the end of each chapter of this book. Especially this key, crucial, and foundational step of clarifying, prioritizing, and choosing your major life’s goals and values.

## Your Primary Aim

One thing about goals is that very few people really know how to actually write a set of goals that can help them to be more focused, more efficient, and more effective with anything they desire. The claims are that only 3-5% of people actually write goals and make plans, and everybody seems to work for them! Another is that there are two kinds of goals: There are general goals and motivational or inspirational goals.

General goals are what everybody has. These are the kind of goals people make at New Year’s: Their wish lists, like to lose a few pounds or buy some new furniture, or buy a new car or travel to a new country for a holiday. These are great and we all have them because we are goal-oriented creatures, but please don’t mistake having these goals in your mind or even

随着我不断地成长，不断改变自己而不是他人，我获得了更多的勇气和智慧，使我能够不断发掘自身的潜能。生活中充满令人难以置信的事物，会给人提供无限的机会，让我们的世界变得如此与众不同，而这只需要你努力成长。你不仅能发现生活的目标和意义，你还能有许多机会，为社会做出积极的贡献。詹姆斯·罗恩的一些关于个人发展的书籍和视频都受到人们的高度评价，他说：“对家庭和国家最好的贡献就是变得比过去的自己更好。”

这就是我想带给你以及你亲人的观念：希望你能做本书每一章节末的练习。尤其是明确、优先选择你生活中的主要目标和价值观。

## 你的首要目标

很少有人能够列出一系列可以让他们更专注、更有效、更容易实现自己的愿望的目标。只有 3-5%的人真正制定目标和计划，而其他人为他们效劳。此外，人们制定的目标可分为两类：一般目标和激励目标。

一般目标是所有人都会制定的。人们通常在过新年时制定一般目标，例如愿望清单、将体重减去几磅、买些新家具、买一辆新车或到一个以前没去过的国家度假等。这些一般目标都很有意义，我们每个人都会制定这样的目标，但是仅仅将这样的一般目

---

<sup>12</sup> Rohn, Jim. *Challenge to Succeed: A Philosophy for Successful Living*. 1991.

written down on paper is what it means to have “set your goals”. This is one of the biggest mistakes that people make. They have a couple of lists or a few vague ideas in their head and they think they have “set their goals”. These are just the natural actions or developments of our unlimited minds. And please don’t stop dreaming either: Dream big dreams and keep on dreaming, just don’t mistake them for ‘set goals’. If there are no major obstacles between you and your goals, then they are only activities and will not give you the motivation or life experience I am talking about.

What I really want to talk about are *motivational* or *inspirational* goals. These are the kind of goals that cause men and women to risk their lives, the kind of goals that stretch you beyond your present abilities – the kind that change you from the inside out. They are the kind of goals that keep you up at night, dreaming about them, reaching them, living them, and owning them.

More often than not, it is one goal, your primary goal: Your major definite purpose, it is the one you can write a personal mission statement around. It is the one that taps into your Desire Power, and the one that you develop your strongest passion for and use your best talents and skills to achieve. It is here that you will find the meaning and purpose of your life.

People of all kinds are seeking and searching for goals that create purpose, meaning, and direction. It is for this need that I created *The Life Goals Planner*, a tool that helps you identify all your goals, organize them, and then walks you through a unique process to prioritize your goals, leaving you with a clear look at what is most important to you. It helps you identify your primary aim, your A1 goal and form that into a passionate mission for your life.

I love Michael Gerber’s business books, *The E-Myth* and *The E-Myth Manager*, which

标记在脑海里或写在纸上并不意味着“制定人生目标”，不能将两者混淆。人们常常会混淆两者，这是人常犯的主要错误之一。人们在脑海里有几份愿望清单或几个模糊的愿望就会认为自己已经“制定了目标”。但这些所谓的目标只是人们思想的自然产物。还有请不要忘记梦想：拥有大梦想并保持自己的梦想，但请不要把梦想与目标混淆。如果人们的目标与自身之间没有大的障碍的话，那么这些所谓的目标只是一些不能给你带来生活动力和生活体验的活动。

我真正想谈论的目标是那些激励性目标。这些激励目标可以让人甘愿为之付出生命、可以让人超越目前的能力、可以让人由内而外发生改变。这些目标还能让人夜以继日的奋斗并梦想实现它们。

通常，激励目标只有一个——你的主要目标即主要目的，是指你可以为之写出个人使命宣言的目标；也指接近你想要的目标；亦指你最热爱并愿为之竭尽所能的目标。通过这个目标，你能够发现生命的意义和目的。

各行各业的人们都在寻找可以实现目的、具有意义和引导作用的目标。基于此目的，我创作了《人生目标规划师》这本书，这本书可以帮你确定你所有的目标，将目标系统化，并用独特的方式帮你优化目标，让你能够清楚地认识到什么对你来说是最重要的。它还能帮你确定你的主要目标和首要目标，并使其成为你生命中充满激情的使命。

我喜欢迈克尔·格柏写的商业类

are some of the best business advice and consulting programs. At the beginning of his books and consulting programs, he drills the entrepreneur and draws out what he calls your Primary Aim: The main reason for your life. He said it is absolutely critical that you identify it because it is what everything else is built around. In fact, he says, he can't even help you if you don't know it.

How else could you be possibly being satisfied without having determined what you want and set out to get it? The answer is that you can't, not without first identifying your goals and clarifying your life's purpose. Who cares if you spend most of your time on a bunch of things that don't matter much to you? I tell you, you will be wasting a tremendous amount of time and resources and still not hitting your Primary Aim. A few years down the road, you will be wondering why you're not that fulfilled or successful.

书籍——《创业神话》和《创业神话管理者》，书中包含很好的商业建议和项目咨询内容。他在写书和开设项目咨询初期，组织企业家进行培训，在此期间，他概括出首要目标的内涵：生活的主要动机。他认为确定首要目标是非常重要的，因为它是生活中其他事物的基础。事实上，如果你无法确定你的首要目标的话，他就根本无法帮你。

如果你不知道自己真正想要什么，也没有开始努力获得它，那你能对生活感到满意吗？答案是你不能，在你没有确定目标和生活的目的之前是不能的。谁会在意你在许多对你来说无意义的事情上浪费大量时间呢？我告诉你，你会浪费大量时间和资源，但仍旧无法实现主要目标。几年之后，你就会疑惑：为什么我无所成就？



## Chapter 1 Applications

### Identify, develop and apply your natural talents to your goals

If you don't already know – which most seem not to – figure out what it is that you love to do. More often than not your greatest passions are your natural gifts. It gets a little trickier the older you get, for one usually has developed many skills but fewer interests. There are many ways to approach this application. If you are not 100% certain, then it will be a process of answering questions and searching your heart and mind until you can say, "That's it!" The *Life Goals Planner* was designed to help a person identify their Primary Aim, their major definite purpose, which I feel is the place to start.

To be a truly effective human being, you must clarify what your goals and values are. How else could you possibly be effective if you didn't have a clear idea of what it is you wanted? How else could you manage your time or activities wisely if you didn't know what is most important? How could you possibly make wise decisions without clear direction as to why you might choose this or that? The answer is that you simply couldn't, at least not effectively enough to fulfill your life's purpose. Of course, it doesn't matter that much if you don't really care who you become or where you end up, as the Cheshire cat said to Alice in *Alice in Wonderland*:

*"One day Alice came to a fork in the road and saw a Cheshire cat in a tree. 'Which road do I take?' she asked. 'Where do you want to go?' was his response. 'I don't know,' Alice answered. 'Then,' said the cat, 'it doesn't matter.'"*

### Benefits of goal-setting

## 第一章 练习

### 识别、发展和应用你的天生才能来实现目标

通常情况下，如果你还不知道——似乎大部分人如此——你喜欢从事什么的话，那么你对某事物强烈的热情就是你的天赋。随着年龄的增长，这会变得更棘手，因为人们通常会学习各种技能却很少培养兴趣。这个练习有许多种使用方法。如果你不是百分百确定的话，这个练习会成为你解决内心疑惑、探寻内心真实想法的一条好路子，直到有一天你能说“就是这个！”《人生目标规划师》是用于帮助人们确定主要目标、追求的一本书。我认为应该从这本书开始识别、发展和应用你的才能。

你若想成为高效率的人，就必须分清你的目标和价值观。你如果连想要什么都不清楚的话，你如何提高效率呢？如果你分不清什么是重点，那你又怎能合理安排时间和活动呢？如果没有明确的方向，你在做选择的时候就会犹豫不决，那你如何能做出明智的决定？答案很简单，你不能，至少不能有效的实现你的人生追求。当然，如果你不在乎你将来成为什么样的人，将处于何种人生境地的话，那就无所谓了，正如“爱丽丝梦游仙境”中的柴郡猫对爱丽丝说的那样：

*"有一天爱丽丝来到分叉路口时看到一只猫在树上，她问道：'我应该选哪条路？'柴郡猫问道：'你想去哪里？'爱丽丝回答说：'我不知道。'柴郡猫听到后说：'那选哪条路都无所谓了'。"*

It all starts with your values and your life's goals. Goals literally enable us to focus all of our power toward a desired result. When goals are properly understood and applied, the benefits are absolutely incredible. Let's look at what properly set goals can do for you.

1. Clearly identify your targets.
2. They prioritize your values and the important things in your life.
3. They are the most effective time management tool known to man.
4. Goals give purpose, meaning, and direction.
5. They get you focused and encourage discipline.
6. They promote, motivation, excitement, perseverance, and determination.
7. They help build character, accountability, confidence, and self-esteem.
8. They develop passion and burning desire.
9. They help promote good decision-making.

### **Why doesn't everyone engage in goal-setting?**

Goals are almost without question one of the greatest factors for personal and professional success. We all know how important goals are: Our parents tell us, our teachers tell us, and our preachers tell us, but nobody tells us how to go about them to get the full effect. It is a wonder that something so important, such a critical life skill, is not treated with more diligence and professionalism. Brian Tracy, one of the more influential trainers on personal effectiveness, lists seven reasons why people don't apply this

### **制定目标的好处**

制定目标应从你的世界观和人生目标开始。目标能使我们将精力全部用在能够获得想要的结果上。准确把握和应用目标就能受益匪浅。让我们一起探讨一下合理地制定目标能带给你怎样的好处。

1. 可以帮助你明确目的。
2. 可以帮你将你生命中重要的事物排序。
3. 可以帮你进行最有效的时间管理。
4. 可以给予你目的、意义和方向。
5. 可以让你集中精力、严格自律。
6. 可以让你充满动力、坚持不懈。
7. 可以帮你塑造性格、增强责任感、自信心和自尊心。
8. 可以让你充满激情。
9. 可以帮你制定良好的决策。

**为什么不是每个人都对目标进行规划呢？**

毫无疑问，目标是个人和职业成功最重要的因素之一。我们都知道目标的重要性：我们的父母告诉我们，我们的老师告诉我们，我们的牧师告诉我们。但是没有人告诉我们应当如何应用目标以得到最优的效果。这样重要的东西，这样一个关键的生活技能，却得不到人的足够重视，这是非

skill to its fullest:<sup>13</sup>

1. They are simply not serious about being successful.
2. They have not yet accepted full responsibility for their life.
3. Guilt: They have no confidence in themselves to reach goals so they don't set them to avoid the guilt and the shame.
4. They don't realize the importance of goal-setting.
5. They don't know how.
6. Fear of rejection or criticism.
7. Fear of failure, which is considered one of the greatest obstacles to success.

### The steps to setting goals

There are generally six steps to setting goals.

1. Clearly identify your goals. Create lists and prioritize them.
2. Write them down with a clear definition.
3. Identify the obstacles between you and your goal.
4. Identify the people, information, and skills you will need to achieve your goal.
5. Set a deadline for achieving the goal.
6. Create an organized plan of action for achieving the goal.

### The life-goals planner

常奇怪的。博恩·崔西，一个对提高个人效率非常有影响力的培训人员，列出了人们没有充分利用这一技能的七个原因：

1. 不认真对待成功。
2. 尚未对生活负起全部责任。
3. 内疚：对实现目标缺乏信心，所以不制定目标，以免惭愧内疚。
4. 没有认识到制定目标的重要性。
5. 不知道怎样制定目标。
6. 害怕他人反对和批判。
7. 害怕失败，这是成功最大的障碍。

### 制定目标的步骤

制定目标通常有六个步骤。

1. 明确目标，制定目标清单并进行排序。
2. 赋予目标明确的定义并将目标写在纸上。
3. 明确自身与目标之间的障碍。
4. 明确实现目标所需要的人力、信息和技能。
5. 设定实现目标的最后日期。
6. 制定实现目标的有效方案。

---

<sup>13</sup> Tracy, Brian. *Action Strategies for Personal Achievement*. 1993.

If you have not identified, prioritized, and set your goals, then you will be thoroughly amazed at the results you can achieve from simply answering the questions and going through the processes of the *Life Goals Planner*. It is simply incredible the power of clarity you will gain. In the book, I have simplified the whole process of goal-setting into two crucial steps: 1) Identifying and prioritizing; then, 2) goal-setting. Visit <[www.lifegoalsplanner.com](http://www.lifegoalsplanner.com)> for more details on this specific book.

## 人生目标规划师

如果你还没有确定目标、将目标优化排序并规划目标的话，那么，当你回答完《人生目标规划师》中的问题并按书中要求的步骤完成目标规划过程的话，你会对其产生的影响感到非常震惊。你就能彻底弄清楚自己真正想要什么。在书中，我将规划目标的步骤简化为关键的两步：1) 确定和优先排序；然后，2) 目标设定。请登录 [www.lifegoalsplanner.com](http://www.lifegoalsplanner.com) 以获得更详尽的信息。

*“He who has a ‘why’ to live can bear almost any ‘how’.”*

*- Friedrich Wilhelm Nietzsche*

*“一个人知道自己为什么而活，就可以忍受任何一种生活。”*

*——尼采*

## CHAPTER 2: PERSONAL VS PROFESSIONAL DEVELOPMENT

### 第二章：个人发展与职业发展

*“Quality is never an accident. It is always the result of high intention, sincere effort, intelligent direction, and skillful execution. It represents the wise choice of many alternatives.”*

— William A. Foster

“高品质并非出于偶然。它是崇高目标、艰苦努力、明智选择和熟练执行共同作用的结果。它代表多项可替代中最明智的选择。”

——威廉·福斯特

We live in an age of mind-power, not manpower. At the time of this writing, the Canon Power Shot G2 digital camera sold for about \$999.95 in Canada. In this device, there is about \$20 worth of actual raw material and \$979.95 worth of brain power. Now is the age where mental toughness and creativity make the difference. Malcolm Forbes once explained:

*“The microchip has extended the reach of the human brain like machines extended the reach of the human muscle in the last century. Today, software is becoming the slabs of steel, fiber-optics and digital screens are becoming the rail roads, and the highways of transportation.”*

The information age is adding new dynamics to the ability to succeed professionally. Working hard has always been the way to get ahead, but now you must not only work hard, but smart. It's no longer how many hours you put in, but what you put into those hours. Developing your creativity and communication and relationship skills are critical to our success. It's personal qualities that now make the most difference, and it's this development that also help us to become the most that we can be, as I described in the last chapter.

## Change

Everything in life is being so fine-tuned and developed to an exact science. Progress is shaping the new world and causing high growth which brings out the best of skill and talent in people. Harvard University has 3 predictions for this generation:

我们生活在脑力年代而非人力年代。在我写这本书的时候，佳能 Power shot G2 数码相机在加拿大的售价为 999.95 美元。这部相机的原材料仅值 20 美元，而其中凝结的脑力劳动却值 979.95 美元。在当今这个时代中，最重要的是精神力和创造力。迈尔康·福布斯曾作出解释：

*“微芯片扩展了人类大脑的功能，就像上个世纪的机器扩大了人类肌肉的功能一样。今天，软件、光纤和数字屏幕正变成传输信息的铁轨、铁路和高速公路。”*

信息时代为人们实现职业成功增加了新的动力。努力工作一直是取得成功的方法，但现在你除了必须努力工作外，还要足够聪明。工作时间的长短不再重要，重要的是你在这些工作时间里都干了些什么。锻炼你的创造力、沟通能力和人际交往能力对于成功来说是至关重要的。在当今这个社会，个人素质是影响一个人能否成功的关键性因素，正如我在本书最后一章所提到的那样，个人素质的发展也能使我们成为最好的自己。

## 改变

生命中的一切都经过仔细调整，成为一门精密科学。科技的进步不断塑造着新的世界，促进世界飞速发展，使得人类的优异才能得到充分的发挥。哈佛大学对这一代人有三个预测：

- |                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. There will be more <i>change</i> in your field of expertise than ever before in history.</li> <li>2. There will be more <i>competition</i> in your field of expertise than ever before in history.</li> <li>3. There will be more <i>opportunity</i> in your field of expertise than ever before in history.</li> </ol> | <ol style="list-style-type: none"> <li>1. 你将在专业领域遇到前所未有的变化。</li> <li>2. 你将在专业领域面对前所未有的竞争。</li> <li>3. 你将在专业领域拥有前所未有的机遇。</li> </ol> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|

The opportunities of the future will go to those who can rise above the fierce competition, who develop themselves, and who thrive on change and become personal leaders. That's going to require change and change is going to require personal development. Change is what characterizes life and yet so many resist it. Those that resist change have no clear goals and are generally insecure and grow little and experience little. Those that embrace change have clear goals that drive them to change, grow, and become the most that they can be.

谁能在激烈的竞争中超越他人、发展自我，谁能在变化中茁壮成长、成为个人领袖，那么谁就能获得未来的发展机遇。这将需要改变，而改变需要自我成长发展。生活是多变的，但许多人拒绝改变。那些抗拒改变的人没有明确的目标，没有安全感，成长和经历都很少。那些乐意改变的人有明确的目标，这些目标能推动他们改变、成长，成为最好的自己。

I read stories of those who go to therapists to change. They hire their services, spend precious time and money to change, and then as soon as they begin the process, they act as if change was the last thing in the world they wanted to do. Their wounds or weaknesses are beginning to surface and causing pain in their life, forcing them to change but they resist, adding more pain to themselves and everyone around them. People don't resist change, they resist *being* changed and it is my recommendation that when life surfaces something about you that causes discomfort or pain, look at it positively and see it as an opportunity to grow. Change is part of our personal and professional success, so allow me to share eight steps to consider as you continually change.

我看过一些通过治疗师改变自己的故事。这些人雇用治疗师为他们服务，花费宝贵的时间和金钱来做出改变。然而，当疗程开始时，他们却把改变当做是他最不想做到的一件事。当他们的伤口或弱点开始出现时，他们就会在生活中感到痛苦，从而被迫做出改变。但他们却拒绝改变，让自己及周围的人面对更多的痛苦。人们不拒绝变化，但他们拒绝改变自己。当生活中出现会引起你不适或痛苦的事物时，我建议你积极地看待它，并把它当作一个让你成长的机会。做出改变是我们获得个人成功和职业成功的一部分。在你不断做出改变的过程中，请允许我在此向你介绍改变的八个步骤。

### 1. Awareness

As Albert Einstein had said: "Problems in life cannot be solved at the same level of

### 1. 提高认知水平

正如阿尔伯特·爱因斯坦所说：“人在同一认知水平上是无法解决该认知水平产生的问题的。”你首先需要

awareness that created them.” You need to first start with clarity on what exactly it is that you want to change: Is it your behavior, your income, your weight, an addiction, or a character issue? Whatever it is, get clear on it and get to the root cause and not the symptoms.

## 2. Attitude

If your attitude is wrong, then the chance of you succeeding is very slim. You don't have to hit rock-bottom before you change, but you certainly have to have a good attitude. Have a willingness to change and be excited about the growth and new experiences you will gain.

## 3. Goal-Setting

I think this is so critical to change that, if understood properly, you will have all the ammunition you need to overcome any difficulty and become anything that you desire with the least effort but greatest satisfaction if you set about doing it. This is ‘goal-setting’.

Many people get bad advice from personal development seminars, counselors, therapists, and psychological interventions. Although sometimes needed most of the time, the problem is actually just a lack of direction, and what is really needed are well-set goals to help you make decisions for the future, not the need for therapy. All too often, people try to go forward looking in the rear-view mirror. You can't do it that way.

About that only time I would recommend a therapist is when you have a properly set goal, absolute clarity on where you want to be or what you want, and are following a well-constructed plan of activities. If – and only if – you keep running into a wall that you just can't see over, then consider consulting a professional. Most of the time, the problem lies in your decisions for the future, not the garbage of the past. Let me share two examples:

- 1) One customer of the *Life Goals Planner* found more value in properly-set goals than

明确你真正想要改变什么：是你的行为、收入、体重、癖好还是性格？无论你想改变什么，你都得找出它的根本原因，而不是表面症状。

## 2. 端正态度

如果你的态度是错误的，那么你成功的机会就会非常渺茫。改变之前你不需要陷入低谷，但你必须要有一个良好的态度。有意愿去改变，向往成长和将要获得的新的体验。

## 3. 制定目标

我认为这个很重要。如果能准确把握如何制定目标的话，你就能获得足够的“弹药”来克服将要面对的一切困难，只需付出最少的努力就能得到最大的回报，就能成为你想成为的人。这就是“制定目标”。

许多人从个人发展研讨会、指导顾问、治疗师和心理干预师那里获得的建议都是些很糟糕的建议。虽然人们有时需要这些建议，但大多数情况下，人们所遇问题的实质仅仅是缺乏方向，而人们真正需要的是规划良好的目标来帮助他们决策未来，而不是所谓的治疗。许多人时常看着后视镜前进。但你不能这样做。

当你已经规划好目标，明确知道你将成为什么样的人或你想要什么，并执行规划合理的活动时，你才能接受上文提到的治疗。只有当你碰壁，无法继续前行时你才能考虑咨询专业人员。大多数时候，问题存在于你对未来的决策中，而不是出现在过去无价值的事物中。请看下面两个例子：

- 1) 一个《人生目标规划师》的使用者认为利用两年时间咨询专业人员、参加研讨会等做法不如合理



two years' worth of professional counselling, workshops, and so on. In her own words, she said:

*"I am a well-educated professional. My career was challenging, stressful, but it was also rewarding. I was working harder and harder to meet the high demands, but I should have been working smarter and smarter. I paid a big price for this lack of knowledge and found myself on stress leave. I thought I would be over it in a few months, but the reality was, however, that it took two years! I worked hard during that time to understand the situation I was in and how to deal with it properly. I was determined to be healthy again and was making progress, but so slowly. I saw therapists, I took workshops, I read books, and I exercised, all to find myself back at square one: I was not able to return to work. Daniel helped me set my goals, and in just a few months, I was back at work feeling strong, confident, and happy. Now, I am finally on the right track, going up, mostly working smarter, and living a balanced life."*

规划目标所带给人的价值大。她的原话是这样说的：

“我是一名受过良好教育的专业人员，我的工作充满挑战和压力，但报酬很高。为了满足工作的高要求，我不断努力工作，但我更应该做的是巧干。我因为对这方面缺乏了解，所以付出了很大的代价，我也因此请了“情绪假”，我原以为我能在几个月内恢复，但事实上我花费了近两年时间！在那段时间里，我一直致力于弄清楚我所面对的状况以及如何妥善地处理这种状况。我下定决心恢复健康，但进展缓慢。我去看治疗师、参加研讨会、阅读书籍、锻炼，但这一切都没用，我又回到了起点：我无法重新开始工作。然而在丹尼尔帮我规划目标后，仅仅几个月的时间里我就重新回到了工作岗位上，我感觉内心充满力量、自信和快乐。现在，我的工作已经回归正轨。在工作中我不断地进步，更高效地工作，并且还过上了和谐的生活。”

- 2) Dr. Laura responded to a caller on her popular national radio show: A lady had called in concerned about some rage she was venting toward her children. The lady had explained that she had been through all kinds of therapy and the advice was to get back in touch with the anger or resentment she developed with her mother and resolve the issues, to get some forgiveness and healing. Dr. Laura asked if she vented her rage at everybody: Did she respond like that to her husband, or co-workers, or friends? The lady responded, "No." She seemed to only blow up at her children. Dr. Laura pointed out that she did have control in other situations, so it was just a matter of choice where and when to blow up, and that

- 2) 在一个很受欢迎的国家广播节目中，劳拉博士对一名热线观众的问题做出了解答：一名女士就自己一直朝孩子发火这一问题进行咨询，这名女士解释说她接受了各种各样的治疗，治疗师建议她直面自己与母亲之间的怒火和怨愤，然后解决问题，获得原谅。劳拉博士问她是不是对任何人都发火：她对丈夫、同事或朋友都发火吗？这位女士回答说“不”。她似乎只对自己的孩子发火。劳拉博士认为她在其他情况下都能控制住，所以问题仅仅是选择在哪和在什么时间发火。所以她母亲去世还是活着影响不大，关键在于她做出的决定或尚

it wouldn't matter if her mother was dead or alive, but that it were the decisions she made or the lack of decision-making that was the issue.

What I want to stress is that all too often we blame something from the past when the power lies in the present. It is our ability to make different choices, our responsibility – meaning we are *response-able*. Employing your will, powered by your goals and choices, will move you forward faster and easier than anything that has to do with the past.

#### **4. Discipline**

Self-discipline is needed to follow the plan of your goals, and if you don't have the discipline, then you may want to get some accountability. Seek one who is mature and not going to rag and nag on you when you make a mistake, but someone who will challenge, encourage, and be truthful while you are on your journey.

#### **5. Humility**

You need to be humble and teachable. Let down your guard and open yourself up to learning new things, new ideas, different perspectives, and the other side of the story. You need to be able to accept constructive criticism and seek the opinion of wise counsel. There is merit in the proverb that states, "Listen to advice and accept instruction and in the end you will be wise."

#### **6. Resourcefulness**

We need to become resourceful and be good problem-solvers. Everything you ever wanted to know has been written and someone has been through the same experience. Seek out the people and information that can help you and shed some light on the issue. It is probably only a click away on the Internet or the flick of a page in a book you can borrow from the local library. Learn to be a good researcher.

未做出的决定。

我想强调的是我们总把过错归咎于过去而不去关注现在。我们有能力做出不同的选择，我们的责任意味着我们有做出响应的能力。比起与过去相关的事物，你的毅力、目标和理智选择能够促使你更快、更容易地进步。

#### **4. 自律**

按计划实现目标需要自律。如果你缺乏自律能力，那么你就得找人帮忙监督自己。找一个成熟的、值得信赖的人来监督自己，这个人不会在你犯错的时候喋喋不休，但会在你努力实现目标的过程中不断激励你。

#### **5. 谦虚**

你应该谦虚好学。放低心防，敞开胸怀接纳新事物、新理念、新观点以及事物的另一方面。你应该接受对你有益的批评意见，询问智者意见。有句谚语讲得很好，“听劝教，受训诲，最终就会有智慧”。

#### **6. 善于寻找资源**

我们应当善于寻找资源，善于解决问题。你想知道的任何事情在书上都能找到答案，因为他人也有过和你同样的经历。寻求他人的帮助，参照相关解决问题的方法，从而弄清楚问题。也许解决问题只需要你在网上点一下链接或者翻一下从当地图书馆借来的书。要学会搜索信息。

#### **7. 做出承诺**

## 7. Commitment

You need to make verbal and written commitment to yourself that you will do whatever it takes to make the change you want to make. 'I will' are two of the most powerful words in the human language, so resolve to make the change. Commit to the process and you're certain to succeed.

## 8. Personal Development

I believe that personal development is the ultimate key to change and I hope you come to the same conclusion by the time you have completed this book. I would like to say that words are often clumsy when you try to express what's in your head and heart. I will do my best with this book, but it pales in comparison to the experience you will have when you commit to the process of change and grow to become the most that you can be. Personal development is the issue.

In the spring of 1998, Washington University invited Bill Gates and Warren Buffet to talk to the business department and answer any questions they might have. The first question was, "How did you get where you are?" Buffet commented that he is quite rational: He expressed that he generally always tried to get the most out of himself. He equated it to car engines by saying that it's no good to have a 400 horsepower engine and only get 100 horsepower output. It's best to have 200 horsepower and get 200 horsepower output.

A comment I really enjoyed was when Buffet challenged us to pick out someone we truly admire and aspire to develop those qualities in ourselves, and put into practice the habits that build those qualities. Bill agreed with the idea of forming good habits and added that we should magnify our brain power instead of our muscle. Then someone asked how they would define 'success'. Buffet defined it as happiness: He said success is getting what you want and wanting what you get. He went on to

你应该口头或书面承诺你会竭尽所能做出你想要的改变。“我将”是人类语言中最有力量的两个字，所以下定决心做出改变吧。按部就班地努力，最终你就会获得成功。

## 8. 自我成长

我认为个人成长是改变的关键所在，我希望你看完这本书后能得出和我相同的观点。当你想要表达内心想法时，语言总是苍白无力的。我会通过这本书尽全力帮你，但是与你在改变自己，成为最好的自己的过程中所经历的一切相比，这本书会黯然失色。个人成长是成功的关键。

1998 春天，华盛顿大学邀请比尔·盖茨和沃伦·巴菲特到商学院进行访谈并回答听众提出的问题。第一个问题是：“你是如何取得今日的成就的？”巴菲特认为他是很理性的：他说他总是尽力发挥出自身最大潜能。他用汽车发动机打了个比喻：拥有一台额定功率是 400 马力却只有 100 马力输出功率的发动机不如拥有一台额定功率为 200 马力而输出功率为 200 马力的发动机。

我非常赞同巴菲特的一个观点：选出你非常崇拜的一个人，学习他的优良品质，并养成可以具备这些品质的习惯。比尔认同形成良好习惯这一观点，并且他认为我们应当充分发挥智力而不是武力。接下来一个人问到他们是怎样定义“成功”的。巴菲特将成功定义为快乐：成功就是获得你想要的并且想要你所获得的。接下来他又谈到了做你想做的事，到你喜欢的公司工作。

talk about doing what you really love and for a company that you really like.

One of my business advisors used to say, “Sell your strengths and buy your weaknesses.” Identify what you are good at and become excellent there, then associate with people that are great where you are weak. Professional and technical skill development is important, but it is now becoming more important to develop ‘the person’. For you to be able to win in this fiercely competitive world, you must go beyond professional development and into some serious personal development.

### Emotional Intelligence

Daniel Goleman writes about ‘emotional intelligence’, the new name for character, soft skills, or personality. Goleman stresses personal qualities such as initiative and empathy, adaptability, and persuasiveness. This is the new yard-stick, Goleman says.

Business people have told Goleman that emotional intelligence, not technical expertise or book learning, is what matters most for excellence. He defines *emotional intelligence* as:

*“The capacity for recognizing our own feelings and those of others, and for managing emotions well in ourselves as well as in our relationships.”<sup>14</sup>*

He talks about how most training programs that companies use just waste millions of dollars and hours with an academic model when they really need to be thinking about new ways to boost peoples’ emotional intelligence. Emotional intelligence is not about letting your feelings all hang out, but about managing them so that they are expressed appropriately and effectively, enabling people to work together toward a common goal.

我的一个商业顾问经常说，“扬长补短”。发现你的长处并发扬它，与擅长你所不擅长的人交朋友。发展专业技术技能非常重要，但现在发展“个人”更为重要。要想在当今竞争激烈的社会里成功，你必须超越专业技能发展，进行个人成长。

### 情商

丹尼尔·戈尔曼写过关于“情商”的文章，情商是性格、软技能或个性的新名字。戈尔曼强调个人素质的重要性，如主动性、同理心、适应性和说服力。戈尔曼认为这是新的标准。

商业人士告诉戈尔曼，优秀取决于情商而不是专业技术或书本知识。他将情商定义为：

*“了解自身及他人感觉的能力，能够很好的控制自身及对他人情绪。”*

他认为大多数公司使用的培训计划只是浪费时间和金钱的学术模型。公司真正需要思考的是提高员工情商的方法。高情商并不是将你所有的情绪都表现出来，而是如何管理情绪，使情绪得到适当、有效的表达，从而使人们一起努力，实现共同的目标。

公司应该投资的训练项目是那些能够让员工全面发展的训练项目。如

---

<sup>14</sup> Goleman, Daniel. *Working with Emotional Intelligence*. Bantam, 1998.

Some of the training programs that companies should invest in are those that develop the individual to become more fully human. If I hear the business writers of the day correctly, businesses must nurture, develop, and provide purpose and meaning for employees if they expect to win in the overall scheme of things. Pay is not the biggest issue, as a study from Michigan University demonstrated: 1,533 working people were asked to rank various aspects of work in order of importance. The result was that 'good pay' came in fifth place. People desire purpose and meaning, and that should be the company's primary concern.

Scott Peck in his book, *A World Waiting to be Born*, asks the question: "Does a business have an obligation to nurture its employees?" I respond with a very definite 'yes': If the business is going to require its employees to develop personally, then it has to take responsibility on how they turn out. In fact, corporations have to take responsibility on all fronts for the people it develops and the environment it operates within – or, as Gerbers says, for the condition of the world and everything in it. Michael Gerber concludes his book, *Power Point*, with these words:

*"It is my contention that no business, no matter what it does, can become great if its people wish for nothing less than these things. A power point business is a business which takes personal responsibility for the condition of the world it finds itself in, for the condition of the people with whom it interacts with, for the condition of their children and their children's children, and for the very quality of life itself. A business with a conscious. That is, I believe the only mission worthy of the name: To create a world in which people are present, honest, open, and alive. To create a world in which people make conscious decisions in good conscience. That is what shooting for the moon is all about. And one cannot do it in one's sleep. It requires all we have and it*

果没记错的话，我曾听到一个商业作者说过企业要想实现整体目标，就必须培育、发展员工，为员工提供目标和意义。工资不是最重要的，密歇根大学的一份研究表明：1533 名工作人员被要求按重要性排列工作的各个方面。结果显示“高薪”位列第五。人们渴望目标和意义，这也应该是公司首先应当考虑的。

斯科特·派克在他的书籍《一个等待着诞生的世界》中提出这样一个问题：“企业有义务培训员工吗？”我非常确定地认为“是的”：如果企业要求其员工发展自我，那么企业应当承担培养员工的责任。事实上，企业有责任为员工提供成长的环境。麦可·格伯在他的书《*Power Point*》中讲到：

*“任何一个行业中的企业员工如果不追求这些目标的话，无论这个企业是什么类型的企业，它都不会取得太大的成功——这是我的观点。‘Power Point’企业是指对其所处的环境、所接触的人员、员工的子孙后代负责的企业；也是指有意识的企业——其唯一的使命就是：创造一个人人真诚、充满活力的世界；创造一个人们凭良心有意识地做出决策。这就是我们所要追求的。没有人可以通过做梦来让它实现，这需要我们从现在开始全力以赴。”*

requires it now.”<sup>15</sup>

## 企业盈利前应培养员工全面发展

### Well-developed people before profit

All evidence points to the fact that, in order for a company to succeed, it is going to have to have very well-developed people, physically, mentally, and emotionally – well-balanced and well-developed people. Michael Gerber recognizes that many companies waste lives: “It is the condition of 99% of the businesses we’ve visited over the past ten years, a condition of rampant confusion and tragically wasted lives.” He believes the entrepreneur must work first on himself before he can possibly be a success with his business:

*“Your business is not the first concern about your business, you are! With no clear picture of what you want your life to be, how on Earth could you begin to live it? How would you know what first step to take? How would you measure the progress? How would you know how far you have gone? How would you know how much further you had to go? Without your Primary Aim, you wouldn’t. Indeed you couldn’t. It would be virtually impossible.”*<sup>16</sup>

Twelve years later, Gerber writes:

*“The question every manager must ask, and answer, in order to begin the process the E-Myth manager is committed to – that of true transformation – is not ‘what does my company want?’ It’s not ‘what do my people want?’ But it is first and foremost ‘what do I want’, truthfully. Honestly. Openly. Directly. It is my hard one belief that without asking this question, then*

所有的证据都表明：如果一个公司想要经营成功，就必须雇佣全面发展的员工——生理、心理、情感都均衡、健康发展的员工。麦可·格伯发现许多公司的员工都在浪费生命：“我们过去十年拜访过的公司中有 99% 的公司的员工都存在严重浪费生命的现象。”他认为，企业家应首先提高自身能力修养，只有这样他们才能让自己的企业创办成功。

*“你首先应该关注的不应该是你的企业，而应该是你自己本身。如果你不知道你想过怎样的人生，那你如何开始你的人生呢？你如何知道你第一步该干什么？又如何衡量人生的发展进程？如何知道你取得了多大的进展？如何知道你还有多远的路要走？如果没有主要目标，你根本就无法做到。”*

十二年之后，格伯写道：

*“每个管理者都要询问和回答的问题不是 ‘我的公司想要什么？’，也不是 ‘我的员工想要什么？’，而是 ‘我想要什么？’ 我坚信，如果管理人员不问这个问题，也不回答这个问题的话，他就无法成功地管理任何事情。任何一位管理人员能问自己的最重要的一个问题是：我想要什么？”*

<sup>15</sup> Gerber, Michael E. *The Power Point*. Harper Business, 1991.

<sup>16</sup> ---. *The E-Myth*. Harper Business, 1986.

*answering it, no one can be successful at managing anything. The single most important question any manager can ask himself: What do I want? But 'what do I want' is not an organizational-defining question, it is a life-defining question. And one of the first rules for defining your Primary Aim.”<sup>17</sup>*

I believe that for a human to be truly effective, he or she must identify their values, their major life goals, or as Gerber puts it, their *Primary Aim*. That's precisely what the *Life Goals Planner* is all about. The foundational starting place for human growth, development, efficiency, and effectiveness. I ask a similar set of questions that Gerber asks.

*“How can you possibly use your time, your talent, your skills, your resources, and make wise decisions without clearly knowing what it is you want?”*

You can't. And this is what the corporations are requesting of their employees, so they had better take responsibility that their training, development, and influences are for the good of the individual – first and foremost – before the profits of the company. In my, Gerber's, Goleman's, and Peck's opinion, the employees first should produce the result the company wants, anyway. This is the trend of the day, and attitudes are changing.

Faith Popcorn recognized these attitude changes from her still relevant 'Popcorn Report'. Trend 5, 'Cashing Out', is to slow down our racing heart beat and revive our soul. Trend 7, 'Staying Alive', is a trend that represents our quest for health: The extended search for a better, longer, healthier, and happier life. Trend 10, 'Save our Society', is the decency trend

这里 ‘我想要什么’ 是与公司无关而与个人人生有关的问题。这也是定义你的主要目标的首要原则之一。”

我认为，如果一个人想要提高效率，就必须明白自己的价值观，主要的人生目标，或正如格伯所讲的“主要目标”。这也正是《人生目标规划师》所探讨的——人们成长、发展、提高效率应开始的地方。我会问类似格伯所问到的一系列问题。

*“如果你不知道你想要什么的话，你如何利用时间、自身才能、资源做出明智的决策呢？”*

你是做不到的。这正是公司要求员工必须做到的。在为公司谋取利润之前，最重要的是公司对员工的培训、发展和影响是对员工有利的，公司应当为此负责。我、格伯、戈尔曼以及佩克也都认为员工应首先满足公司的工作要求。这是现在的发展趋势，人们的态度也在不断改变着。

费斯·帕帕考恩在《帕帕考恩报告》中认识到人们的态度在改变。趋势五——‘心态平和’，放缓心速，让灵魂复苏。趋势七——‘有活力’，代表了人们对健康的需求：探求更好、更长、更健康以及更快乐的生活。趋势十，‘拯救社会’，致力于挽救环境、教育和伦理的正派趋势。消费者促使企业承担责任，一些公司把公司责任当做公司的首要目标，并将

---

<sup>17</sup> ---. *The E-Myth Manager: Why Management Doesn't Work - and What to Do About It*. Harper Business, 1998.

dedicated to the 3 'E's: environment, education, and ethics. Consumers are pushing corporate responsibility and some companies are putting responsibility above profit as the primary goal.<sup>18</sup> Goleman points out that people don't necessarily work for money, but the larger sense of purpose and meaning: Something that works in them, a passion that aligns with their deepest values.

### **The mission statement drives personal development**

Even though I believe corporations must continue taking more and more responsibility, the same is true about individuals: You as an individual must take personal responsibility to add value to your company, your family, and this world.

Corporations do recognize the need for providing purpose and meaning, which is why so much time, money, and effort is put into developing mission statements. Their mission statements no longer state that they are there to enhance the assets of the owners, but are full of purpose and meaning for the people involved, inside and out. Most are developed for the customer to show how ethical the company is or what values the organizational leaders support, but there is a turn toward purpose and meaning for the employees. People want to work for an organization that is making a difference, that their products and services have meaning and purpose to build a better world and help them fulfill their potential.

It is the leadership of the organization that has to develop a compelling mission and vision for all stake holders. The stake holders are the four most important groups in the organizations universe: The people who work for it, the people who buy from it, the people who supply it, and the people who lend to it. And it's from these

其置于公司利益之上。戈尔曼认为人们工作的原因未必是为了赚钱，很大程度上是因为目标和意义：一种内在的工作机制，与人们内心价值相关的激情。

### **使命宣言促使个人成长**

尽管我认为公司应当承担更多的责任，但是员工个人也应当如此：作为一个个体，你应当承担自身的责任，为公司、家庭以及社会创造价值。

公司确实已认识到提供目的和意义的必要性，这就是为什么公司将这么多的时间，金钱和精力投入到使命宣言的形成中。公司的使命宣言不再强调增加老板资产的价值，而是更加注重向公司相关人员提供目标和意义。大多数使命宣言是向顾客介绍公司充满人文精神或者公司领导认同的价值观，但现在转向于为公司员工提供目标和意义。人们想在与众不同的公司工作：公司的产品和服务意义非凡，不仅有助于建立一个更好的世界，还能帮助员工充分发挥自身的潜能。

公司的领导应当为股东们树立令人信服的使命和愿景，它是组织的领导，必须制定一个令人信服的使命和愿景的所有股份持有人。股东是公司中的四大最重要的群体之一：员工、顾客、经销商以及投资人。公司领导应当从这些群体出发制定公司的使命。当组织能给予员工有强有力的愿景和使命感，并能为每个员工提供成长的空间时，组织成员将会不由自主

---

<sup>18</sup> Popcorn, Faith. *The Popcorn Report*. Harper Business, 1991.



groups the leaders should draw its mission. When an organization has a compelling vision and a strong sense of mission, as well as room for everyone to grow, people will be compelled to invest in their personal development. Leadership must facilitate this growth. Much of the leadership talk these days is providing your employees what they need, and get out of their way and let them do it.

A recent article by Henry Mintzberg on the website of the Peter F. Drucker Foundation commented on the ‘Quiet Leader’, where he suggests that quiet managers don’t empower, they inspire: That quiet managers strengthen the cultural bonds between people and care for their organizations. They spend more time preventing problems than fixing them. Mintzberg followed the admired CEO of the Royal Bank, John Cleghorn, around for a day and commented that his role seemed to be more of a coach, where he encouraged and enabled, motivating the teams and organization at large.<sup>19</sup>

### **The new dynamics of winning**

Responsibility and leadership is the name of the game for the 21<sup>st</sup> century. This applies to the individual as it does the organization, but begins with ourselves and our personal development. A leader is a good listener and a good communicator. He or she pays attention to everything going on around him or her, whether they are leading their family or a Fortune 500 company. Stuart R. Levine commented in an audio program, *The Leader in You*:

*“Success in the future will be determined by individuals and organizations that can establish quality human relationships. Success in the future will be determined by leadership. The ability to communicate, develop, and empower teams and listen*

地进行个人成长发展。领导必须对这种成长予以支持。现在大部分的领导科学都要求领导为员工提供他们所需要的东西，不去妨碍员工，放手让员工工作。

最近，亨利·明兹伯格在彼得·德鲁克基金会网站上发布了一篇文章来评论“沉默的领导”，他认为沉默的领导不是放权，而是激励员工：沉默的领导会加强员工之间的文化纽带，会关注公司的发展。他们花费大量精力预防问题而不是解决问题。明兹伯格研究了皇家银行的总裁约翰·克莱格霍恩，认为约翰更像是一名教练，全力激励公司员工。

### **成功的新动力**

责任和领导能力是二十一世纪成功的关键。无论是对公司还是个人来说都同样适用，但这应从自身发展开始。无论是经营一个家庭还是财富五百强公司，领导者都应当善于聆听和交流，关注自身周围发生的事情。斯图亚特·R·莱文在一个音频节目“领导的艺术”中谈到：

“未来的成功取决于个体和组织能否建立高质量的人际关系；未来的成功取决于领导能力，即交流能力、开发和授权团队能力、有效聆听能力等。”

---

<sup>19</sup> Mintzberg, Henry. “Managing Quietly.” *Leader to Leader*, No. 12, Spring 1999. <<http://onlinelibrary.wiley.com/doi/10.1002/ltl.40619991206/epdf>>

*more effectively.”*

We need to invest in ourselves and develop the leader within, along with organizations with a clear vision and a sense of values. Leaders will have to communicate and motivate far more effectively in conditions of near constant change, and these leaders will have to mine every ounce of talent and creativity from the shop floor to the executive suites.<sup>20</sup> We all must develop the leader within and take full responsibility.

Beginning with ourselves, take 100% responsibility for your personal development, your finances, your health, and your happiness. This attitude is the place to begin, as Brian Tracy says: “If it’s going to be, it’s up to me.” Start at home and be a leader with your children. Denis Waitley has 20 valuable points for coaching your child to leadership: A list of the *do's* and *don'ts*, which I agree with 100% and wish more parents understood and applied to build characteristics and values in their children from the beginning of their life. The ‘does’ are:

- Do listen often without prejudgment.
- Use frequent and sincere praise.
- Do be firm with them: They do prefer rules, discipline, and boundaries.
- Do plan many activities together: Get involved in the community and recreational and spiritual involvement. Take them to your place of business and show them what you do all day. Let them be a significant part of your life.
- Do share your joys and problems: Most anxiety in a child comes from mixed messages, and sharing both promotes

我们需要为自己投资，并发展自身的领导能力，为组织机构建立清晰的愿景和价值观念。在多变的环境中，领导者应当更高效地与员工沟通，激励员工，发掘每位员工的才能和创造能力。我们都必须发展自身的领导能力，并承担全部责任。

从自身开始，为自己的成长、财务、健康和快乐负全责。这就是你开始时所应持有的态度，正如博恩·崔西所说：“如果是那样的话，那么由我自己决定。”从家庭开始，做你孩子的领导，丹尼斯·魏特利对如何教孩子领导能力有 20 条宝贵的建议：一份能做的事和不能做的事的清单，我对这份清单建议的内容非常赞成，希望更多的家长能够了解这些建议，并在孩子的人生开始之前就利用其帮助塑造孩子性格和价值观。应当做到的事情包括：

- 学会不带偏见地聆听。
- 经常真诚地赞美孩子。
- 对孩子严厉：制定规则、原则和限制。
- 和孩子一起参加许多活动：一起参加社区的娱乐活动。把孩子带到你的工作地点，向孩子介绍你一整天的工作内容。让孩子成为你生活中重要的组成部分。
- 和孩子一起分享快乐和苦恼：孩子的焦虑感通常来自于所获得的繁杂的信息，和孩子一起分享快乐和苦恼能提高孩子的安全感和归属感。
- 发现孩子的特长并开发这些特

---

<sup>20</sup> Levine, Stuart R and Michael A Crom. *The Leader in You*. Simon & Schuster, 1994.

security and belonging.

- Do discover their unique qualities and develop them. Encourage them to feel good about their unique one-of-a-kind talent.
- Do make good use of teachable moments to instruct values and responsibilities.
- Do encourage them to express their own ideas.
- Do show them your affection with a kiss, a hug, and positive affirmation of your love and care.
- Do expect them to be successful and tell them of your high expectations, and they will rise.

The 'don'ts' are:

- Don't put them off when they ask questions or they will learn to seek information elsewhere.
- Don't correct them in front of others if you can help it – they will be much more receptive to your counsel if you do it privately.
- Don't nag.
- Don't spoil your kids by giving them everything they ever wanted, everything you never had, and things they haven't earned. Delayed gratification: Work toward a goal.
- Don't make rash promises and don't be inconsistent.
- Don't tell them their fears are silly: They are real to them.

长。鼓励孩子，让孩子对自身独特的特长感到自豪。

- 充分利用每一个教育机会，教授孩子价值观和责任意识。
- 鼓励孩子表达自己的想法。
- 用一个吻、拥抱等来向孩子表达你对孩子的喜爱。
- 期待孩子能够成功，告诉孩子你对他的高期望，这样孩子才能成长。

不能做的事情：

- 当孩子向你问问题时，要立即回答，否则孩子会另想办法来获得答案。
- 孩子犯错时，不要在外人面前纠正——私下里教育孩子时，孩子会更乐意接受你的建议。
- 不要唠叨。
- 不要惯坏孩子，不要孩子想要什么你就给什么。延迟孩子的满足心：让孩子通过劳动获得自己想要的。
- 不要轻易承诺，也不要违背诺言。
- 不要告诉孩子他们的担忧很愚蠢，这些担忧对他们来说都是很真实的。
- 不要让孩子养成坏习惯。
- 要记住孩子有时不能完全表达清楚自己的想法，所以孩子的回答有时不能让你满意。

- Don't let them form bad habits.
- Don't forget they can't always explain themselves: Their answers shouldn't have to always satisfy you.
- Don't forget they love exploring.
- Don't push them to live up to your expectations and the things you never accomplished.
- 要记得孩子喜爱探险。
- 不要逼迫孩子达到你对他的期望，也不要让孩子去做你没做到的事情。

These points were taken from Denis Waitley's program, *The New Dynamics of Winning: Gaining the Mindset of a Champion*. This audio program points out that for too long the emphasis in sports, business, and education has been on physical or technical skills and not on mental skills. With athletes, as well as business professionals, it is clear that outcome is based on psychological factors. Denis Waitley has coached, counseled, and studied some of the top-performing athletes on the North American continent. If you want to have the knowledge of what makes a gold medal winner, then you have to hear this program.<sup>21</sup>

### **Attitude, knowledge, and hard work**

It seems quite clear that human beings have unlimited potential. It is easier because there is no lack of information, motivation, and inspiration to get you from where you are to where you want to go mentally, emotionally, physically, or financially.

In my province, British Columbia, Canada, the two top-paid executives earned an annual salary of \$1,343,876 plus bonuses of \$797,184 working for Ballard Power Systems, Inc. The third highest-paid executive earned \$808,429

这些建议都选自丹尼斯·魏特利的节目——制胜的新动力：拥有冠军的心态。这个音频节目指出，体育、商业和教育领域长时间以来都把重心放在锻炼体能和技能上，而不是心理因素上。对于运动员和商业人士来说，成功取决于心理因素。丹尼斯·魏特利对北美的顶级运动员进行过辅导、给他们提供建议，并研究过这些人。如果你想知道是什么成就了这些金牌运动员的话，你最好听一下这个音频节目。

### **态度，知识，努力**

人类的潜能是无限的。在当今这个时代，想在思想上、情感上、体能上以及经济上实现你的目标变得很容易，因为你不会缺乏信息和动力。

在我家乡加拿大不列颠哥伦比亚省，工资最高的两位总经理来自巴拉德动力系统公司，他们的年薪是134.3876 万美金，奖金为79.7184 万美金。工资位列第三位的总经理年薪为80.8429 万美金，奖金为60 万美金。不列颠哥伦比亚省的最低工资标准是每小时8.5 美金，最高工资能到这些总经理的工资水平。这还尚未考虑那些自己开公司赚钱的人的工资。

---

<sup>21</sup> Waitley, Denis. *The New Dynamics of Winning: Gaining the Mindset of a Champion*. Nightingale Conant, <<http://www.nightingale.com>>.

with a bonus of \$600,000 for one year's work.<sup>22</sup> Wages in British Columbia start at \$8.50 per hour, and rise to the salaries of these top-paid executives. That's not even taking into consideration what you could do by owning your own business. More than 90% of the millionaires in North America are small business owners, and survey after survey reveals that the basic principles of knowing what they wanted, along with hard work, is what lead them to their success. The name of the game is 'personal development': You must grow beyond your present limitations and awareness if you want to move to new levels in any area of your life – and you're going to have work at it.

I like this humorous example of adding a numeric value to letters. If we give a numerical value to each letter of the alphabet – 1 for A, 2 for B, and so on,

Then, 'hard-work'  
(8+1+18+4+23+15+18+11) equals 98%;

And, 'knowledge'  
(11+14+15+23+12+5+4+7+5) equals 96%;

And, 'attitude'  
(1+20+20+9+20+21+4+5) equals 100%;

But, 'bullshit'  
(2+21+12+12+19+8+9+20) equals 103%.

So, when someone says they are giving 100%, then they may be well on their way, but when they say they are giving more than 100%, which we know is impossible, then they may just be full of *bull*!

北美超过 90%的百万富翁都拥有自己的小企业。多项调查表明，这些人成功的主要原因是他们知道自己想要什么，并会为之付出努力。获得成功的关键是个人成长：你必须突破自身局限，提高意识，并为之努力奋斗。

我喜欢这个为字母赋值的有趣的例子。给每一个字母都以数字赋值——A 代表 1，B 代表 2，然后以此类推，

那么，‘努力工作’  
(8+1+18+4+23+15+18+11) 等于 98%;

‘知识’  
(11+14+15+23+12+5+4+7+5) 等于 96%;

‘态度’  
(1+20+20+9+20+21+4+5) 等于 100%;

然而，‘废话’  
(2+21+12+12+19+8+9+20) 等于 103%。

当有人说他们付出了 100%的努力时，他们或许说的是真的，但当他们说付出了超过 100%的努力时，他们只是在胡言乱语而已。

---

<sup>22</sup> "BC's Top-Paid Company Executives." *The Business in Vancouver Book of Lists 2002*.

## 第二章 练习： 发展自身领导力

### Chapter 2 Application: Development the Leader Within

#### 1. Develop the leader within

There is a lot of excellent material written on the subject of leadership, which is readily-available from your public library or personal and professional development organizations, like Nightingale Conant ([www.nightingale.com](http://www.nightingale.com)) or Career Track Publications ([www.careertrack.com](http://www.careertrack.com)).

A couple of books I found very helpful, because they are full of questions to ask yourself, are from John C. Maxwell:

*Developing the Leader within You.*

Thomas Nelson Publishers, 1993.

*Developing the Leaders around You.*

Thomas Nelson Publishers, 1995.

#### *Characteristics of true leaders*

Here are some comments and question from Maxwell's book, *Developing the Leaders around You*:

- All leaders think big.
- Leaders think continually.
- Leaders think in terms of other people.
- Leaders think bottom-line.
- Leaders think without lines.
- Leaders think in terms of intangibles.
- Leaders think quickly. It is not what happens to you, it's what happens in you.

#### 1. 发展自身领导力

在当地公共图书馆或像 Nightingale Conant ([www.nightingale.com](http://www.nightingale.com))、Career Track Publications ([www.careertrack.com](http://www.careertrack.com)) 等个人职业发展组织机构中，你可以获得许多关于领导力的书籍。

我认为约翰·麦斯威尔写的几本书非常有用，因为书中有许多让人反思的问题：

《开发你内在的领导力》，托马斯纳尔逊出版社，1993 年出版。

《开发你周围人的领导力》，托马斯纳尔逊出版社，1995 年出版。

#### 领导者的性格特点

以下观点和问题均节选自麦斯威尔的《开发你周围人的领导力》一书：

- 所有的领导都野心勃勃
- 领导都不断地在思考
- 领导会考虑他人
- 领导会考虑底线
- 领导的思路是发散的
- 领导会抽象思维
- 领导的思维敏捷。

#### 关于自我成长的问题

### *Questions on commitment to personal growth*

Answer with a 'yes' or a 'no'. Maxwell also comments that a 'no' to any of these questions should cause a leader to examine his plan for personal growth.

1. Do I have a game-plan for personal growth?
2. Am I the leader of that plan?
3. Am I willing to change to keep growing, even if it means giving up on my current position if I am not experiencing growth?
4. Is my life an example for others to follow?
5. Am I willing to pay the price to become a great leader?

### *Assessment of current leadership qualities:*

(0 = Never, 1 = Seldom, 2 = Sometimes, 3 = Usually, 4 = Always)

- \_\_\_\_\_ The person has influence.
- \_\_\_\_\_ The person has self-discipline.
- \_\_\_\_\_ The person has a good track record.
- \_\_\_\_\_ The person has strong people skills.
- \_\_\_\_\_ The person has the ability to solve problems.
- \_\_\_\_\_ The person does not accept the status quo.
- \_\_\_\_\_ The person sees the big picture.
- \_\_\_\_\_ The person has the ability to handle stress.
- \_\_\_\_\_ The person displays a positive spirit.
- \_\_\_\_\_ The person understands people.
- \_\_\_\_\_ The person is free of personal problems.
- \_\_\_\_\_ The person is willing to take responsibility.
- \_\_\_\_\_ The person is free from anger.
- \_\_\_\_\_ The person is willing to make changes.
- \_\_\_\_\_ The person has integrity.

请用“是”或“否”回答以下问题。麦斯威尔认为，以下任何一个问题的回答是否定的话，领导者就应该重新审视他的个人成长计划。

1. 我有个人成长的计划吗？
2. 我是个人成长计划的主导者吗？
3. 为了成长，我乐意改变吗？即使成长的代价是放弃我现在取得的成就。
4. 我的生活是别人效仿的榜样吗？
5. 我愿意为成为一个伟大的领袖付出代价吗？

### *评估领导素质*

(0=从未，1=很少，2=有时，3=经常，4=总是)

- 有影响力
- 自律
- 无不良记录
- 人际交往能力强
- 有解决问题的能力
- 不满足于现状
- 能把握大局
- 有抗压能力
- 乐观积极
- 理解他人
- 没有私人问题
- 乐于承担责任
- 不轻易生气
- 乐于改变自己
- 正直
- 与上帝越来越接近
- 知道自己接下来要做什么
- 作为领导能被他人认可
- 有学习能力，并渴望一直学习
- 礼貌待人

\_\_\_\_\_ The person is growing closer to God.  
 \_\_\_\_\_ The person has the ability to see what has to be done next.  
 \_\_\_\_\_ The person is accepted as a leader by others.  
 \_\_\_\_\_ The person has the ability and the desire to keep learning.  
 \_\_\_\_\_ The person has a manner that draws people.  
 \_\_\_\_\_ The person has a good self-image.  
 \_\_\_\_\_ The person has the willingness to serve others.  
 \_\_\_\_\_ The person has the ability to bounce back when problems arise.  
 \_\_\_\_\_ The person has the ability to develop other leaders.  
 \_\_\_\_\_ The person takes initiative.

- 有良好的个人形象
- 乐于为他人服务
- 遇到挫折时能重整旗鼓
- 能帮助他人发展领导能力
- 主动

总分：

Total the points:

90-100: Great leader – should be mentoring and growing other great leaders  
 80-89: Good leader – must keep growing and mentoring others  
 70-79: Emerging leader – focus on growth and begin mentoring others  
 60-69: Bursting with potential – excellent person to be developed  
 Below 60: Needs growth – may not be ready to be mentored as a leader

90-100: 成功的领导——应该督促、培训他人成为领导

80-89: 好的领导——应该继续提高自我、督促他人

70-79: 有光明前景的领导——努力提高自我，开始督促他人

60-69: 潜力巨大 —— 需要培养的优秀人才

低于 60: 需要成长——不太适于培训为领导

正如麦斯威尔所说：

As John Maxwell says,

*“An organization’s growth potential is directly related to its personnel potential. A company cannot grow without until its leaders grow within. Grow a leader, grow an organization.”<sup>23</sup>*

*“一个组织的成长潜力取决于它的员工的成长潜力。只有当公司领导提高自身能力时，公司才能得到发展。提高领导的能力，公司才能成长。”*

这适用于所有组织，大到大型企业

<sup>23</sup> Maxwell, John C. *Developing the Leaders Around You*. Thomas Nelson Publishers, 1995.



业，小到一个家庭都同样适用。努力成长，体验生活所能带给你的一切。

This applies the same for all organizations, from the large corporation to the very small, your family. Take charge of your growth and experience all the rewards that life can bring.

*“The potential of the average person is like a huge ocean unsailed, a world of possibilities waiting to be released and channeled toward some good.”*

— Brian Tracy

“一个人的潜能是无限的，如同大海一般。世界上的一切都充满可能，等着你去发掘，去好好利用。”

——博恩·崔西

## CHAPTER 3: RELATIONSHIP SUCCESS

### 第三章：成功的人际关系

*"It is extremely ironic that the more we care about what people think about us the less we care about people, and the less we care about what people think about us the more we begin to care for others."*

- Steven Covey

“我们越在乎他人的看法就对他人越冷漠，而我们越不在乎他人的看法就对他人越关心，这真的非常讽刺。”

——史蒂芬·柯维

Relationships have become very complex and challenging for many reasons. A few reasons may be because we are becoming more aware and more conscious beings. Because of our increasing awareness of our own wants and needs, and other's weaknesses or problems, the dynamics of relationships have changed and become more demanding, just as our professions have.

### **Communication is the key**

Insecurity is one of the biggest robbers of life. I was a terribly insecure child – a late bloomer in many ways. My growth was stunted mentally, emotionally, and physically. I was raised by my mother with three siblings in a home that argued and fought all the time. It is very confusing for children who see fighting among a group who are supposed to love each other.

I was also affected by my father's inability to express himself emotionally. I was never really shown how to deal with weakness, fault, failure, or challenge. I never knew what my natural abilities were and developed very little of my true human potential. My mother did the best she could, given the context of our life and the rebellious culture of the 70s and early 80s.

Do you know what it's like growing up totally insecure, afraid, and literally scared of doing anything that might risk emotion or rejection? I tell you that being shy, timid, and insecure will rob from you life's greatest joys and experiences. I missed all kinds of

因为很多原因，人际关系变得很复杂，并且处理起来很具有挑战性。某些原因可能是我们对事物的认知能力越来越强，看待问题越来越透彻。我们越来越了解自己想要什么，需要什么，也越来越了解他人的缺点和烦恼，我们对人际关系的要求越来越高，如同对我们事业的要求那样。

### **沟通是关键**

生活中最大的障碍之一是缺乏安全感。我小的时候就有很强烈的不安全感——我在许多方面都比他人成长地晚。我在心理、情感和体能上都成长缓慢。我由母亲抚养长大，家里还有三个兄弟姐妹，家人之间经常争吵、打架。家人本应该互相关爱，可是有的家人总是不断争吵，这会让孩子变得迷茫。

我父亲不擅长表达他对我的关爱，这对我造成了不好的影响。没有人教我如何面对缺点、错误、失败和挑战。我从来都不知道我擅长什么，几乎没有开发过我的潜能。考虑到我们的生活现状和七十年代及八十年代早期的叛逆文化，我的母亲已竭尽所能。

你知道在毫无安全感、充满恐惧的环境中成长，害怕任何风险、害怕被人拒绝是怎样一种体验吗？我可以告诉你，腼腆、胆小、毫无安全感会让你的生活丧失很多乐趣。我错过了许多学习和尝试的机会，更重要的是我错过了许

opportunities to learn, try, and do, but more significantly I missed many relationships and the depth of human emotions that one can experience.

I can tell you that insecurity does not come from growing up without material things like a nice house or nice clothes. It comes from confusion around your understanding of love, your inability to deal with your feelings and emotions, not knowing who you can trust and where you can turn when you're confused and scared. I have a very strong message for fathers and mothers reading this book. Personally develop:

- Grow beyond your insecurities and become a good communicator of human emotions.
- Learn to express your feelings, fears, faults, and failures. This is not a sign a weakness, but a sign of strength and maturity.
- Learn to express yourself well for it will make the biggest difference in the confidence and future of your kids.
- Learn to admit your mistakes.

Forgiveness is a powerful healer of our hearts and souls. To forgive and to be forgiven is crucial to our mental health, and maybe even our salvation. I have done much personal work in this area – I had to or I probably would not have survived. One way to test or check if we have truly forgiven someone else regarding an issue is if that issue is ever brought up again, that it does not bother us. Sy Rogers, former President of Exodus International, explained it well in this analogy of a wound or sliver under the skin: 'The thorn of offense'.

There was a survey done of hundreds of people on their death bed. Their time was almost

多重要的朋友，也没有与他人深入交往的经历。

没有豪华别墅、没有华丽服饰的不富裕物质生活是不会让人产生不安全感的。不安全感产生于你对爱的困惑，你无法调节情绪、情感，不知道可以信任谁，也不知道自己迷惑或害怕时可以向谁求助。我强烈建议爸爸妈妈们读这本书。个人成长：

- 战胜不安全感，熟练运用所有的人类情感。
- 学会表达你的情感、恐惧、失误和失败。这不是示弱，而是成熟、变强的象征。
- 学会用合适的方式表达自己，因为这会对孩子的自信心以及未来产生很大的影响。
- 学会承认错误。

原谅能够有效地治愈我们的内心和灵魂。原谅和被原谅对我们的精神健康很重要，甚至对自我救赎来说也很重要。我在这方面有很多研究——我不得不对此进行研究，否则的话，我不会渡过人生中的艰难困苦。检测我们是否真的就某件事原谅某人的一种方法是看一下那件事是否还被提起，那件事是否还会给彼此造成困扰。走出埃及国际组织的前任总裁罗吉斯用类比法对此进行解释，他将其类比成皮肤下的伤口：‘冒犯的刺’。

有人对即将去世的几百名病人进行了一项调查。调查问这些病人如果可以

up and they were asked if they could do it again, that if they could live life over, what they would do differently. The overwhelming response was that they would risk more emotionally. They would express their feelings better to those they loved.

In this day and age, it is without question that good communication skills are one key to personal success in the 21<sup>st</sup> century. This is part of the reason why I am writing this book: Putting my thoughts down on paper has been a truly rewarding experience. I never really intended to become an author, but recognizing the value of expressing myself on paper has helped tremendously in articulating what's going on in my head and heart. It is also why I have been a big advocate of and applied myself so diligently in an organization called Toastmasters.<sup>24</sup>

Writing my thoughts on paper was one thing, but it was a whole new challenge to orally communicate to others. The ability to express yourself will be key to your personal success and becoming the most that you can be, which can be achieved through training and development. Nothing is beyond our ability through personal development and training. Mark Twain said:

*“There is nothing training cannot do, nothing is above its reach. It can turn bad morals into good, it can destroy bad principles and create good ones, it can lift men to angelship.”*

And the Dalai Lama said:

*“No matter what activity or practice we are pursuing, there isn't anything that isn't made easier through constant familiarity*

重新开始人生，他们将会改变对哪些事情的处理方式。大部分的人的回答是他们愿意更充分地表达自己的情感，他们会更好的表达出对所爱人的感情。

在 21 世纪的今天，良好的沟通技能是走向成功的必要技能之一，这是毫无疑问的。这也是我写这本书的原因之一：将自己的想法写在纸上可以给我带来很多好处。我从未打算当一个作者，但将自己的想法写在纸上可以很大程度上帮我理清心里的想法。这也是为什么我大力提倡并积极参与国际演讲会的原因。

将想法写在纸上是一回事，但将想法说出来并告诉他人，这又是另一个新的挑战。表达自己想法的能力对个人的成功以及成为最好的自己来说是至关重要的。一个人在经过个人成长培训后是没有做不到的事情的。马克吐温说过：

*“通过培训可以做到任何事情。培训可以将不良品德改变为优良品德，可以摧毁坏的信念，建立好的信念，培训还可以让人变善良。”*

达赖喇嘛说过：

*“无论我们想要干什么，通过不断地练习、熟悉，所有的事情都能便容易。培训可以改变一个人；我们可以改变自己。”*

---

<sup>24</sup> Toastmasters International is a non-profit public speaking, communication and leadership development organization with clubs all around the world. Visit their website at [www.toastmasters.org](http://www.toastmasters.org) and find a club near you.

*and training. Through training we can change; we can transform ourselves.”*

## **Clarifying the relationship's values**

Relationships are almost always claimed to be the most important thing in people's lives when asked what's important to them. The amazing thing to me is that almost nobody creates tangible plans for successful relationships. Few people set goals to be the best father or mother, wife or husband, and even fewer are clear as to what they would like their relationship to be.

Many feel that relationship planning is too mechanical, not spontaneous and natural. They feel that love should be easy and natural and that it should just happen all by itself, and it does for about the first 2-4 months until the unconditional expectations dissolve and our needs, wants, faults, and imperfections begin to surface. Then relationships take on a whole new challenge and growth: Clarity and effort is required. This means consciously deciding how you want your relationships to be, writing it all out, clarifying your values, educating your emotions, and raising your level of awareness about yourself and others.

I remember attending a Sunday service of a very large Pentecostal church during the Easter holidays. There was a very well-known theologian attending with his family and the pastor asked if he could share a few words with the congregation on this special Easter Sunday. This New Testament scholar began to talk about relationships and then quoted the verses from the epistle to the Philippians: “Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests,

## **明确人际关系的价值**

当问人们他们生命中最重要的东西是什么时，大部分人会说是人际关系。但几乎没有人会为经营成功的人际关系制定发展计划。少部分人会制定目标成为最好的父亲、母亲、妻子和丈夫，更少少数的人能明白他们想要什么样的人际关系。

许多人认为制定人际关系发展规划太僵化，不够自然。他们都认为感情是自然发生的，这在与他人相处的前二到四个月里确实如此，但当彼此之间不再有无条件的期望，彼此之间的需求和缺点都展现出来时，一切就有所不同了。人际关系面临新的挑战 and 成长：此时就需要认清人际关系的价值、并为维护人际关系作出努力。这意味着你需要考虑好你想要怎样处理这份人际关系，你需要将它写下来，明确自己的价值观，掌管好情绪并提高对自己和他人的认知水平。

我记得有一次在复活节的时候我参加了一个大型五旬节会的礼拜仪式。有一个很有名的神学家和他的家人也一起参加了这个礼拜仪式，牧师问这个神学家是否愿意在这个独特的复活节节日里和大家一起聊聊。于是这个新约学者就开始谈论人际关系，接着从《菲力比书》中引用诗句：“做任何事情都不应该出于私心和虚荣心，而应该谦逊，更多地顾念他人。每一个人都应该仅仅考虑自身利益，还应该考虑他人利

but also to the interests of others.”<sup>25</sup> He went on to say that you can trace back every conceivable break down in relationships to one of these characteristics: Selfishness, vain conceit, or a lack of respect and understanding. They are at the root of our relationship problems and some simple growth and awareness can overcome them all.

I often used to listen to a couple of radio programs that dealt specifically with relationship problems. Two of which were two of the most popular radio show hosts, both with doctorates in the field of relationship psychology and had a listening audience of millions of North Americans. For two to three hours of the day, caller after caller phoned in with relationship problems and 90% of the problem could be solved with some clarity of their values and more understanding of the other. Selfishness is a major problem, as one of the hosts always commented, “Almost all relationship arguments are about *me*.” She says there is always the conscious and most often unconscious feeling, “What about me?”

A lack of clarity dominates most of the problems on the other radio program, and the following situation clearly demonstrates this.

On February 23, 2001, a lady, who we shall call Jane, called in concerned about some actions of her fiancé. Her fiancé was going to have a stag party before the wedding. At this party, there was going to be heavy drinking and local strippers, who were going to get down and dirty (lots of touching and naked bodies). Jane didn't want her husband to be getting drunk and fondling naked strippers, who could be carrying who-knows-what kind of sexually-transmitted diseases, so she decided that she was not going to let him go.

益。”他接下来又讲到，人际关系中的每一个可以想到的破坏因素都可以追溯为以下因素之一：自私，虚荣，或缺乏尊重和理解。这些都是造成人际关系问题的根本原因，一个人只要简单地了解一下就能全部克服。

我过去经常听一些专门解决人际关系问题的电台节目。其中有两个节目的主持人非常出名，他们都取得了人际关系领域的博士学位，并且有成千上万的北美听众。在每天两到三个小时的时间里，听众一个又一个地打入电话咨询人际关系问题，而 90% 的问题只需要他们认清自己的价值观并更多地了解一下他人就能解决。自私是一个很大的问题，正如其中的一名电台节目主持人评论所说，“几乎所有的人际关系问题都是与‘我’有关的。”她说大多数情况下人总是无意识，并偶尔下意识地问“那我呢？”

在另一个电台节目中，听众询问的人际关系问题的主要原因是缺乏对某些价值观的了解。下面的例子可以很好地解释这种情况。

在 2001 年的 2 月 23 日，一位名为简的女士就她未婚夫的某些行为打入电话咨询。她的未婚夫打算在婚礼前参加单身派对。在单身派对上会有脱衣舞娘（会有大尺度地抚摸以及裸露），参与者通常会酗酒。简不希望她的未婚夫喝醉，与裸体脱衣舞娘鬼混，这些脱衣舞娘可能携带未知的性传播疾病，所以她打算不让她的未婚夫参加这种派对。

未婚夫的朋友责难她，对她说

---

<sup>25</sup> Phil 2:3-4

His friends started giving her a hard time saying stuff like, "It's no big deal. Don't be a controlling wife," and so on. She got very confused and called the local radio program wanting advice from the listening audience, and she actually asked, "How should I feel about these actions my fiancé is planning to do?" Jane wasn't sure if it was okay for her fiancé to get drunk at a party with naked women who would be seducing him, where there would be the typical fondling and groping. That was shocking enough, but what was more shocking is the response from the radio host who said he didn't see anything wrong with it.

This was discussed for a half-hour, and during this time many callers called in voicing their opinion, most of them agreeing with the announcer that it's the fiancé's last moment being single, or that he wasn't marrying the stripper so don't get all worked up about it, and so on. What surprised me is how many people could not see any problems that could stem from this attitude or action. Most could not foresee the problems that are almost certain to develop because of the violations of the key relationship principles and values of trust, respect, commitment, and understanding.

I am going to talk more about these four key principles that, if understood and applied, can transform, strengthen, grow, nurture, and build a truly healthy relationship to give us a real sense of love and security to help us grow into the men and women we can and should be. These principles apply whether the relationship is between a husband and wife, mother and daughter, employer and employee, or worker and coworker. They are the fundamental principles that, if you violate, are sure to cause major problems and more likely destroy the relationship altogether.

“没什么大不了的！不要成为一个专制的妻子。”等等。她感到非常困惑，于是就打电话给当地的电台节目，希望能从听众中获得一些建议。她打电话时间的问题是“未婚夫打算参加这样的派对，作为未婚妻，我应当采取什么样的态度来看待这件事？”。未婚夫在这样的派对上与可能引诱他的裸体女人醉酒并且还有可能发生性关系，对此，简不知道是否应该接受。这种问题已经足够骇人听闻了，但更骇人听闻的是电台节目主持人的回答，他认为她未婚夫的做法没有一点错。

这个问题被讨论了半个小时，在这段时间里，许多听众打入电话发表自己的观点，大多数听众与主持人的观点相同，认为这是未婚夫单身的最后时刻，或未婚夫不会和脱衣舞娘结婚，所以没必要为此紧张等等。令我惊讶的是没有多少人能从这种态度或行为中看出可能引发的问题。违背人际关系中的重要准则，违反人与人之间的信任、尊重、责任以及相互理解的行为准则，这样极有可能会引起人际关系问题，然而大多数人对此都不知晓。

我接下来会进一步探讨这四种准则，如果人们能很好地了解并运用这些准则的话，能使人际关系转变、加强、发展、成熟，并建立让人感到关爱和安全的真正健康的人际关系来帮助我们成为我们应该且能成为的那种人。这些准则不论是在夫妻之间、母女之间、老板与员工之间还是同事之间都适用。这些准则都是基本准则，一旦违反，就会造成人际关系的重大问题并极有可能完全破坏这段人际关系。



From our personal success, business, and relationship success to our emotional and mental health through to our salvation, one of the most fundamental things we can do is be clear on our values, especially in a society where we are bombarded daily with messages, beliefs, poor values, and behaviors. If you don't make conscious effort and choose your goals and values, then the chances of your being sucked in to the general views of society are almost certain. You must think through what it is that you want for yourself, your family, and your country and put these goals and values in print and resolve to their achievement.

This was first and foremost the biggest problem with Jane: She was not clear on her values, or at least did not have values that strengthen and build character and relationships. This lack of clarity lead to her confusion as to how she ought to feel. It is also the same problem the announcer had, as well as many of the callers. I do not believe any of them to be bad people, they just did not have clear goals and values on building strong relationships, so they were driven to act and react according to their feelings instead of their choice of values. This story is a perfect example of why it is so very important for you to think through and consciously choose what you desire, your goals, your values, and who you desire to become, or you will not have the ability to overcome the subtle pressures of society at large.

I really love this analogy Anthony Robbins uses to illustrate the point of choosing. He calls it *The Niagara Syndrome*:

*"Life is like a river for many people, they just jump in the river of life without ever deciding where they want to end up, so they quickly get caught up in the current: Current events, current challenges, and current fears. And then they come to the forks in the rivers, they don't consciously decide which way to go, they just go with the flow of the river (the flow of the*

从我们的个人成功、事业、人际关系成功到情感、精神健康，再到自我救赎，我们需要做到的一个最重要的事情就是明确自己的价值观，尤其是在这个充满各类资讯、信念、不良价值观和行为的社會中。你如果不下意识地制定目标、确定自己的价值观的话，你就只能拥有大众化的思想。你必须彻底想清楚对于自身、家庭和国家，你究竟想要实现怎样的目标和价值观，然后你需要不折不扣地实现这些目标和价值观。

简所面临的最大问题是她不清楚自身的价值观，或者至少她没有可以加强自身性格和与他人之间人际关系的价值观。缺乏对自身价值观清晰地认识会导致一个人不知道应该怎样对待事物。这也是电台主持人和许多来电者共同存在的问题。我认为他们都不是坏人，他们仅仅是没有能够建立良好人际关系的清晰目标和价值观，所以他们的行为不是由所选的价值观驱动的，而是由自身感觉驱动。这个故事很好地解释了抉择的重要性，一个人需要认真思索，小心抉择自己的心愿、目标、价值和想要成为怎样的人，否则他将无法克服社会中存在的大部分压力。

我非常喜欢安东尼·罗宾对选择做出的类比。他称其为“尼亚加拉综合征”：

*“对许多人来说，生活就像一条河流，他们只是跳入生活的河流，但从未思考到哪里结束，所以他们很快就被当前所存的问题困扰：当前的事件，当前的挑战和当前的恐惧。当他们来到河流的分叉路口时，他们不会自主选择，而只*

*majority instead of being directed by their own values and goals) and, as a result, they feel out of control but continue to drift down stream; until one day, the sound of the raging water wakes them up and they realize they are 5 feet from the falls and they are in a boat with no oars, and then they say, "Oh shoot!" But it's too late. They are going to take a fall: It may be a financial set-back or the break-up of a relationship, or maybe even a health problem. In almost all of the cases, the fall could have been prevented by making better decisions up-stream."*

This is possibly where Jane's relationship was going: Going with the flow, drifting down the river until it had a major crash. As I refer back to the four key principles of relationships, I do not think anyone would disagree with me that these are essential for healthy relationships. The four keys or principles are:

1. Trust
2. Respect
3. Understanding
4. Commitment

We would probably all agree with these, but few ever take the time to make them part of their goals and mission. Look at the story above. Did the actions of the fiancé violate any of these values? All four, perhaps. Well, I can accept that it may not have directly affected the commitment or even the trust of the relationship, provided that he didn't do something with the strippers that would have violated that, but his attitude and that of his friends was a direct violation of respect and understanding. I can only hope, for the sake of that couple's relationship, that this experience caused them to sit down with each other to consider what values they would want to base their relationship on. Unfortunately, I do not think this was going to happen.

是随波逐流（顺应大部分人的选择，而不是顺应自身的价值观和目标），然后他们会感到失控，但还会继续漂流而下；直到有一天，汹涌的波涛声唤醒了他们，他们突然意识到自己距离瀑布仅有五英尺远，并且他们的船上没有船桨，然后他们惊呼“是激流！”但为时已晚。他们将会从高处跌落：这可能是财务危机或人际关系破裂，甚至可能是健康问题。然而所有的问题都能够通过在上游时做出明智的抉择来阻止它们的产生。”

这很有可能是简与其未婚夫俩人关系未来的发展情况：随波逐流，直到遇到不可调和的矛盾。我认为人际关系的四大原则对于维护人际关系健康发展来说至关重要。这四大准则分别是：

- 1、信任
- 2、尊重
- 3、理解、
- 4、交流

我们可能都认同这些，但很少有人花时间将它们融入到自己的目标和使命中。看看上面的故事。未婚夫的行为是否违反了这些准则？也许都违反了。如果他没有和脱衣舞娘发生关系的话，我认为他没有违背与未婚妻之间的承诺或两人之间的信任，但未婚夫及其朋友的态度却违背了尊重和理解准则。我仅能期望两人能看在彼此关系的份上，坐下来好好思考一下两人关系应道建立在何种价值观上。不幸的是，我认为两人不会这样做的。

Most likely, from the flood of phone calls and the announcer's point of view that there is no harm in the action, she was likely going to be influenced in a way that could weaken what values she was not very clear on. My only contention is that you understand these principles and check your own relationship and decide for yourself if you want to abide by them or not. Everything is your choice, I only ask that you consider and apply the application at the end of this chapter and see how your relationship responds.

Now, let's look at these principles and understand how or why your relationship, if either is missing from a relationship or if you consciously or unconsciously violate them, will have constant battles and struggles or begin to deteriorate. If the relationship begins to deteriorate for too long, then it is doomed to fail, or at least take a major fall that could have and should have been prevented.

### **Principle #1: Trust**

There are many ways that trust can be broken or violated in a relationship: Lying, stealing, cheating, and adultery are the obvious, but there are other and subtler ways of breaking trust that can have the same impact.

### **Confidence**

Sometimes we do the subtle things, like when someone confides in us: They feel there is a level of trust, so they share some of their feelings and struggles and then we go and tell someone else. This is devastating to the other person and breaks trust. This is one reason why lawyers and psychologists have 'confidentiality agreements': It's the trust factor that, when violated, can do a lot of harm. The rule here is simple: Never tell anyone else about what someone has risked to talk to you about.

### **Belittling**

Parents have to be especially careful about this when children try to talk to them about their

从大量来电和主持人的观点来看，他们都认为未婚夫的做法没错，这位咨询者将来很有可能受不熟知的价值观的影响。我仅希望你能够了解这些准则，检查一下自己的人际关系，确定是否要遵守这些准则。所有的一切都是你选择的结果，我仅希望在本章最后你能够考虑并做章节后边的练习，然后看一下你的人际关系将会如何发展。

现在，让我们了解一下这些准则，了解你的人际关系是如何或为什么总是问题不断或恶化，无论是由于你没有考虑到这些准则还是有意识地或无意识地违背了这些准则所引起的。如果人际关系恶化了很长时间，那这段关系一定会破裂，或者至少会出现的重大的挫折，而这挫折本应该是可以避免的。

### **准则一：信任**

信任危机可以在很多方面让一段关系破裂：撒谎、偷窃、作弊、外遇等行为很容易破坏关系，除此之外还有其他方式可以造成同样的影响。

### **秘密**

有时候我们会做一些微妙的事情，例如当有人想和我们诉说秘密的时候：他们对我们有一定程度的信任，所以他们会将自己的观点与困难告诉我们，然而接下来我们又会告诉其他人。这向对我们诉说秘密的人会造成伤害，这种行为也违背了友谊间的信任原则。这也是律师与委托人之间以及心理医生与病人之间会签署“保密协议”的原因之一：违背信任原则会造成很大的伤害。做到保密很简单：永远不要将他人冒险告诉你的事情告诉他人。

### **轻视**

父母尤其要重视孩子们告诉自己的他们所担忧的问题。不要轻视这些问

problems. Don't belittle their problems because, to them, those problems may be huge.

### **Competence**

Trust also comes in the form of competence and character. If someone does not have the competence to do a job, then you likely won't trust them. If you are admitted to the hospital and have to have surgery but you found out that the doctor who is going to perform the surgery has never done it before, then you are going to have low levels of trust.

### **Character**

The competence factor is obvious, but a character issue is not. A violation of trust in a relationship demonstrates a weakness in character. Character is very hard to change: It takes tremendous effort, courage, honesty, and personal growth. When poor character violates trust in a relationship, it must be addressed if you expect to have any kind of decent relationship with others, and even yourself.

### **Commitment**

Another thing we tend to often do is tell people what we are going to do. We say, "I am going to do this or I am going to do that," but if we don't, then they begin to lose trust in us. This is the "don't cry wolf" scenario. Don't bother telling people about all the things you are going to do, instead just show them by doing it, or if you must say something then say, "This is what I am thinking of doing. What do you think?" Then, we stand a good chance of gaining some valuable insight and build a little more rapport, rather than risk losing some trust.

When you say you are going to do something, then do it. We all understand the heartache of a child when the separated parent says he is going to pick them up on Saturday but doesn't show. It violates the trust in that relationship. The rule is simple: Use the words "I would like to" and save the words "I will" for when you are committed and resolved to do so.

题, 因为对于孩子们来说, 这些问题都是大问题。

### **能力**

对他人信任度的高低也取决于那个人能力的大小和性格特点。如果一个人没有能力做好一份工作的话, 那么你就很有可能不会信任他。如果你生病入院需要手术时发现手术医师从没有做过该类手术, 那么你就会很难相信这位医师。

### **性格**

一个人的能力能够很明显地影响对这个人的信任度的大小, 然而一个人的性格却不是这样。在与人相处中违背信任原则是性格的一种缺陷。一个人的性格很难改变: 要想改变性格需要付出艰辛的努力和巨大的勇气, 此外还需要诚实守信, 不断成长。如果你想要与他人之间拥有纯正的友谊的话, 那么你就必须改掉自身能够破坏与他人之间信任的缺点。

### **承诺**

我们喜欢经常做的另一件事情就是告诉他人自己接下来要做什么。我们会说 "我将来要做这个或我将来要做那个", 但如果我们没有做的话, 我们就会降低他人对自己的信任。就会造成 "狼来了" 的局面。不要总是告诉他人你想要做的事情, 而是通过做这件事情来告诉他人你想要做什么, 或者如果你一定要告诉他人的话, 你可以这样说: "我打算这样做, 你认为呢?" 这样说的话你就有获得珍贵意见的良好机会, 还会使关系更加密切, 并且还不会让他人对你失去信任。

如果你说了你要做什么事的话, 那么你就去做这件事。当离异父母告诉孩子会在周六去接孩子回家却没有做到时, 我们都能体会到孩子内心的痛苦。这破坏了孩子与父母之间的信任。建立信任的方法很简单: 当你做出承诺或下

Doing this will build more trust in yourself and with others.

### **Adultery**

One of the most harmful violations of trust is adultery. Our dictionaries define adultery as: Voluntary sexual intercourse between a married person and someone other than his/her spouse. Adultery is devastating, and few relationships can survive when this happens.

Some preventive medicine and clarity of your values is the best to help avoid the possible violation or misuse of trust. Most people do not consciously seek to do something so wicked, it just tends to happen when people end up in a situation where they are tempted beyond what they can handle. Clear values – goals for strengthening your relationship – provide conscious accountability that help you make wise decisions and avoid any situations that could lead to this breaking of trust.

### **Averting vulnerability**

Lois Mowday Rabey wrote an excellent book called *The Snare*. From a Christian perspective, she clearly lays out how weakness plays a big role. This is, when we are down or wounded, how we can easily fall into a trap, and recognizing our vulnerabilities can prevent many troubles. There is a positive and negative definition to the word ‘vulnerability’. Here, she mentions some precautions that are worthy of noting.<sup>26</sup>

- Recognize that your judgment can be impaired if you are in a vulnerable situation. Be clear with yourself and define what a vulnerable situation is.
- Determine to live by your values, no matter how tough the situation gets.
- Look for rationalization in your thinking, don't allow yourself to ration lies

定决心做某事时，要说“我想要”而不是“我将要”。这样做的话会让他人更信任你。

### **出轨**

出轨是严重破坏信任的行为之一。字典定义出轨为：已婚者与非婚姻关系第三方自愿发生性行为。出轨会造成不可挽回的后果，极少数恋人关系能在出轨的阴影下继续维持。

避免可能出现的信任危机的最好的办法是提前预防和弄清楚自己的价值观。大部分人并不是刻意去做不道德的事，而是面对自己无法掌控的诱惑时会不自主地做这样的事情。清晰的价值观——加强人际关系的目标——可以增强你的责任感，帮你做出明智的决定，避免陷入任何能够损害信任的情境中。

### **避免缺点**

Lois Mowday Rabey 出版过一本著作，名字为《陷阱》。从基督教徒的观点出发，她明确地罗列出一个人的弱点是如何产生重要的影响。也就是当我们心情低落或受伤时，我们是如何轻易地掉入陷阱，然而认识自己的缺点可以帮我们避免陷入麻烦中。“缺点”既有正面含义也有负面含义。在书中，她提到了一些预防措施，值得读者关注：

- 在逆境中，你的判断力会受影响。因而你要明辨所处逆境，并认清自己。
- 无论遇到多大的困难，你都应该遵守你的价值准则。
- 理智思考。

---

<sup>26</sup> Rabey, Lois Mowday. *The Snare: Understanding Emotional and Sexual Entanglements*. Wipf & Stock Pub, 2005.

(rationalize).

- Enter into a relationship of accountability with a trusted friend.
- Being stressed out and over-worked can make you vulnerable. Eat healthy and get exercise.
- Do not even take a small step toward a relationship that may lead to a tricky situation.
- Be sure to have healthy well-balanced relationships in your life.
- 与值得信赖的朋友深交。
- 压力过大和高强度的工作能让人变脆弱。请健康饮食、积极锻炼。
- 对于可能让你陷入困境中的人，不要试图接近一步。
- 在你的生活中一定要有健康平衡的人际关系。

I would personally like to add a major point to this list: All too many problems stem from too much idle time. The well-known phrase, “an idle mind is the devil’s workshop,” is a truth that has lead more people into destructive behaviors with sex, drugs, and crime than you would possibly imagine.

Being idle breeds laziness, which makes you feel weak and vulnerable. It contributes to lower self-esteem, which makes you even more weak and vulnerable. One of the best things you can do to change this situation is to identify some goals to be consciously engaged in, keep clear on your values, and consistently act in the direction of your goals. I am not saying that you should try to keep up with Anthony Robbins, but keep yourself from laying around the house wondering what you should do with the day. Avoid the idleness and laziness.

## Rebuilding trust

If you have violated trust in a relationship, there is a way to rebuild that trust. It starts with the same first principle of success and leadership, ‘responsibility’, and taking 100% of it. You have to remove all blame and excuses, accept the weakness and character flaw you have, and commit to moving forth from there. This is a commitment to yourself.

I highly recommend that you do not tell the other person what you are going to do anymore.

对此，我想补充一点：过多的空闲时间会产生很多问题。“无所事事的头脑是魔鬼的作坊”是一句至理名言。一个人如果无所事事的话就会沉迷于情色、毒品甚至于犯罪中，给人带来意想不到的灾难。

无所事事会滋生懒惰，让人感到不堪一击，还会让人逐渐丧失自尊，变得更加脆弱不堪。改变这种情况的最好的方法就是明确自己的目标和价值观，并朝着目标的方向努力。我并不是要你做到像安东尼·罗宾那样，但至少你不应该整日躺在家里思考怎样消磨时间。你应该避免懒惰。

## 重建信任

如果你在与人际交往中失信于人，有一种方法可以让你重建信任。你所要做到的第一件事情与获得成功和提高领导力所要做到的第一件事情一样，“负责”，对自己所做的事情百分之百负责。你不能寻找任何借口，不把过错归咎于他人，承认自己的缺点并在此基础上努力向前。这是你需要做到的。

我强烈建议你不要再告诉别人你将

Don't make the mistake of explaining how you are going to change – he/she won't believe you anyway, and shouldn't. Simply write it out and start working on it. Even if they have thrown you out of the house, ask for nothing from them, and don't bother to tell them that you are going to change, but show them. Never say, "I am going to do this or that," but instead show them!

You start by doing the personal work of setting a goal to resolving your character issue and demonstrating to the other, not telling them. Actions always speak louder than words, and this statement has never been as true as in the case of broken trust. Once you have become totally humble (which is a quality all of us should strive for in our character and relationships), have taken full responsibility for yourself regardless of what other people do, and you have prepared a detailed plan of the actions you will need to take to correcting things (first at the source, which is you, and then making things right with the other), then you are well on your way to rebuilding the trust in the eyes of the other.

#### **Here are some clear steps to follow:**

1. Clearly define the problem in yourself, not in the other. You must be 100% honest and 100% responsible. If there is any such talk like "I can't", "Yeah, but...", "But they ..." then you are not taking full responsibility and will not make real, lasting progress.
2. Clearly define the goal which you desire to achieve. Define the goal based on what you want to change in yourself and hope that that will be enough for the other person. This can be two separate goals. One for your change and the other to restore the relationship.
3. Create a plan for achieving the goal. Write out all 6 steps that we teach in the

要做什么。不要向他人解释你将如何改变自己——因为根本就没有人相信。你应该做的就是把想要做的事情写出来并努力去做。即使周围的人将你排斥在外，你也不应向他们寻求任何帮助，不要告诉他们你打算改变自己，只要向他们展示出你的成功就行。永远都不要说“我将要做这个或那个”，你所所做的是将做到的事情展示给他们！

你下定决心来克服你性格上的缺点，并直接将结果展示给他人，而不是说给别人听。行动总是比言语更响亮，这句话非常适用于失信于人的情况。如果你能做到非常谦虚（这是每个人都应具有的良好品德，在与人相处时也应该努力做到），不管他人怎样做，都对自己所做的事情全权负责，制定出详细的补救方案（先从自身出发，纠正自己做错的事情，再逐渐弥补他人），这样在他人眼中你就能重建信任。

#### **以下是具体的操作步骤：**

1. 明确自身而不是他人所存在的问题。你必须百分之百真诚、百分之百负责。如果你说“我不能”，“可以，但是”，“但他们”……那你就根本没有负全责，你也就不能取得真正持久的进步。
2. 明确你想要实现的目标。在你希望自己做出的改变的基础上制定目标，并期望这些改变足够修复与他人的关系，这可以成为两个目标。一个针对自身的改变，另一个用于修复与他人的关系。
3. 制定实现目标的详细计划。写

*Life Goals Planner*, two of the six steps being absolutely critical: Step 1 is a clearly-defined goal, and step 2 is a detailed plan of action. (The *Life Goals Planner* has an excellent sample plan for being a great husband or father, which has some excellent application steps for you to consider.)

4. Get an *accountability partner*. Whether this be a counselor or a third party, who both of you respect and admire, and who can check you once and a while. This is most helpful for whom you are trying to build the trust with. Let them go to that person to see how you are doing instead of coming to you. This is critical for a trust issue. Always let a third party or your actions and results speak for you.

5. Measure your progress toward your goal and your plan of action on a regular basis to check whether you are on- or off-track.

6. Strengthen your decision- and commitment-making muscles. Be committed to resolving the character issue even if the relationship is never going to be resolved. This is important because you are almost certain to repeat the problem if you don't deal with it now.

7. Get to work: Do not delay. Do something every day toward this goal. Remain humble and let time be the healer. Let the combined effort of all the little things in your plan add up to make the impact, and they will. Trust in yourself and believe that you will succeed, and soon others will trust and believe in you, too.

I promise you that you can rebuild your relationship stronger than ever before, but it is

下《人生项目规划师》中介绍的六个步骤，其中两个步骤至关重要：第一步是制定明确的目标，第二步是制定详细计划。（《人生项目规划师》一书中有成为优秀丈夫和父亲的计划典例，可以给你提供实用性的参考。）

4. 找一个值得信赖的伙伴。可以是顾问，也可以是第三方，只要他是你尊重敬仰的人并能时常监督你就行。这非常有利于你与目标人物建立信任关系。让你的伙伴从目标人那里了解你的表现而不是从你这里了解你的表现。这对信任问题来说至关重要。你应一直让第三方监督你，或让你的行为来为你做出证明。

5. 定期了解你的目标进展情况和你的行动计划，检查自己是否按目标行动。

6. 提高决策能力并信守承诺。即使无法改善与他人之间的关系，也应当下定决心克服性格上的缺点。这一点非常重要，因为如果你现在不克服性格上的缺点的话，在与他人交往时还会犯同样的错误。

7. 立即开始向目标前进，不要拖延。每天都向目标前进一点。保持谦虚，相信时间能够治愈一切。你所付出的点点滴滴的努力最终会产生积极地影响。相信自己并且相信自己能够成功，这样其他人才能也相信你。

我向你保证，你可以与他人重建比



going to take permanent demonstrating to her/him, continued character development, and commitment to becoming the man or woman who all can respect and admire. If you are not willing to do all of this, then you should accept the fact that you are not really serious and just walk away from the relationship. Accept the fact that the relationship is not as important to you as you might have thought or originally believed. This is the kind of effort that is going to be required, and it's okay if you are not willing to put that out. Just be honest with yourself and let the relationship go.

You may not want to put that kind of effort out for that particular relationship, but I encourage you to put out similar effort for the development of your character because you cannot walk away from your relationship with yourself. Do not accept poor or weak character – do not settle for less than you can be. You have the capability to overcome anything that you desire, you just simply need to make that decision and in the process you will figure everything out that you need to become the kind of person you desire to become.

To add a quick tip for the other person who is looking to you as you work on building your character: Believe! Don't be easily fooled by some smooth words or a few actions, but believe in the other person and look at them as they *could* be. I came across a quote that sums this thought up nicely: "Look at man the way he is and he only becomes worse; look at him for the way he could be and then he will become what he should be." Become a man or woman that is trustworthy in everything you do, from the little things that you say you are going to do to the commitments with your family and your business relationships.

## **Principle #2: Respect**

Another key aspect of relationships that is most often overlooked, or just not thought

之前更铁的关系。但这需要你一直向他人证明你会完善自己的性格，致力于成为让人尊重的人。如果你不愿这样做的话，那么这说明你对这段关系不认真，只能放弃这段关系。这也说明这段关系不如你原先想象到的重要。你需要付出类似上文提到的努力才能实现人际关系目标，但如果你不乐意作出努力的话也是可以的，你所应该做到的就是对自己诚实并放弃这段关系。

或许你不想为了那段特殊的关系作出努力，但我希望你能为了完善自己的性格作出努力，因为你不能放弃自己。不要让自己有软弱的性格，在尚未成为最好的自己之前不要停歇。你可以克服你想要克服的任何缺点，你所需要的就是下定决心克服缺点，在实现目标的过程中你能够解决所遇到的一切挑战。

对于督导你完善自身性格的人你应当相信他/她。不要被一些恭维话糊弄，你应当信任督导你的人，并向其学习。有一句妙语很好地对此作出了总结：“用一个人本来就有的缺点看一个人，那么那个人会变的更糟；用一个人未来可能取得的成就看一个人，那么那个人能有所成就。”你要做到君子一言，驷马难追。无论是你说你要做到的细枝末节的事情还是对家人和商业伙伴的重要承诺，你都应保持诚信原则。

## **准则二：尊重**

尊重对方是人际关系中经常被忽略

through well enough, is *respect*: Respect for another human being that they are special in their own way. As the Christians say: All of us are created in the image of God, and he loves us all.

The fact is that we are all unique. There is not another person on this planet that has the same fingerprints as you, the exact same voice, eyes, or even the exact same blood as you. Nobody on this planet thinks the way you think. Because of your character, your experiences, and the way you perceive this world, you and everybody else has a perspective that is totally unique. Respect is often most difficult with the ones we love. This is because our expectations are higher and we are aware of their weaknesses and faults, which often stand out stronger in our mind than how special and unique they are.

Respect can make or break our relationships. I have seen more arguments, break-ups, and problems develop because of a lack of respect for someone else and their point of view. Don't let this be the starting place for the arguments in your family and don't let the lack of respect ruin your professional relationships. In selling, we are taught to treat every customer as if they were million-dollar customers. Treat everybody like they were million-dollar people, especially your loved ones: Treat them like they are priceless, because real love is. Gary Smalley – who is a recognized family psychologist, speaker, and author – tells us to have honor for our loved ones. He teaches you to be in awe when you're in the room with your kids. It always embarrasses them but shows a tremendous respect.

One way we continuously show disrespect for another is by 'yeah-butting' them. You know when someone is talking and as soon as they are done, or even just before they are finished, you step in and say, "Yeah, but I..." This comment is a subtle destroyer. It shows that you are not really listening to that other person, or only

或考虑不充分的。尊重是指尊重对方所独有的一面。正如基督徒所说的那样：我们都是以神的形象创造的，并且他爱我们所有的人。

每个人都是独特的。世界上没有任何一个人能与你的指纹、声音、眼睛或血液成分完全相同。也没有哪个人能同你拥有相同的想法。因为你独特的个性、生活经历以及对世界的看法决定了你与他人对事物的看法不完全相同。我们很难对所爱的人保持尊重，因为我们对所爱的人有更高的期望，并且我们非常了解所爱的人的缺点，这些缺点常常能够让我们忽视所爱之人的独特性。

尊重能够让我们与他人建立人际关系也能破坏人际关系。由于对他人及其观点缺乏尊重，我们与他人之间会出现问题，经常争吵，甚至关系破裂。请不要让这成为你家庭不和的起因，也不要因为缺乏尊重而破坏业务关系。在销售过程中，经验人士告诉我们应当把每一个顾客都看作是百万富翁。生活中，我们应把每个人都当做百万富翁一样对待，尤其是对我们所爱的人：把他/她们当做珍宝，因为真爱无价。加里·斯莫利——公认的家庭心理学家、演说家和作家——告诉我们要以我们所爱的人为荣。他还告诉我们当你与孩子在一起时，你应当充满敬畏。这可能会让孩子感到尴尬，但能使你在很大程度上表达出对孩子的尊重。

我们对他人不尊重的常见表现之一就是对他人说“对，但是……”。当某人刚刚讲完话或即将讲完话时，你对讲话的人说“对，但是……”。“对，但是……”这种类型的评论能很微妙地表达出对讲话人的不尊重。这种评论表示你没有认真听他人讲话，或者仅仅听了

enough so that you can counter-comment with something wiser. It demonstrates that you think what you have to say is more important than what the other does, that you have the right understanding but they don't. This shows a total disrespect and ignorance of the value of another's comment. "Seek first to understand before being understood."

Pay attention when others are talking. Forget about who is right and who is wrong. Hear them out, pause after they have spoken, and ponder what they have said, not where you think they are wrong – even if they are – but where they are coming from. Continually ask, "What exactly do you mean by that?" Ask yourself, "Where or from what perspective is this thought or comment coming from?" This will help you build a much stronger and intimate relationship.

I love this definition I came across in the Hebrew language: 'Intimacy' is a deep mutual knowing of another for the purpose of caring involvement. Have respect for someone else's ideas, thoughts, and comments. Don't yeah-but people to death, especially children. Parents, please listen to your kids: Let them express themselves without making them feel like they don't know anything. Teach them to have an opinion and that their opinion *does* matter. Recall some of Denis Waitley's points of leadership with your children from Chapter Two:

- Do listen often without prejudgment.
- Don't put them off when they ask questions or they will grow to seek information elsewhere.
- Do discover their unique qualities and develop them, encourage them to feel good about their unique one-of-a-kind talent.
- Don't tell them their fears are silly: They are real to them.
- Do encourage them to express their own

足够你提出更明智建议的信息。这说明你认为你所说的比讲话人说的更重要，也说明你认为你的理解正确而说话人的理解不正确。这种做法是对他人观点的不尊重。“在希望他人理解自己之前要先学会理解他人。”

当他人讲话时要认真聆听。不要去想谁的观点正确，谁的观点错误。听完他人的观点，等他人讲完后暂停一会再发表自己的观点，并在暂停的时间里仔细考虑他人所讲的话，思考他人所提观点的依据，而不是思考他人所犯的错——即使他人真的犯错了。要一直问他人，“你那样说所表达的真正意思是什么？”问一下你自己，“这种观点的提出依据是什么？”这会帮你与他人建立更牢固、亲密的关系。

我非常喜欢希伯来语中关于“亲密”的定义：亲密是以关怀为目的的双方深入了解。尊重对方的观点、思想和意见。不要否定对方的观点，尤其是面对孩子的时候。家长们，请认真聆听自己孩子的观点：让孩子们表达出自己的思想，不要让他们认为自己什么也不懂。教导孩子们要对事物形成自己的观点，并告诉孩子们他们的观点很重要。和孩子们一起温习一下第二章丹尼斯·魏特利关于领导能力的观点：

- 学会不带有偏见的聆听。
- 当孩子向你问问题时，要立即回答，否则孩子会另想办法来获得答案。
- 发现孩子的特长并开发这些特长。鼓励孩子，让孩子对自身独特的特长感到自豪。
- 不要告诉孩子他们的担忧很愚蠢，因为这些担忧对他们来说都是很真实的。

- ideas.
- Don't forget they can't always explain themselves – their answers shouldn't have to always satisfy you.

Respect is an attitude that can be learned and formed so that you become a person everyone likes to be around.

1. If you respect others, then they will respect you.
2. Eliminate the words 'yeah-but' from your vocabulary, completely. Believe me, you will never miss them.
3. Pay attention when people talk, if it is a one-on-one conversation, then lean a little forward, which helps you be more attentive.
4. Value others comments and don't get caught up if they are right or wrong.
5. Finding the right words to express ourselves is often difficult. Let people finish what they are saying and pause with some reflection before you comment, and seek first to understand before being understood.
6. Be considerate, caring, and respectful.

### Principle #3: Understanding

We can easily see how the last principle ties into this one. Seeking to understand shows respect and respecting helps us to understand. To some degree, men *are* from Mars and women *are* from Venus.<sup>27</sup>

It is true that we are wired very differently, but we are not from different planets. Though we are extremely complex, we are actually very easy creatures to understand and also very predictable. We mostly have the same basic needs for love and affection, to be valued, to

- 鼓励孩子表达自己的想法。
- 要记住孩子有时不能完全表达清楚自己的想法，所以孩子的回答有时不能让你满意。

人们可以学会对他人尊重并养成对他人尊重的习惯。尊重他人能使你成为受人欢迎的人。

1. 如果你尊重他人的话，他人也会尊重你。
2. 从你的词典中彻底删除 ‘是的，但……’。相信我，你永远都不会想念这种表达。
3. 当与他人交谈时请集中注意力。如果是一对一的交流的话，说话时要向对方靠近一些，这样更能让你集中注意力。
4. 重视他人的观点。但不要纠结于他人观点是否正确。
5. 人们通常很难找到能够表达自己思想的合适的词汇。当他人讲话时要让说话人说完。在对他人所讲的话做出评论之前先思考一段时间，要先做到理解他人的话再期望他人理解自己的观点。
6. 要体贴、关怀、尊重他人。

### 准则三：理解

上一个原则与这一原则联系紧密，这是显而易见的。寻求理解是尊重的表现，并且尊重他人有助于相互理解。从某种程度上讲，男人来自于火星，女人来自于金星。

我们每个人的思维方式确实不同，但我们都来自于同一星球。尽管我们很复杂，但事实上我们很容易被理解，我们的行为处事也很容易预测到。我们大部分人都对爱、关怀和尊重有相同的需求，都希望能够在这个世界上有一定的

<sup>27</sup> Gray, Dr. John. *Men are from Mars, Women are from Venus*. Harper Paperbacks, 1992.

make a difference in this world, and to make a contribution. We are creatures of habit and don't change very much. We are the way we are and we must come to terms with that: Our character or personality doesn't change.

This book is really all about change, about growing in awareness and understanding so that we can evolve into ever more conscious and caring beings, but certain things about us will never change.

We all have dominant characteristics that can place us in certain categories. My Zodiac sign is Sagittarius. My Chinese animal is the Tiger. I am an analytical driver on any typical personality profiling test. I have an INTJ score in the Myers Briggs personality typing. These characteristics don't change. It's the way we are wired and something we need to understand about ourselves and about those closest to us. What are you? What are your children, your spouse, boyfriend, or lover? Plato said, "The unexamined life is not worth living," and to a large extent this quote is so very true.

Even a little bit of understanding of how we are wired can help us to be so much more understanding in our relationships and prevent so many unnecessary arguments and problems. Part of the process of growing in understanding may be to go through many of these personality profile tests. Another very valuable process is identifying our natural gifts and skills. It was quite a leap in my own understanding of myself that my greatest strengths are also my greatest weaknesses. Because I am a driver, I often get frustrated when people do not accept or buy into my vision. This is an area I have to keep a close check on as I continue to take on more leadership roles in business and the community. I also found it revealing to understand more about my sensitivity and that what I used to think of as a weakness I now see as a strength, thanks to David K. Reynolds:

*"Overly-sensitive people don't often see the*

影响力并且为这个世界做出贡献。我们都有自己的习惯并且不会轻易改变。我们按自己的方式生活，并且我们都得认同一点：我们的性格或个性不会轻易改变。

这本书主要帮助人们改变性格、增强意识以及加强对他人的理解，只有不断完善自己，我们才能够更加清醒，才能够更加关爱他人。但在某些事情上，我们是永远不会做出改变的。

我们每个人都有自己的主要性格，根据每个人的主要性格可以将人进行分类。我是射手座，属虎。无论在何种性格测试中，我都是分析驱动型人格。在迈尔斯·布里格斯性格分类法中我的测试结果是 INTJ。人们的这些特性不会轻易改变。这些特性构成了我们独特的个体，这也是我们需要了解自己以及与自己最亲密的人的地方。你是什么样的？你的孩子、配偶、男朋友或爱人是什么样的？柏拉图认为“未经审视的生活是没有价值的”，从很大程度上来说，柏拉图的观点是正确的。

仅仅只了解一点人们的个性是怎样形成的都能够帮助我们加强人与人之间的理解，避免不必要的争论和麻烦。提高理解他人能力的过程之一就是进行各种人物性格剖析的测试。另一个比较重要的过程就是了解自身的天赋和能力。我最大的优势也是我最大的劣势，对于这一点我很难理解。因为我做事主动，所以当其他人不接受或不相信我的眼光的时候，我都会感到非常沮丧。随着我在生意上和社区中扮演越来越多的领导者角色，我不得不对此认真审视。进一步了解我自身的敏感性让我受益匪浅，过去我所认为的缺点在今天看来成为了优点。戴维 K. 雷诺兹说过：

*positive side of their character. We see the obsession but not the ability to persist. We see the sensitivity to pain but not the ability to be sensitive to others. We see our need for empathy but not our ability to empathize. We see our strong fear of failure but not our ability to succeed. We see our cautious hesitancy to act, but not our imaginative foresight. For each neurotic problem area there is a corresponding positive desire and ability.*"<sup>28</sup>

All of this helps raise our level of awareness of who we are, which contributes to our understanding, but the biggest of all may be just paying attention: Really listening and caring for the other. People don't care how much you know until they know how much you care. Strive to understand and appreciate the unique differences, the personalities, and styles of other people.

When someone else is talking and trying to express themselves, just pay attention. Remember that words are sometimes hard to come by. Most of us have difficulty expressing what is really going on in our heads and hearts. So give people a chance. Often, we need to say things two or three times before it starts coming out like we really want it to. Continually ask questions as suggested in the previous principle. Whenever you find yourself thinking, "That's a bunch of B.S." or, "This person doesn't know what they are talking about," then stop that and start asking questions that drive deeper understanding.

I would like to conclude this principle with a supposedly true story told by Chuck Swindoll a few years ago. Chuck had a close friend who knew a young attorney in Texas of a sizable law firm. He worked for a traditional kind of boss who had a thing for Thanksgiving.

“过于敏感的人经常看不到自身性格积极的一面。我们只会痴迷却不会坚持。我们只对痛苦敏感，却对他人冷漠。我们渴望与他人共鸣却无法对他人感同身受。我们害怕失败却不去寻求成功。我们对行动犹疑不决，缺乏想象力和远见。人们对每一个神经质的问题都有相对应的积极的渴望和解决问题的才能。”

这些都能帮助我们提高对自我的认识，帮助我们提高理解能力，但最重要的一点是要专心：真正做到认真聆听和关怀他人。尽力去理解和欣赏他人独特的性格特点和行为处事的方式。

当他人讲话时要专心听他人讲话。有时人们很难找到合适的词汇表达自己的观点。我们大部分人都很难解释自己脑海里所想的事情，所以要给他人一个机会来了解自己。通常情况下，在我们做到想要做到事情之前我们得先解释两三次，所以我们按上一准则建议的那样不断地问问题。“这简直是胡言乱语”、“那个人不知道自己在说什么”当你发现自己有类似的想法时要立刻停止，并开始问能够让自己进行深入思考的问题。

我想以几年前查克·施蕴道跟我讲的一个真实的故事来总结这一准则。查克的好朋友认识一位在德克萨斯州一家大规模律所工作的律师。这个律师的老板有点传统，对感恩节非常重视。这个

---

<sup>28</sup> Reynolds, David K. *Water Bares no Scars: Japanese Lifeways for Personal Growth*. 1987.

Every year, the boss would go through a sort of ritual:

At a large walnut table he would place a series of turkeys for each member of the law firm. This was not just a simple pick-a-turkey-if-you-want-one, but a formal setting where your turkey would be placed in front of you; and when the time came for you to receive yours, you would step up to the turkey and express how grateful you were to work for the firm and acknowledge the gift of turkey and the special holiday of Thanksgiving.

Now, the problem was this attorney was single and had no use for a large turkey. First, he didn't know how to fix it and second, even if he did cook it, what would he do with all the meat? However, because it was expected, he took the turkeys every year. What he didn't know is that one year his close friends stole his turkey and in its place put a paper mache turkey, and weighed it down with lead to make it feel like a real one. They put a real neck and tail on it so that it looked just like the real thing, but it was really a bogus bird through and through.

When his turn came, he stepped up and picked up the bird and announced how grateful he was to be with the firm and to receive the turkey on the memorable day of Thanksgiving. Later that day, he got on the bus for home and sat down with the turkey on his lap, wondering what in the world he would do with it. Later down the route, a man got on the bus looking a little worn down and discouraged, and so happened to sit down on the vacant seat next to the attorney. They struck up a conversation talking about Thanksgiving and, by-and-by, the attorney learned that this stranger was out job-hunting but having no luck. The

老板每年都在感恩节这天进行一种类似于仪式的活动:

他会在宽敞的胡桃木桌上摆上为律所的每位员工准备的火鸡。这不是简单的谁想要谁就取走,而是一种非常正式的活动,火鸡会摆在每位员工面前。当轮到某位员工取火鸡时,员工应当走向火鸡并表达自己能在律所工作的感激的心情以及向老板致谢,感谢他把火鸡作为感恩节礼物送给自己。

问题是这位律师单身,这么庞大的火鸡对他来说毫无用处。首先,他不知道怎样处理火鸡,其次,即使他知道怎样烹饪火鸡,又应当怎样处理吃不完的火鸡肉?然而,因为老板期望他能拿火鸡,所以他每年都会拿火鸡。但有一年在他不知道的情况下他的朋友偷了他的火鸡,并在原位置上放了一个纸糊的火鸡,并且在纸做的火鸡内部装上了同等重量的铅,使假火鸡掂起来和真火鸡一样重,并且他的朋友们还把真火鸡的头和尾巴安在了假火鸡身上,让假火鸡看起来像真的一样。虽然看起来像真的,但这个假火鸡的的确确是假的。

当轮到这位律师的时候,他走向火鸡并拿起它,同时表达了自己对律所以及收到火鸡作为感恩节礼物的感激。下班之后,律师坐上回家的公交车,并将火鸡放在膝盖上,他根本不知道如何处理这只庞大的火鸡。不一会,一位穿着有点破旧的男士上了车,他看起来有些沮丧。碰巧的是这位男士坐到了律师座位旁边的座位上。律师和这位男士开始了交流,他们先谈论了感恩节,随着对话的深入,律师得知这位男士外出找工作却没找到合适

stranger had a large family and was wondering what he would do for Thanksgiving, which was the next day.

The attorney had the idea that this was his day to do a good deed and would give the man his turkey. Then, he had a second thought that this man was not a free-loader, he was not a bum, and it would probably break his pride to give the man the turkey, so he decided he would sell it to him. "How much money do you have?" the attorney asked. The man responded, "I have a couple of dollars and a few cents." "I would like to sell you this turkey," and he placed it in his lap and said, "sold," and proceeded to take the man's last couple of dollars. The man was moved to tears and thrilled to death that his family would have Thanksgiving at home with a turkey. He got off the bus and waved to the attorney with kind words such as "God bless you" and "have a wonderful Thanksgiving," and "I will remember you forever." The bus then drove off.

The stranger got home and announced to the family, "You will never believe the nice man I met today!" He set the turkey down on the table and begun to unwrap it only to find a paper bird weighed down with lead. The next day at the office, the attorney came in and his friends were dying to know about the turkey. You can imagine the look on their faces when they heard the nice story of the stranger on the bus.

Chuck tells us that from what he understands, the attorney and his friends searched the bus lines for the next week for that man who, as far as he knew, still entertains a misunderstanding about a guy who sold him a fake turkey for \$2.00.

We never know where people are coming from, what kind of past they have had, what experiences have shaped the way they are, and

的工作。这位男士家里有很多成员，男士不知道在第二天感恩节这天能为家里人做些什么。

了解了这位男士的困境后，律师心里想，或许他应该做件好事，把这个火鸡给这位男士。可律师转念一想，这位男士不是乞讨者，如果直接把火鸡送给他的话，就会伤害这位男士的自尊心。因而律师打算把火鸡卖给这位男士。“你手头上还有多少钱？”律师问道。男士说“我还有两美元零几分。”

“我想把这只火鸡卖给你，”律师将火鸡放到那位男士膝盖上并且对他说：“成交。”接着，律师取走了男士手里的钱。男士非常激动，因为他家里的人终于能在感恩节这天吃上火鸡了。男士到站下车时向律师挥手致谢，并且一直向律师说“上帝保佑你”“我永远都会记得你”“感恩节快乐”等祝福话。

这位男士回家后对家人说：“你们绝对想不到我今天遇到了一位多么好的人！”他把火鸡放在桌子上并将外面的包装纸剥开，然而却发现火鸡是纸做的用铅填充的假火鸡。律师第二天去办公室的时候，他的同事都迫切希望知道他是如何处理这只假火鸡的。当他们听说了在公交车上发生的事的时候，你可以想象到他们脸上尴尬的表情。

查克说据他了解，这位律师和他的朋友在接下来的一周里都去公交车上找人那个用两美元买了只假火鸡的人。

我们无法知道其他人来自于什么地方，曾经经历过什么，什么样的经历塑造了他们，也不知道其他人是如何看待



how they see things. When we see or hear about someone who we want to judge and say negatives things about, take a second to step back and think of a best-case scenario instead of the worst-case scenario about them. Dig deep and try to understand what they are made of. Seek first to understand before being understood, and watch your relationships flourish.

*“Lord, grant that I may not seek so much to be understood as to understand.”*

*— Saint Francis of Assisi*

#### **Principle #4: Commitment**

Commitment is really the glue that holds everything together. It is the trust, respect, and seeking to understand that makes a relationship run smoothly and prosperously, and it is the commitment to these things that makes it solid.

I think we live in a society of weak commitments: We seem to be taking less responsibility as we want to lean on others or the government to solve our problems. Relationships are truly the best test of our commitments, especially marriage. It is common to hear the stories of long-term relationships in which the commitment they once had for one another was key to their success. Take the following story, for example:

“Here we stand, arm-in-arm, in our oldest child’s backyard on a beautiful summer evening, surrounded by friends and family. Candles are twinkling, tables are piled high with food, and big band music is playing out of speakers on the patio. It is our 40<sup>th</sup> wedding anniversary party, and as our daughter toasts our love and our commitment to each other and everyone

事物的。当我们看到或听说了一个人的事迹并且想要评价或批判那个人时，要先认真想一下，要从积极的角度看待这个人而不是从消极的角度去了解这个人。要尽量深入了解这个人究竟是一个什么样的人。在渴望被他人了解之前先了解他人，这样你与他人的关系才会越来越好。

*“主啊，赐予我不须寻求谅解而是谅解他人。”*

*—— 圣法兰西斯*

#### **准则四：信守承诺**

信守承诺如同胶水一样可以将一切凝聚在一起。信任、尊重以及寻求理解能使人际关系进展顺利，而信守承诺能让人际关系更加牢固。

我认为我们生活在一个不重视承诺的社会：我们似乎较少承担责任，因为我们想依靠别人或政府解决我们的问题。人际关系是我们检验一个人是否信守承诺的最好测试，尤其是婚姻关系。人们经常听关于长期关系的故事，故事的主人翁们彼此之间的承诺是他们取得成功的关键。以下面的故事为例：

“在这个美丽的夏夜，我们手拉着手站在我们最大的孩子的后院里，周围是我们的朋友和家人。烛光闪烁，桌上堆满了食物，乐队正在院子里演奏音乐。这是我们结婚第四十周年纪念日的聚会，当女儿向我们祝酒，我们向彼此承诺，每个人都将酒杯举到头顶时，我看到

raises their glasses above their heads, I catch the sight of a tear glimmering in the corner of my wife's eye.

“We didn't make it this far because it was easy. We made it through 40 years of marriage because we vowed that we would. We were committed even when it didn't feel like we were, and that meant never backing out, even when it was hard, or uncomfortable, or painful. We learned to compromise and discovered that difficult situations can make you stronger and more patient. Staying committed to your goals and dreams doesn't guarantee you'll have an easy road, but you'll be working toward something important with every step you take in that direction. Tonight, the smile on my wife's face is all I need to tell me it has been worth it.”

I like this story because it's true, for one thing, but also because the couple mention the commitment to their goals. I believe that commitment to your goals and dreams is as equally important as your commitment to your vows. We all know of long-standing marriages in which neither husband or wife is very happy, and what passes between them has generated into almost total ritual. They do the same things to each other, hold the same opinions about each other, and issue the same complaints. Neither one is willing to grow because both have too much invested in making sure the other never changes. Change and growth is crucial to have happy, rich, and nurturing relationships.

Another huge mistake people make is trying to change the other person. This is a major rejection in life. It's like saying you are not good enough the way you are and that you should be more like the way I want you to be. It just won't work. As mentioned above, people don't change and this will only cause stress and strain for absolutely no gain. The key is to focus on your growth together, in taking relationship

妻子的眼角有一滴泪在闪烁。”

“我们在一起生活了这么长的时间并不是因为生活很容易。我们一起生活了 40 年是因为我们对彼此承诺会一直在一起。虽然看起来我们不会过一辈子，但我与妻子对彼此做出了承诺，无论生活多么困难、不适和痛苦，我们都永远不会退缩。我们学会了对彼此妥协，而困境能让人更加坚强，更有耐心。坚持不懈地向目标前进或追寻梦想并不能让你一帆风顺，但你却向着目标或梦想一点点前进。今晚，我妻子脸上的笑容告诉我我所做的一切都是值得的。”

我非常喜欢这个故事，一方面是因为这是个真实的故事，另一方面是因为这对夫妻谈到了他们对目标的承诺。我认为对目标和梦想的承诺与结婚誓言同样重要。我们都知道在长期的婚姻生活中，夫妻双方并不是一直都很快乐的。他们在长期的生活中都形成了固定的相处模式。他们对对方会做同样的事，对对方的看法会一成不变，会向对方抱怨同一件事。夫妻双方中的任何一个人都不乐意改变，因为他们都为了让对方保持不变付出了许多。然而，改变和成长对于拥有幸福以及发展人际关系来说是至关重要的。

人们会犯的另一个比较严重的错误就是试图去改变他人。这是对他人很大程度的否定。这就像是说你不够优秀，你得按我的方式来变优秀。这根本就不管用。正如上文提到的那样，人都不喜欢改变，试图改变他人只会让人感到紧张，并且不会取得任何成效。人际交往中最重要的就是你和对方一起成长，一

courses together, in reading books, and discussing points and applications together.

It is very important to understand that change is a source of disruption and challenge, and that's where commitment and understanding is going to have to come in. You have got to be aware and understanding of the fact that when one person grows, everything in a relationship changes. As Scott Peck talks about in *A World Waiting to be Born* where he describes 'system theory': He explains that just as every cell is part of an organ which is part of a body, that same body is part of our eco-system, and so on. So it is that our relationships are interconnected organisms and when one part changes, the whole system changes and needs to be adjusted. Otherwise, the system breaks down.

This is precisely where commitment and understanding are required because it's often hard to identify what's going on. All we know is that things have changed and it is forcing us to adapt. This is change you have to embrace and not resist. Someone once said, "Individuals do not resist change, they resist *being* changed." Do not resist, instead stay committed to your relationship and your goals and dreams, and you can write your own story at your 40<sup>th</sup> anniversary.

*"I believe life is constantly testing us for our level of commitment, and life's greatest rewards are reserved for those who demonstrate a never-ending commitment to act until they achieve. This level of resolve can move mountains, but it must be constant and consistent. As simplistic as this may sound, it is still the common denominator separating those who live their dreams from those who live in regret." - Anthony Robbins*

## Bringing the four principles together

There you have it. The four key principles of any relationship: T.R.U.C. We can also see

起学习处理人际关系的课程，一起读书，一起讨论重点等。

在人际关系中，改变是导致人际关系出现问题或破裂的原因之一，正因如此，人们才需相互理解，并对彼此做出承诺。一个人如果能够明白这一点是非常重要的。当一个人成长时会影响与他人之间的关系，你必须意识到并理解这点。斯科特·佩克在《一个等待着诞生的世界》一书中描述了‘系统理论’：细胞组成器官，器官构成生物体，与此类似，生物体构成了生态系统。而人与人之间的关系也是相互关联的，都是一个系统的有机组成之一。当一方发生改变时，整个系统都会发生变化，因而需要不断进行调节，否则系统就会崩溃。

如果出现人际关系中出现以上问题时，就需要人们彼此理解，对彼此许下诺言，因为人们很难预测未来会发生什么。我们所知道的仅仅是一切都会发生变化，而我们必须学会适应。对此，你只能欢迎不能拒绝。有人曾经说过，“人们接受改变，但拒绝被改变。”不要拒绝被改变，你所应做的就是对你周围的人、你的目标以及你的梦想负责。这样的话，在你四十年结婚纪念日上你也可以讲述自己的故事。

*“我相信，生活一直在检验我们对诺言的履行程度，而只有坚持不懈地履行诺言直到实现目标的人才能够得到生活所给予的最好的奖励。人们的这种决心可以移动山川，但这种决心必须坚持不断、始终如一。这听起来很简单，但却是区分为梦想奋斗的人与生活在悔恨中的人的标准。” —— 安东尼·罗宾斯*

## 整合四项准则

T. R. U. C. 这四项目则对于人际交往非常重要，当我们将这四项目则整合到

how they tie in to each other, as well: Trust is directly tied to commitment, as respect is to understanding. They are principles that apply to all of our relationships: Friends, lovers, children, or our business and professional relationships.

Bring them all together and you have the definition of ‘love’. Have you ever taken the time to define love? What does love mean to you? Why don’t you take a minute and write out your definition and see if it has these four principles. See, on paper, what it looks like and ask your spouse and children to write a definition, too. Then, compare.

One of my favorite definitions comes from the Bible. The New International Version says:

*“Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It is not rude, it is not self-seeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres.”<sup>29</sup>*

It’s short, but sweet, and contains all of the principles while providing a framework to build your relationships upon.

The key is to not violate any of the principles you write in your definition. Do not just take the above definition, but write your own and refine it over the weeks, months, and years. Check yourself when you are having any kind of a problem in your relationship, even a little argument, that you know is not healthy and pull out your definition and ask yourself, “Am I violating my own definition? Am I violating any of the four principles?” It doesn’t have to stop the argument, for sometimes arguments can be healthy in helping to talk out your thoughts and

一起时，就会分析出这四项准则之间的联系：信任与信守承诺直接相关，而尊重与理解之间直接相关。这四项准则适用于所有的人际关系：友谊，爱情，亲情以及商业联系等。

将这四项原则整合到一起，你会得到“爱”的定义。你曾经花时间来对爱下定义吗？爱对你来说意味着什么？你为什么 not 找点时间将你关于爱的定义写下来，然后看一下你的定义中是否包含这四项准则呢？将你关于爱的定义写下来看看，同时你也让你的丈夫或妻子以及孩子也将他/她们对爱的定义写下来，然后再进行比较。

我最喜欢《圣经》中对爱的定义。新国际版《圣经》对爱是这样定义的：“爱是耐心，爱是仁慈。爱不是自夸也不是自负，爱不是无礼，不是自私，也不是坏脾气，爱不会有不良的德行。爱不以恶为乐而以真为喜。爱是保护，是信任，是希望，是坚持。”

这段关于爱的定义虽然很短，但很亲切，它包含了人际交往中的所有准则，也为人们建立关系提供了一个框架。

不违反你自己写的定义中的任何准则是非常重要的。不要仅仅只是被动地接受以上定义，而是写下自己的定义并在之后的时间里不断完善。当你与他人的关系出现问题，例如争吵时，你需要对着自己写下的关于爱的定义反思“我违背了关于爱的定义吗？我违背了这四项准则中的某一项了吗？”反思并不意味着停止争吵，因为有时候争吵可以起到积极的作用，它可以帮助人们表达出

---

<sup>29</sup> 1 Cor, 13:4-7

feelings with emotion, even strong emotion, but you must not violate these principles.

### Advice to parents

I write these words with tremendous passion and heart-felt need to communicate this point to the mothers and fathers of the world. I am not writing this as a father, but as a son expressing some of the great struggles he went through in his heart and mind growing up due to a simple lack of communication. I am directing this thought to fathers but feel it equally applies to mothers.

This simple lack of communication I am talking about is the inability to express ones feelings. I am not talking about venting ones anger, but the ability to share with your children your weaknesses. I believe that a man shows strength when he can express his fears, when he can sit down and tell his sons and daughters that he is scared to do something. I believe it is where teaching honesty starts: It starts with our feelings about who we are and the fears and insecurities we all have. I believe a lack of this kind of communication is a sign of a weak man, or at least a man who has not grown and probably was not given the same by his own father.

I believe that every parent should learn, grow, and find the words to be able to express all emotions, that of love, courage, strength, and equally important, those of fear, weakness, and insecurity. A crying man feeling sorry for himself is pitiful, but a man who can express the natural, normal emotions with tears demonstrates courage and strength. It has been proven over and over that the best way to raise secure children who can go forth in this sometimes cruel cold world is to verbally express your love for them day in and day out.

The next huge point is to be able to say that you made a mistake. To be able to ask for

自己的思想以及情感，甚至是非常强烈的情感，但是在与他人争吵时，你不能违反准则。

### 对父母的建议

我怀着极大的热情以及发自内心的需要写下了这些话，向世界各国的母亲和父亲传达这一点。我不是以父亲的身份来写这些话的，而是以一个儿子的身份表述自己在成长的过程中由于缺乏沟通而在心灵及思想上经历过的重大挫折。我把我的想法告诉当父亲的人，同样我也觉得应该告诉当母亲的人。

我在此谈论的缺乏交流是指不能有效地表达出自己的情感。我讲的不是大发脾气，而是能将自己的弱点告诉孩子。我认为一个人能告诉子女自己内心的恐惧，告诉子女自己害怕干什么事的做法是一个人坚强的表现。我相信教育孩子诚实应该从此开始：从敢于向孩子说出自己对自己的看法，自己所恐惧的事物以及内心的不安全感开始。我认为不会和孩子有这种类型的交流的人是懦弱的人，或者这个人至少是个不成熟的人，并且这个人的父亲很有可能也没有和他有这样的交流。

我认为每一对父母都应该学习、成长，并且寻找能够表达所有情感的词汇，如爱、勇气、优势以及恐惧、弱点和不安安全感。一个自艾自怜的人是可怜的，但如果一个人能含着泪表达自然、正常的情感时所表现出来的就是一种勇气和坚强。无数事实证明，在这个有时候残酷无情的社会中让孩子健康快乐地成长的最好的方式就是每天都告诉孩子你非常爱她/他们。

另一点比较重要的就是你要勇于承担错误。当你朝他人发脾气，或者口不

forgiveness for getting angry or saying something you didn't really mean to say. There is nothing wrong with having a weakness or making a mistake, we all have them and we all make them, the only problem that develops is when we can't admit them, make the corrections, and move forward. Your inability to express your emotions and admit your mistakes is one of the major contributors to raising insecure children.

Insecurity will rob you of life and it will rob your children of a future. You cannot go through life timid and insecure or you will miss the opportunities to experience the greatest joys of relationships and the wonderful feelings that can be expressed and embraced to give your life color, meaning, and purpose. Insecurity will rob your future by making you afraid to step out and risk making a mistake or failing, holding you back from ever trying anything that can bring great rewards.

Insecurity does not come from growing up without material things, a nice house or clothes. It comes from not knowing you are loved and the inability to deal with your emotions. Parents, I can't tell strongly enough how important it is to develop emotionally and grow to be able to share those feelings, those thoughts and struggles with your children. Parents, you have got to be good at expressing your feelings and back them up with actions, because this can make the biggest difference to your children's future.

### **Advice to couples**

I'd like to articulate my observation of couples who are having a difficult time making their relationships work, those that are on the verge of break up or divorce. In all cases, it is their lack of clarity of what they want in their relationship that prevents them from making progress. Over and over, people allow their emotions and feelings to take them on a journey

择言说错话时，你要勇于向他人寻求谅解。有缺点或犯错是不可避免的，我们每个人都有缺点也都会犯错，唯一的问题是我们不敢承认错误，不敢纠正，不敢继续前进。不敢表达自己的感情，不敢承认错误是导致你的孩子有不安全感的重要原因之一。

不安全感会毁了你的生活也会毁了你孩子的未来。你无法整天惶惶度日，你也会错失机遇，无法体验与他人交往所带来的快乐，无法让你的生活变得丰富多彩、充满意义。不安全感会毁了你的未来，因为你故步自封，害怕犯错和失败，不敢去尝试任何能给你带来巨大回报的事物。

物质生活不富裕，例如没有豪华的别墅和漂亮的衣服是不会让人有不安全感的。而不知道有人爱自己，无法处理自己的情绪波动却会导致人有不安全感。父母们，让自己的情感成熟并与孩子们分享自己的情感、想法以及挣扎是非常重要的。父母们，你必须学会善于表达自己的情感并且能够用行动来证明，因为这会影响孩子的未来。

### **对夫妻的建议**

在生活中有一些夫妻之间出现矛盾，濒临关系破裂或离婚的边缘，我观察了这些人，发现阻碍夫妻二人之间关系顺利发展的因素是夫妻双方不清楚自己在婚姻关系中真正想要什么。随着时间的发展，人们一次又一次地跟着自己的情感走，毫无目的。在这一过程中，

that leads them nowhere. During this undirected journey, all of their baggage, insecurities, emotional wounds, negative feelings, and negative experiences surface and cause conflict that prevents quality relating. Over and over, they bring up past issues that will never help them go forward. It's the relationship killer of looking into the rear-view mirror when trying to go forward.

This is an interesting analogy because it demonstrates much of the dynamics in a relationship and explains why they don't make progress. Try driving your car sometimes like that: Get on an open stretch of road with nobody on it and try driving forward but while only looking in the rear-view mirror. It's kind of exciting and you can actually move forward: On a good straight-away, you can even pick up some speed, maybe 20 or 30 miles-per-hour, but as soon as you come to some obstacles or a turn in the road, you are going to veer off-road and crash. It is guaranteed to happen because you cannot see, deal with, or avoid what's coming up or what's right in front of you. The deception is that the road continues to look straight through the mirror, the rocks and hills have gone by and you think that you're heading the right way, but the truth is you're not. You're heading for disaster – maybe a cliff – but you're just cruising right along.

This is as true in life as it is in relationships. Nothing is straight-forward: There will always be bumps and curves, rocks and hills, narrow bridges, steep cliffs, and oncoming traffic, all of which will require our attention. All of those obstacles are the insecurities, fears, dysfunctions, and emotional wounds that have not been healed.

### **Advice on therapy**

Sometimes, therapy can be valuable, but I think that most people waste way too much time, money, and the skills and education of a

人们身上的负担、不安全感以及不好的经历都会不断涌现出来，影响夫妻二人的关系。夫妻二人还会不断地提起之前发生的事，尽管他们知道这样做对于改善二人之间的关系没有丝毫作用。不断地提及往事是增强夫妻二人之间关系的一大障碍。

下面这个类比很有意思，因为它演示了人际关系的动力，并解释了为什么双方没有取得进展。找时间尝试用下面的方式驾驶你的汽车：在没有人的开阔道路上只看着后视镜行驶。这样做很令人兴奋并且你真的可以继续前进：在平坦笔直的道路你甚至可以加速，时速可能达到每小时 20 或 30 英里。但是只要你遇到障碍或到了道路拐弯处，你就会偏离道路行驶最终导致车毁人伤。这种情况是一定会发生的，因为你不能发现、处理或避免即将发生或正在你面前发生的任何事情。镜子里的景物具有欺骗性，你在镜子中看到道路是直的，岩石和丘陵已经被你甩到了身后，你认为你正按着正确的方向行驶，但事实与之相反。你在走向毁灭——也许前方是悬崖——但你依旧继续行驶。

生活和人际关系都不会是一帆风顺的：总会出现碰撞和曲折，岩石和山峰，狭窄的桥，陡峭的悬崖以及迎面而来的车辆，这些都需要我们集中精力去解决。这些障碍也都是尚未解决的不安全感、恐惧、功能障碍和情感伤口造成的。

### **对治疗的建议**

有时，治疗可能是有价值的，但我认为大多数人在此浪费了太多时间、金

therapist because they are not clear on what they want. The best pre-therapy, by far, is to get absolutely clear on what you would like your relationship to be: Set some goals, identify the obstacles, make some plans, and get to work.

You will find quite quickly that when you are clear on your values and relationship goals, that 90% of the obstacles will disappear, and those few that remain will become very small when your goals, trust, respect, understanding, and commitment are there. Then, and only then, if you cannot get passed certain issues in your plan toward your goal, seek the advice of a counselor. Then, the therapist has something to work with and you will get the best bang for your buck. You will be an informed consumer, and both of you will have something tangible to work with. My advice is to stay away from therapists who start by digging up junk from the past in order to go forward. Start with your goal and don't stop on that journey until you are blocked or when something is beyond your understanding. Remember that you only see the obstacles when you take your eye off the goal.

钱、以及治疗师的技能和水平，因为他们不清楚他们到底想要什么。到目前为止，最好的治疗方法就是明确你想要什么样的人际关系：设定一些目标，找出障碍，制定一些计划，然后开始执行。

你会很快发现，当你明确自己的价值观和人际关系目标时，90%的障碍将会消失，而当你有目标，信任、尊重、理解对方并能做出承诺时，剩下的少数障碍就会变得微不足道。只有在此时，当你不能通过计划解决达到目标过程中的某些问题时才应寻求咨询师的建议。这样，治疗师才能发挥作用，你才能得到物有所值的服务。你将会是一名知情的消费者，你和治疗师将能切实解决一些问题。我的建议是远离那些通过从你过去的经历中挖掘出没用的信息来指导你前行的治疗师。从你的目标开始，不要在中途停留，直到你遇到阻碍或某事超出你的理解范围。记住，只有当你的眼睛离开目标时才会看到障碍。



## Chapter 3 Applications

### 1. Definition of Love

Write out a clear definition of 'love'. Make it a family project for you and your loved ones.

(1) Each of you come up with a definition and then discuss it together.

(2) Combine the definition so that you have one clear definition that everybody agrees with.

I suggest two things: 1) Type it on a computer, change the font, add some color, put a border around it, and frame it as a wall plaque; 2) write it on the back of a business card or, better yet, write it on the back of a picture of your family or loved one, then laminate it and keep it in your wallet.

Whenever you are having struggles in your relationship, pull it out and read it once or twice. Do this until you have it memorized and can unconsciously apply it for any and all of your relationships.

### 2. T.R.U.C.

This simple acronym binds together the four key principles from this chapter:

- Trust
- Respect
- Understanding
- Commitment

Apply the T.R.U.C. principles of relationships. Whenever relationship struggles

## 第三章 练习

### 1. 对爱的定义

在纸上写下你对爱的明确定义。并让你的家人也这样做。

(1) 你和家人都要写出自己对爱的定义，写完后在一起讨论。

(2) 将所有的定义都整合在一起，这样对爱的定义就会非常明确，并且每个人都认可这一定义。

在此，我提出两点建议：1) 将这一定义输入电脑，改变字体大小，更改字体颜色，加上边框制成牌匾样式；2) 将其写在名片后方，或者更好的做法是将其写在家庭照片或爱人照片的后方，然后将其制成薄片放入钱夹。

每当你在人际关系中出现迷茫时，将其取出再仔细阅读一两遍。在你记住对爱的定义并能在所有的人际关系中按照定义来处理人际关系问题之前都要一直这样做。

### 2. T. R. U. C.

这四个字母是本章四项准则的首字母：

- 信任
- 尊重
- 理解
- 信守承诺

在处理人际关系中应用这四项准

emerges, when you get frustrated with your kids or loved ones, silently ask yourself:

- Am I violating any of these four principles?
- Identify which one you feel you are violating and then apologize to your loved one.

Say, “[Loved one], I am sorry for not [understanding, respecting, trusting, committing to] you. Forgive me, please.”

则。当你在人际关系中遇到麻烦，对你的孩子和爱人失望时，你要静下心来问问自己：

- 我违背了四原准中的某一项了吗？
- 找出你所违背的那条项则，然后向你所爱的人道歉。

说，“[人名]，非常抱歉，我没有[理解你，尊重你，信任你，履行对你的承诺]，请原谅我。”

*“Try not to become a man of success, but rather try to become a man of value.”*

*- Albert Einstein*

*“与其努力成功，不如努力成为有价值的人。”*

——爱因斯坦

## CHAPTER 4: PERSONAL DEVELOPMENT IS RESPONSIBILITY

### 第四章：个人发展是一种责任

*“Man must cease attributing his problems to his environment, and learn again to exercise his will, his personal responsibility.”*

- Albert Schweitzer

“人不应将自己所遇到的问题归因于所处的环境，而应该锻炼自己的毅力，承担自己的责任。”

——阿尔伯特·施韦泽

In the block-buster movie, *Spiderman*, the uncle of Peter Parker was noticing that he was going through some changes, and not knowing he was changing into Spiderman, he tried to advise him. The uncle told Peter he would do great things and that he wanted him to remember that “with great power comes great responsibility.” These are excellent words to consider and quite similar to “with every freedom comes great responsibility.”

### **Being response-able**

Responsibility is the personal characteristic for the 21<sup>st</sup> Century. It is what we desire of our big corporations, whose manufacturing and production of products and materials is contributing to the destruction of our planet. It is what we desire of our governments and political leaders to guide our countries into the right direction. It is what we desire of our parents and children so that we may live in a home free from worry and uncertainty. If it is what we desire of everyone else, then it must be what we should strive for in ourselves.

Responsibility is the mark of a mature person, the outstanding executive, the high-performing athlete, and the highly effective parent or perfect child. Brian Tracy – who claims to have studied over 3,300 books, articles, and papers on leadership – concludes that responsibility is the ultimate key to peak performance or success at any level. It is when you take 100% responsibility that you begin to

在超级大片《蜘蛛侠》中，皮特帕克的叔叔发现皮特正经历一些变化，但皮特却不知道自己将会变成蜘蛛人，皮特的叔叔尝试着提醒他。皮特的叔叔告诉皮特他将来会做伟大的事，并且还让皮特记住“能力越强，责任越大。”这句话值得人们借鉴，与“每一次自由都带来巨大的责任”。

### **负起责任心**

负责是 21 世纪人人应具有的品质。我们希望大型企业能够负责，这些大型企业制造和生产的 product 能毁灭地球。我们希望政府和政治领导人能够负责，引领国家走向正确的轨道。我们希望父母和孩子能够负责，这样我们才可能生活在一个没有忧愁和动荡的家庭中。我们希望人人负责，那么我们就应该自己也做到负责。

负责是成熟的人、优秀的管理者、高水平运动员、卓有成效的父母或完美的孩子所有的标志。博恩·崔西，在研究过 3300 多本关于领导能力的书籍、文章和论文后总结得出负责任是获得成功或巅峰表现的根本秘诀。只有当你承担起百分之百的责任时，你才能在生活中取得进步。

make true progress in life.

You cannot make progress and grow as long as you have something else to blame, an excuse for why you are where you are and for who you are. I know the courts are full of cases of people getting off charges because the courts have concluded that they are not responsible. There is the regular occurrence of people who go into bars, get drunk, drive home, crash, and kill someone yet sue the bar, beer manufacturer, or auto maker and win because of someone else's responsibility.

The law offices around the world are full of cases that contain "exceptions" which shift the responsibility. Right or wrong, you are who you are and where you are because of the decisions you have made, and if you want things to become different in the future then you need to take 100% responsibility. The good news is, if there is any area of your life you are not satisfied with, all you have to do is make different decisions; but first, you must take full responsibility. Your decisions are the one thing you have total control over. You cannot control your emotions: They emerge from things that happen and all you can control is your response. That is being *response-able*.

## Courage

Responsibility is not as easy as one might think. It may be simple and might start with the simple act of saying, "From now on, I accept 100% responsibility," but living it out is another story. It may take a tremendous amount of courage. It will take effort on your part and it will take more personal growth and development to maintain and stay the course.

It is simply not easy, which is why your personal development will be the issue. We must grow and mature in character so that we have the confidence, awareness, and courage to start making new decisions and being more

只要你还将错误归咎于他人，还在为今天的无所成就找借口，那么你就无法取得进步，走向成熟。法庭上有许多人能摆脱控告，这是因为法官判他们无需负责。有些人在酒吧中醉酒后驾车，造成交通事故以及人员伤亡后起诉酒吧、啤酒制造商和汽车生产商时却能够赢得官司，这是因为其他人承担了责任。

世界各地的律师事务所都充斥着“例外”，都在互相推诿责任。无论对错，你的决定能决定你成为什么样的人以及达到什么样的高度，如果你想让事情在将来变得不同，那么你需要承担起百分之百的责任。值得庆幸的是，如果你在生活中发现不满意的地方，那么你所要做的就是做出不同的决定，但首先，你必须承担全部责任。你的决定是你能完全控制的。你无法控制你的情绪：情绪受事物影响，而你所能控制的是你的反应。这是负起责任心。

## 勇气

责任没有人想象的那样简单。负责任说起来简单，“从现在开始，我要承担百分之百的责任，”但真正实施起来却没有这么简单。承担责任需要很大的勇气，需要你付出努力，也需要你不断成长，不断坚持。

这非常不容易，这也是一个人需重视自我发展的原因。我们必须成长，变成熟，这样我们才能拥有做新决定和成为一个更负责任的人的自信、意识和勇气。当你认为你周围所有人的前进方向是不正确的

responsible individuals. When all your friends are going a direction you feel is not right, it takes tremendous courage and character to go the other way. Sir Winston Churchill said, "Courage is rightly considered the foremost of the virtues for upon it all others depend."

I fully agree and hope that this book may be a contribution your courage. I believe the more we develop ourselves, as I have defined in the beginning, the more courageous and responsible we all will become. One thing is for sure: The more responsibility you accept, the more you will like yourself and respect yourself; and the more you respect yourself, the better decisions you will make and the more you will grow in responsibility and courage, in turn. Make a decision today to be 100% responsible in every area of your life.

## Excuses

Do not blame and come up with excuses for anything. Sure, there may be legitimate excuses once in a while, but so what? Excuses limit your abilities much more than you might think. They play with your mind and weaken your ability to respond and be responsible. I remember two incidents that proved this point to myself and which made an incredible difference in how I dealt with the situation. At a very difficult time in my life, possibly a midlife crisis, I recall being convinced that I had clinical depression, or at least a pastor in our church was teaching on this from her experience and I seemed to have all the symptoms.

I pondered how she had dealt with it, accepted the diagnosis, and proceeded to get on the medication and go through all the therapy. She highly recommended that I see a doctor. I acknowledged her concern, my symptoms, and said, "If I accept this diagnosis, it will give me an excuse not to become what I desire." So, I took full responsibility and would not accept the excuse and proceeded toward my goals and never

时候，你需要很大的勇气和毅力才能选择与他们不同的方向。温斯顿·丘吉尔曾说：“勇气是所有美德中最重要的，有了勇气就有了一切。”

我希望这本书能帮你增强勇气。我相信如果我们能不断地提高自己，如同我在本书开始所讲的那样，我们就能拥有更多的勇气，承担更多的责任。有一点可以肯定：你承担的责任越多，你就会越喜欢自己，越尊重自己；反过来，当你越尊重自己时，你会做出更明智的决定，变得更有责任感，更有勇气。所以从现在开始下定决心对生活中的一切承担百分之百的责任吧。

## 借口

不要为任何事情寻找借口。当然，有时你能找到合理的借口，但这又有什么用？借口会限制你的能力，这种限制作用是你想象不到的。借口能降低你的反应能力以及责任感。在我生活中发生的两件事情可以说明这点，这两件事也对我以后如何处理所面临的情况产生了很大的影响。在我人生中的一个非常困难的时期，可能是中年危机，我记得我确信自己患有临床抑郁症，或者至少在教会的一名牧师讲述她的抑郁症经历时，我发现自己似乎患有与她相同的症状。

我仔细研究了治疗抑郁症的方法：接受抑郁症诊断，然后开始接受药物及其他相关的治疗。牧师强烈建议我去看一下医生。我对她的关心表示了感谢，但我对她说：“如果我接受了诊断，我就会给自己找到不能实现目标的借口。”因而，我承担了所有的责任，不寻找任何借口，继续朝着目标努力并且

looked back.

The same thing happened a few years later when I started complaining about my ability to focus. It's funny how that works: When you start complaining, you begin to meet all kinds of people that will support your complaints. I met people who had been diagnosed with Attention Deficit Disorder (ADD). Again, I had all the symptoms. My mother believed my father had it, my brother had it, and I am certain that if I continued complaining, I would have it, too. Like towards the attitude I took towards depression, I said, "So what?" I was certainly not going to take Ritalin and so decided I would not accept ADD as an excuse. I could not see what good it would do to even begin to pursue whether or not they could diagnose me with this problem. I simply faced the fact that it may take a little more effort on my part to remain focused on activities.

I had found another huge benefit of having clear goals and plans: It is the starting place for focus and concentration. I am sure that most people could get off Ritalin if they clearly identified their goals and focused on them instead of their excuse.

## The Advice

Drop your excuses and just say to yourself, "*This* or *that* excuse is nice, but I am responsible," and then decide what you are going to do about it. I love the advice Brian Tracy gives. He says in his Maximum Achievement program that he was once given 'The Advice' and now gives it to everyone that goes through his course. Here is The Advice:

When people come up to you and whine and complain, when they start talking with 'victim talk' that expresses their helplessness and powerlessness, when they begin to rehash old issues that you know drags them down, then stop them and simply say, "That's nice and you are responsible,

永不回头。

几年之后又发生了一件类似的事情,我开始抱怨自己无法集中精力。当你开始抱怨时,你会遇见各种各样附和你观点的人。我遇见过被诊断为患有注意力缺失症的患者。我同样也有这种病的所有病症。我母亲认为我的父亲患有此病,我的兄弟患有此病,那么如果我还是一直抱怨的话也会患有此病。对于我无法集中精力这一问题,我采取了和对待抑郁症相同的态度。我绝对不会服用利他林(中枢兴奋药),也不会把注意力缺失症当做借口。我不知道让人诊断出我是否患有这种病会给我带来什么好处。于是我就面对我需要花费更多的精力才能集中注意力这一事实。

拥有清晰的目标和计划的另一个优点是:拥有清晰的目标和计划是集中注意力的起点。我相信大部分人如果有清晰的目标并专注于目标而不是借口的话,就能够摆脱利他林。

## 建议

放弃你所找的任何借口并对自己说:“这个或那个借口都挺好,但我是负责任的人。”然后想想你接下来该怎么做。我很喜欢博恩·崔西的建议,在《最高成就》节目中,他把他所接受的建议分享给了大家。博恩·崔西的建议如下:

当有人向你抱怨时,当有人以受害者的口吻向你表达无助时,当有人又重提能够拖累他们的旧事时,阻止这些人并对他们说:“抱怨是可以的,但你是一个负责任的人,接下来你会如何处理?”每当我们

now what are you going to do about it?” It is the advice we need to say to ourselves every time we catch ourselves blaming and complaining.

It takes a lot of effort to be responsible, whereas it does *not* take effort not to be. Health is an excellent example of effort verses ‘the easy way’. We live in a time where medicine has never been better, doctors have never been better, knowledge about health and equipment is easier to access, gyms are open 24 hours a day, and information is free or readily accessible, yet more people are sick and unhealthy than ever before.

### **Nobody can do it for you**

The report, *The Surgeon General’s Call to Action to Prevent and Decrease Overweight and Obesity*, states: “Being overweight and obesity are among the most pressing new health challenges we face today.” HHS Secretary Tommy G. Thompson said:

*“Our modern environment has allowed these conditions to increase at alarming rates and become a growing health problem for our nation. By confronting these conditions, we have tremendous opportunities to prevent the unnecessary disease and disability they portend for our future. Being overweight and obesity may soon cause as much preventable disease and death as cigarette smoking.”*

Approximately 300,000 U.S. deaths per year are currently associated with obesity and being overweight (compared to more than 400,000 deaths per year associated with cigarette smoking). The total direct and indirect costs attributed to being overweight and obesity amounted to \$117 billion in the year 2000. In 1999, an estimated 61 percent of U.S. adults were overweight, along with 13 percent of children and adolescents.

开始抱怨或责备他人时都应该好好想想这个建议。

负责任需要付出很大的努力，然而不负责任却不需任何努力。保持健康是努力的一个很好地例子，现在我们有最好的药物、最好的医生，人们很容易就能查询到关于健康的知识和器材，健身房 24 小时开放，信息是免费的，很容易获得，但人们得病的几率却比以前还高。

### **你的事情没人可以代劳**

《卫生局局长呼吁采取行动预防和减少超重和肥胖现象》报告中指出：“超重和肥胖是目前人们面临的最严峻的健康威胁之一。”卫生和福利部部长汤米·汤普森指出：

“现代生活环境致使超重和肥胖现象以惊人的速度增长，成为我国日益严重的健康问题。面对这些不健康因素，我们要避免不必要的疾病和残疾。超重和肥胖会如吸烟一样引起许多可预防的疾病和死亡。”

在美国，每年有约三十万人死于由超重和肥胖引起的疾病（每年约有四十万人死于由吸烟引起的疾病）。在 2000 年，由于超重和肥胖引起的直接和间接费用高达 1170 亿美元。在 1999 年，美国成年人中有 61% 的人超重，13% 的儿童和青少年超重。

自 1980 年起，美国成年人超重



Obesity among adults has doubled since 1980, while three-times as many adolescents are now overweight. Only 3 percent of all Americans meet at least four of the five federal Food Guide Pyramid recommendations for the intake of grains, fruits, vegetables, dairy products, and meats; and less than one-third of Americans meet the federal recommendations to engage in at least 30 minutes of moderate physical activity at least five days a week, while 40 percent of adults engage in no leisure-time physical activity at all.<sup>30</sup>

Health care costs our governments billions of dollars per year, and most of the health problems come from individuals' bad habits that they actually have full control over. If you want good health and to be free from disease, you must be responsible for your diet and exercise. It's going to take effort on your part to get off the couch and walk, ride, swim, work out, and eat right.

I don't know of anyone who wouldn't like to be free of all illness and disease, to have lots of energy and to be in great shape, but I do know of very few that are willing to develop the discipline and gather the knowledge that will give them the power to do these things in order to have this health freedom.

### **Become a personal leader**

The reason is that the people who comprise the above statistics are just plain lazy. I don't doubt that many are, but I am sure that most of the problem stems from ignorance, which personal development is the answer to. We have to grow beyond our present understanding and awareness. Ignorance is *not* bliss. Ignorance is poverty, ignorance is disease, and ignorance can rob you of life and responsibility. Take control of

比例翻倍，而现在青少年的肥胖率是过去的三倍。对于《联邦食物指南金字塔》中关于谷物、蔬菜、水果、奶制品和肉类摄入量要求的五项规定，只有 3%的人至少遵守了其中的四项规定；不到三分之一的美国人能够按美国联邦政府的建议每周至少五天从事不低于 30 分钟的中等强度体力活动，而 40%的成年人没时间参与休闲体育活动。

每年政府在卫生保健上花费数十亿美元，而民众大部分的健康问题是因个人的坏习惯引起的，实际上，对于这些坏习惯，民众自身完全可以控制。如果想要身体健康，远离疾病，你就必须注重饮食和运动。这将需要你付出努力，不要一直坐着，到户外步行、骑马、游泳、锻炼，并且吃健康的食物。

所有人都想远离各种疾病，都想精力充沛、拥有完美的体格。但极少数人愿意为了健康养成好习惯，去学习与健康相关的知识。

### **成为个人领袖**

出现以上数据的原因是人们太懒惰。我确信大部分问题是因为人们的无知引起的，而发展个人能力可以帮人避免这些问题。我们必须超越现有的认知水平。无知不是福气，而是贫穷、疾病；无知能让人失去生命和责任感。对自己负责，成为个人的领袖。

---

<sup>30</sup> US Public Health Service. *The Surgeon General's Call to Action to Prevent and Decrease Overweight and Obesity*. 2001.

<<http://www.cdc.gov/nccdphp/dnpa/pdf/CalltoAction.pdf>>

your outcomes and become a personal leader.

Do not get caught up in the attitudes of blame, complaint, and the negativity of society. People love to complain and blame, and all too often society leads us to accepting these kinds of attitudes. I have found with the dozens of men and women that I have worked with, that those who had lower levels of personal awareness were more easily shaped by the media, culture, friends, society, and their feelings to the point where they seemed out of control of who they had become, falling prey to indecision and a lack of responsibility. Society puts all kinds of pressure on you to conform. Steven Covey said in *Principle Centered Leadership*, “Beware of being drawn into the culture traps that values personal freedom and independence rather than responsibility and interdependence.” People are indirectly lead to believe in freedom without being made aware of the incredible costs. With every freedom comes incredible responsibility.

If you want to be financially free, then you must be responsible with your money. “Take care of the pennies and the dollars will take care of themselves” is a popular saying. If you want a happy family, then you must take responsibility for that outcome and make the necessary changes so that you get that result. If we want a healthy organization, then the leaders must be responsible with what they have been entrusted with. And if we want to live in a healthy country, then we all must take responsibility to play our part as concerned citizens and personal leaders, not blaming and complaining, but men and women of action and maturity.

### **The price of freedom: Responsibility**

Sometimes, the systems we are a part of seem so complex and large that no matter what we do, nothing seems to make a difference. Nevertheless, everything does count and everything you do does make a difference. Just

不要总是指责、抱怨、对社会态度消极。人们喜欢抱怨和指责，而社会常常让人接受这种人生态度。观察和我一起工作的几十位男士和女士后，我发现那些个人意识水平低的人更容易受到媒体、文化、社会、朋友以及个人情绪的影响，容易失去自我，变得优柔寡断、缺乏责任感。社会会给你施加各种压力让你顺从。史蒂文·科维在《以原则为核心的领导能力》一书中讲到“当心被卷入重视个人自由和独立而不是责任和相互依赖的文化陷阱。”人们受间接影响崇拜自由，但却没有人告诉他们自由的巨大代价。追求自由是以承担巨大的责任为代价的。

如果你想手头上宽裕些，那么你就得对自己的钱负责。“用好每一分钱就能积累财富”是一句很有名的名言。如果你想拥有和谐的家庭，你就得承担起家庭责任，为家庭做必要的改变。如果我们想要组织健康地发展，那么组织领导就应当对自己的职责负责。如果我们想要生活在一个美好幸福的国家里，那么我们每个人都应当承担起一个公民应承担的责任，不去一味地抱怨，而是成为一名有行动力的成熟的人。

### **自由的代价：责任**

有时，我们所处的环境看上去是如此复杂和庞大，无论我们做什么，对它似乎没有什么影响。然而，你所做的每件事都会产生影响。就像一滴水在整个池塘里荡

as a drop of water ripples out across the entire pond, so your attitude and actions go a long way. It has been said that for evil to triumph in our society, all we need is for good men and women to do nothing. I do not think that most are aware of the real costs of the freedoms we seek. We want to be free individuals, able to express ourselves without the consideration of how our thinking affects other people.

This is an area where freedom goes to a whole new level of responsibility. It seems these days there are many groups that are more concerned about their individual rights than doing the right thing. They lack moral responsibility, as defined by Webster's dictionary: Lacking a sense of right and wrong – lacking moral responsibility. It is one thing to be irresponsible with yourself, but the fact is that you always affect someone else and so it is part of your moral responsibility to consider others: Do not act without thinking through your responsibilities. Think through all those who you will affect and be sure you understand the depths of your personal freedoms. Originally published in 1948, an article titled *We hold to these Truths* concludes with these words:

*"Your rights are inviolable, and so are mine. Your individual rights are limited as soon as they cross my rights. Every person must recognize that personal rights are restricted by the rights of others."*

This is the essence of individual freedom. Understanding all of this, I can see why many want to 'escape from freedom' as suggested by Erich Fromm, in his book bearing that exact title, in which he says:

*"Can freedom become a burden too heavy for man to bear, something he tries to escape from? Is there not also, perhaps, besides an innate desire for freedom, an*

欲，你的态度和行动也会产生深远的影响。据说，在我们的社会里，当好人无所事事时，邪恶就会胜利。我认为大多数人都不知道我们追求自由的真正代价。我们想成为自由的人，能够自由地表达自己的观点，无需考虑我们的思想会对他人造成什么样的影响。

在当今这个社会里，自由背后需承担的责任上升到了一个全新的高度。现在看来，有许多群体更关心他们的个人权利而不是去做正确的事情。他们缺乏道德责任，正如韦氏字典所定义的：缺乏对与错的认知——缺乏道德责任。对自己不负责任是一回事，但事实上，你总能影响他人，所以考虑他人也是你道德责任的一部分：在没考虑清楚你应当承担的责任之前不要采取行动。想一想那些你会影响到的人，确保你了解你能拥有什么程度的自由。最初发表于1948年的一篇题为“我们坚持这些真理”的文章下面几句话结尾：

*"你的权力是不可侵犯的，我的权力同样如此。当你的权力影响到我的权力时就需加以限制。人人都应意识到每个人的权力都受他人权力的制约。"*

这是个人自由的本质含义。理解了这点就不难理解为什么许多人想要“摆脱自由”，埃里希·弗罗姆在他的著作《摆脱自由》一书中写到：

*"自由会成为人们难以承受的负担吗？人们会想要逃离自由吗？人们除了对自由渴望*

*instinctive wish for submission?*”<sup>31</sup>

The more freedom you want, the more responsible you must become and the more responsible you must act. It is our actions that prove what we believe, as Dr. Laura comments over and over as the moral voice on North American radio air waves: “Morals don’t have anything to do with feelings, but with actions.” As I commented earlier, which she affirms: Nobody can control their feelings, only control their response to those feelings, and that is your moral responsibility.

Viktor Frankl introduced the term ‘existential analysis’, which interprets human existence as responsibility being the essence of existence, or put in more simple terms, that human beings be response-able. I love Frankl’s inversion of the question, “What is the meaning of life?” He contended that it is not man who asks the question, but life itself that asks us and we who have to answer. Man has to respond by being responsible.<sup>32</sup>

### **Actions are louder than words**

It does not matter what you say you are like, or what you wish you would be like, it is only what you do that dictates what you believe: Your actions do speak louder than your words. This is why I recommended in the previous chapter, when explaining how to rebuild trust in a relationship, that you do not tell your partner what you are going to do, but instead show them. Let your actions demonstrate how you are changing. We also know that our actions will in turn shape our beliefs. We know that you can act your way into good morals, love, and almost any state of being. We know that a physical action triggers emotions and chemicals that can induce

外，是否也渴望服从？”

你想要的自由越多，你的责任心就越大，你所承担的责任就越多。能证明我们信仰的是我们的行动。如劳拉博士在北美无线电广播中一次又一次地强调：“道德与情感无关，但与行动有关。”正如我之前所说的那样，劳拉也有与我类似的观点：没人能控制自己的情感，只能控制自己对这些情感的反应，并且那就是你的道德责任。

维克多·弗兰克提出了“存在判断分析”一词，他把人的存在的本质解释为承担责任，简而言之，人是负责的。我很喜欢弗兰克的反问：“生活的意义是什么？”他认为这个问题不是人类提出的，而是生活本身向人提问而人需回答的问题。人们应通过承担责任来回应生活的提问。

### **行动胜于言语**

你说的你想要成为什么样的人和你希望自己成为什么样的人都不重要，重要的是你的行动，因为行动胜于语言。这也是我在前面的章节中建议大家在重建信任关系时应注意的，你所做不只是口头上说说，而应以实际行动证明。让你以行动证明你是怎样改变的。我们也知道我们的行动会反过来影响我们的信仰。我们知道你可以通过实际行动树立良好的道德形象，去关爱他人，成为你想成为的人。我们知道体力活动可以触发引起一个人精神状态变化的情感和化学物质。

<sup>31</sup> Fromm, Erich. *Escape from Freedom*. New York: Hot, Rinehart & Winston Publication, 1941.

<sup>32</sup> Frankl, Viktor E. *Man's Search for Ultimate Meaning*. 1997.

a mental state.

Anthony Robbins is a master at teaching this kind of response with the strategy known as Neuro Linguistic Programming (NLP). We often teach those who lack motivation that you don't wait until you're motivated and then go do the actions, but that you do the actions and then you will be motivated. Ralph Waldo Emerson said, "Do the thing and you will have the power." These methods and strategies are all great and I often use them for specific results like working out. Often, I don't feel like exercising but I know that as soon as I am 5 to 10 minutes into my work out routine, I will have the full motivation and energy I thought I needed to begin with. Another method is to change the way you think, which will in turn change your actions.

Change your beliefs and that will change your attitude, which in turn will change your actions and give you different results. I believe this to be the meaning of the often-quoted biblical phrase, "be transformed by the renewing of the mind."<sup>33</sup> This is the ultimate process which I call 'personal development', lasting permanent change that comes from a heightened sense of awareness and knowledge. Many are not even aware that they have some barrier to accepting 100% responsibility: Their excuses are strong and hold them back, making personal development the issue. It is the great challenge for human beings to fully exercise their free will to make right choices: The ability to choose, the ability to change regardless of how our past was and how much conditioning we have gone through, all to become who we are now. This is what makes us unique and different from every other living thing.

You can choose to be anything you want. Your genetic code will force you to physically be a certain way, but the way you think, the attitude you have, and ultimately the values you live by and the things you acquire will all come from

安东尼·罗宾擅长通过尼禄语言学编程教授人们体力活动与精神状态相互影响的课程。我们经常告诉那些缺乏上进心的人“不要等着被激励后再去行动，而是先付诸行动，然后你才能得到激励。”拉尔夫·瓦尔多·爱默生说过：“着手去做这件事，你就会拥有权力。”这些方法和策略都非常好，我经常为实现某种目标而采取这样的方法和策略，例如健身。我经常不想去锻炼身体，但我知道，只要我一开始锻炼五到十分钟，那我就有动力来完成健身目标。另一种方法是改变你的思考方式，这会反过来改变你的行为方式。

改变你的信念将能改变你的态度，反过来又能改变你的行为方式，给你带来不同的结果。我认为这是常被人们引用的《圣经》短语的真正含义，“通过改变思想来实现转化。”这是我称之为“个人发展”的最终阶段，一个人永久的变化来自于意识的提高和知识的积累。许多人甚至没有意识到他们存在无法完全承担责任的障碍：他们的借口很有力度，阻止他们承担责任，使得个人发展问题迫切重要。充分行使自由意志作出正确的选择是人类面临的巨大挑战：无论我们的过去是怎样的，无论我们经历过什么，我们的选择能力和改变能力让我们走到了今天。这也是我们区别于其他生物的独特所在。

你可以选择成为你想成为的任何人。遗传基因能决定一个人的外貌特征，但一个人的思想、对事物的态度、所践行的价值观以及所学

---

<sup>33</sup> Romans 12:2, NIV

your choices. If you will take 100% responsibility for those choices, then you can literally become anything you decide to be. You can be as moral as you choose, as rich as you want, as healthy as you desire, as funny, as skilled, and anything that is learned, designed, invented, imagined, and created: All are not beyond your capability.

The biblical phrase, “The truth will set you free,” must be taken in context: The whole verse actually goes: To the Jews who had believed him, Jesus said, “If you hold to my teaching, you are really my disciples. Then you will know the truth, and the truth will set you free.”<sup>34</sup> This implies that you have to take responsibility, learn what he teaches, act accordingly, and then you will experience the truth that sets you free. Remember the story about the man who took a rock pile, and in a couple years, turned it into a beautiful garden:

A few years later, one man toured the garden and thought it was fabulous, but he wanted to make sure the gardener didn't take all the credit. So, when he had a chance to meet him after the tour, he shook his hand and said, “Mister, you and the good Lord, together, have a beautiful garden here.” The gardener replied, “I understand your point, sir: If it wasn't for the seed and soil, the miracle of the seasons, the sunshine and the rain, then there certainly wouldn't be any garden here. But,” he continued, “you should have seen this place a few years ago when God had it all to himself.”

Sooner or later, each individual has to come to terms with the fact that they are responsible.

的知识都来自于一个人的选择。如果你能对你所作出的所有决定都负全责的话，你就能成为你想要成为的任何人。你可以成为品德端正的人、富裕的人、健康的人、有趣的人、有技能的人，你可以得到任何设计、发明、想象和创造产生的东西：一切尽在你的掌握中。

《圣经》中有一句话“真理能让你自由”，它需要放在语境中理解。这句话的完整内容是：耶稣对信任自己的犹太人说：“如果你们能遵守我的信条，你们就是我真正的信徒。你们就能知道真理，真理能让你们自由。”这段话暗示着人们需要承担责任，学习耶稣所教授的内容，并按教义行事，那么你就能得知让人自由的真理。有一个故事讲的是一个人经过几年的努力将一片荒芜人烟的土地变成了美丽的花园：

几年之后，一位游者来到了这片花园，被花园的美景吸引。他想要确定花园之所以这么美丽不全是花园主人的功劳。所以游者在参观完花园之后会见了花园的主人。游者同主人握手后问道：“先生，您和伟大的上帝一同拥有这座美丽的花园。”花园的主人回答道：“先生，我知道你想要表达的意思：如果不是花草的种子以及肥沃的土壤，季节的变换，充沛的阳光和雨水的话，这里是不可能有任何花园的。但是，”花园主人接着说道：“你应该在几年前上帝还是这片土地的唯一主人的时候来参观这片土地。”

每个人迟早必须接受他们得有

---

<sup>34</sup> John 8:31-32, NIV

Jesus, Buddha, or Allah won't make that decision for you. We cannot blame the past, society, parents, or the weather, regardless of the impact they have all had. Now is the best time to be responsible and make new decisions.

责任心这一事实。耶稣，如来佛祖，真主都不会替你做决定。我们不能责怪过去，社会，父母，或天气，无论它们会对我们造成什么样的影响。现在就是负责和做出新决定的最佳时机。

## Chapter 4 Applications

## 第四章 应用

### 1. Decide that you are 100% responsible.

Just consciously choose to be 100% response-able for everything going on in your life:

- 1) Whenever you catch yourself giving excuses for something, then quickly rephrase by saying, "That was my excuse, now I am going too..."
- 2) When you find yourself blaming someone or something, then immediately stop and say nothing or, "That may have been the case, but I am going to..."
- 3) Catch yourself saying "yeah, but..." and remember that that usually leads to an excuse or, worse, it shows disrespect for the other person. (refer to Chapter 3 on *Relationship Success*)

Ask your family and loved ones to give you The Advice when they hear you complaining, blaming, and giving excuses for what's not working right. Be kind and wise to know the difference between expressing one's feelings, emotions, and unhealthy complaining and blaming. When people complain, whine, and talk 'victim talk', give them The Advice. Nicely say, "That's nice, and you are responsible. Now what are you going to do about it?"

### 2. Consider an accountability partner or

### 1. 下决心负全责

有意识地对生活中发生的一切负全责：

- 1) 每当你发现自己在为某事找借口时，要迅速地重新措辞 “这只是我的借口，现在我将要……”
- 2) 当你发现自己在责怪某人或某事时，要立刻停止责备，不要再说任何话或者说 “情况可能是这样，但我将要……”
- 3) 发现自己说 “对的，但是……” 时要想清楚这样说通常都是在找借口，或者是对他人的不尊重。（请参考第三章关于人际关系成功的内容）

让你的家人或亲朋好友们在你抱怨、指责他人、为不顺心的事找借口时向你提一下博恩·崔西的建议。要弄清楚表达自己情感情绪与抱怨责备他人的区别。当人们抱怨，以‘受害者的口吻’讲话时，你要告诉他们博恩·崔西的建议。心平气和地告诉他们“抱怨是可以的，但你是一个负责任的人，接下来你会如何处理？”

## mentor

An accountability partner is a supporter, not a nag. Webster's New Illustrated Dictionary's definition of 'accountability' is:

1. Liable to be called to account; responsible
2. Capable of being accounted for or explained

Being accountable takes a tremendous amount of character, courage, and honesty. It is not an easy thing to do (being accountable) or ask for (accountability). As Webster's defines, accountability has to do with responsibility, and 100% of it. It also has to do with an account, meaning the facts and figures, not excuses and stories. It also has to do with trust and respect.

An accountability partner is someone with whom you can confide your struggles, weaknesses, and insecurities in. You must respect and choose this person wisely. First and foremost, an accountability partner is a friend, not a mother or a nag, and certainly not someone who is going to feel sorry for you and join in any pity parties. He or she is *not* someone with whom you share all your excuses with, about why you didn't do what you said you were going to do. They are not someone you dump on or who will necessarily give you any advice - that's a counselor.

He or she is someone you can be serious with, someone you can trust not to tell others about the things you discuss or the goals you have. They are someone who you have given the right to ask you how you are doing in relation to the goals you are trying to achieve or the struggles you are trying to overcome. You are ask accountability for straight and honest answers. If you cannot be straight and honest, then you are not willing to be accountable, yet.

## 3. Questions to contemplate

Here are questions I may ask and expect straight answers to, not excuses or beating-around-the-bush:

## 2. 找一个可靠的伙伴或导师

可靠的人是支持者，而不是唠叨的人。《韦氏新图解词典》将“可靠”定义为：

1. 可信任，负责任
2. 能被信任或可以向他吐露心事

成为可靠的人需要巨大的人格力量、勇气和真诚。成为可靠的人是不容易的。正如韦氏词典所定义的那样，可靠性与责任密切相关；它也与事实有关，而与借口无关；它还与信任和尊重有关。

可靠的人是指可以向其吐露你的困难、弱点和不安安全感的人，你必须明智地尊重和选择这个人。首先，可靠的人是你的朋友，不是像母亲一样对你唠叨的人，也不是对你同情的人。他或她不是一个与你找借口的人——找为什么你没有做到你说过要做的事的借口。他们不是只听你倾诉的垃圾桶，也不是必须给你任何建议的人——事事都给你建议的人是顾问。

可靠的人是指可以替你保密的人，你可以信任他或她不会将你所谈论的事情或你的目标告诉他人。你给予他们询问你的权力，可以询问你为达成人际关系目标走到了哪一步，你正在面对的困难是什么等。你期望你所找的可靠的人能够正直和诚实。如果你不能做到正直和诚实的话，你就还尚不能成为可靠的人。

## 3. 问题与思考

下面是我想要问的几个问题，



我希望读者能诚实回答，而不是寻找借口或拐弯抹角。

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"><li>1. What exactly are your goals? Can you show me them in print or in tangible plans?</li><li>2. What exactly are you doing to achieve them, and can you demonstrate that? Can you show me books read, classes took, money spent, connections made, commitments and decisions made, etc.?</li><li>3. How do you spent your time? Show me your days or last week's schedule on exactly how you used your time.</li><li>4. Why do you have this goal? Why do you think this is valuable to do? Why are you doing this?</li><li>5. Who do you model and what do you know about them?</li></ol> | <ol style="list-style-type: none"><li>1. 你的目标是什么？你可以通过书面形式或有形的计划向我展示它们。</li><li>2. 为了实现目标你都做了什么？你可以告诉我你所读的书、所参加的课程、所花的钱、所建立的联系以及所做的承诺和决定等。</li><li>3. 你是如何利用时间的？告诉我你每天或上周都利用时间干了什么？</li><li>4. 你为什么会有这个目标？为什么你认为它是有价值的？你为什么这样做？</li><li>5. 你在向谁学习？你对你的榜样都了解多少？</li></ol> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

*"The price of greatness is responsibility."*

*- Sir Winston Churchill*

“伟大的代价是责任。”

——温斯顿·丘吉尔

## CHAPTER 5: PERSONAL DEVELOPMENT IS LIFE'S PURPOSE

### 第五章：个人发展是生命的目标

*“We make our world significant by the courage of our questions  
and the depth of our answers.”*

- Carl Sagan

“我们提问问题的勇气和有深度的答案使得生命意义重大。”

——卡尔·萨根

A survey published by the American Council of Education concluded that among 171,509 students screened, the highest goal held by 68.1% was developing a meaningful philosophy of life. Another statistical survey conducted by John Hopkins University, and sponsored by The National Institute of Mental Health, found that among 7,948 students at 48 colleges, only 16% said their goal was to make a lot of money whereas 78% wanted to find purpose and meaning.

This search has been with mankind since the beginning of time. It has been the aim of all religions and all philosophies throughout time to provide us with tools, paths, and understanding to give us greater peace of mind, purpose, and meaning.

### The new cosmology

The search for meaning and purpose seemed to be at its height entering into this new millennium. For two years in a row, Trinity Western University successfully hosted an international conference on the “search for meaning in the new millennium”, and a simple search on Google for “meaning and purpose” will reveal 70,000 websites addressing the subject.

Yes, even though surveys reveal most believe that we live in better times, there is the continual search for what it’s all about. As Albert Einstein said: “To be religious is to have found an answer to the question, ‘What is the meaning of life?’” For some, this may hold true, but for many this doesn’t seem to cut it anymore, and rightfully so.

The true answer lies in continuous growth and development, not settling on a particular view, faith, or understanding. Paleontologists believe that human beings have inhabited the Earth for at least four millions years (or 4.4 Million, according to the American Anthropologist, Tim White). *Homo erectus* seems

美国教育委员会发表的一项调查表明，在 171509 名被调查的学生中，比例最大的是过一种有意义的人生，占 68.1%。另一项由国家心理健康研究所赞助，由约翰霍普金斯大学进行的统计调查发现，在 48 所大学的 7948 名学生中，只有 16% 的人的目标是赚很多钱，而 78% 的人想找到生命的目的和意义。

这项调查自人类诞生时就存在了。这是所有宗教信仰以及各类哲学的亘古目标：给予人们工具、方法和理解，给予人们更大的安心、目的和意义。

### 新宇宙论

寻找目标和意义似乎在新世纪达到顶峰。加拿大西三一大学连续两年成功举办“在新千年中寻找意义”的国际会议。在谷歌上搜索“意义和目的”可以得到 70000 多个相关结果。

尽管调查显示大多数人相信我们生活的时代比以前好，但人们仍在不断地寻找它的全部内涵。正如阿尔伯特·爱因斯坦所说：“信仰宗教是找到‘什么是生命的意义？’这一问题的答案。”对一些人来说，这可能是正确的，但对许多人来说，似乎并非如此。

问题的真正答案存在于人们不断地成长和发展中，而非某一观点、信仰和见解中。古生物学家认为人类在地球上至少存在四百万年了（或按蒂姆·怀特的观点是四百四十万年）。直立人诞生于二百万年前，与当今人

to have come onto the scene two million years ago and *Homo sapiens*, similar to what we are today, about 200,000 years ago, leading us to some new thinking about humans and the new cosmology.

Different from traditional secular or religious perspectives, this new cosmology offers a radically different understanding. Diarmuid O'Murchu describes it as follows:

*"The new cosmology claims that creation itself is the primary revelation, that God's life and love become visible and tangible first and foremost in the unfolding of universal life. In this context, each of the religions is deemed to be a particular crystallization of God's revelation for a specific time and culture. Spirituality, rather than religion, is the central concern of the new cosmology. It seeks to explore the spiritual meaning of the evolutionary process over the billions of years before humanity ever came to be."*<sup>35</sup>

But not all hold to this new cosmology in this sense. Dr. Hugh Ross, a respected scientist, claims a very different perspective on the evolution of man. In fact, he claims there is no evolution *what-so-ever*:

*"In the late 1980s and early 1990s, a number of studies examined the mitochondria DNA (mtDNA) of women from all over the world. These studies suggested that the last common ancestor of modern man (actually women) appeared within the last 200,000 years, which is much more recent than previously thought. Refinements in the measurements lowered the original estimates to 135,000 years, and finally to 100,000 years (and as discussed below, even possibly 50,000 years).*

*"Another interesting feature of the*

类类似的智人诞生于二十万年前，这让人们对于人类的发展有了新的思考，形成新的宇宙论。

与传统的世俗或宗教的观点不同，这种新的宇宙论为人们提供了一个完全不同的见解。Diarmuid O'Murchu 对新宇宙论的描述如下：

*"新的宇宙学宣称，创造本身是最主要的启示，上帝的生命和爱在宇宙生命的起源中首先是可见的和有形的。在这种情况下，每一种宗教都被认为是上帝对特定时代和文化的特定启示。灵性，而不是宗教，是新宇宙学的主要关注点。它试图探索人类出现之前的数十亿年中生命进化过程的精神意义。"*

但并非所有人都认同这一观点。休·罗斯博士是一名受人尊重的科学家，他关于人类进化的观点与众不同。事实上，他认为人类没有所谓的进化：

*"在二十世纪八十年代末期，九十年代初期，人们进行了对世界各地女性线粒体基因的大量研究。这些研究表明，现代人（实际上是女性）最后的共同祖先出现在二十万年前，这比之前大家所认定的年份更晚。改进后的测量手段将原先估计年份缩短为十三万五千年，最后缩短为十万年（如下文所讨论的，甚至可能是五万年）。"*

比较有趣的另一点是人类化

---

<sup>35</sup> O'Murchu, Diarmuid. *Reclaiming Spirituality*. The Crossroad Publishing Company, 1998.

*hominid fossil record is the apparent disappearance of Homo sapiens between 80,000 and 40,000 years ago. From an evolutionary perspective, it has been proposed that Homo sapiens' populations plummeted to near extinction and then, for some unknown reason, bounced back in full force about 40,000 years ago. The sudden appearance of modern humans in the fossil record at 40,000 years ago is in complete agreement with the biblical date for the appearance of mankind. Given that the fossil record is so sparse and that the dating is problematic beyond 35,000 years ago, it is uncertain as to the true identity or true time of appearance of the Omo Kibish and Skhul and Qafzeh finds.*

*"It is quite conceivable that these specimens may not even be Homo sapiens, given their behavior. If these specimens are not true humans, then the absence of Homo sapiens in the fossil record between 40,000 and 80,000 years ago may actually represent the extinction of those particular species of bipedal primates, or reflect the fact that Homo sapiens did not appear on Earth until about 40,000 years ago. If this is the case, then the sudden appearance of modern man at 40,000 years ago can be attributed to the special creation of man by the Creator."*<sup>36</sup>

I had the privilege of having dinner with Dr. Ross and his local chapter affiliates prior to a university lecture, at which time I had the opportunity to ask him if I understood his interpretation correctly.

I asked, "Doctor, are you saying that human beings were just instantly created some 40,000 years ago and have no ancestral ties to any of the other life forms?"

石记录了在距今八万年至四万年之间智人曾面临灭绝。从进化的角度看，智人几乎灭绝后又在四万年前不明原因地繁衍兴盛。四万年前化石记录中现代人类的突然出现完全符合《圣经》中人类出现的日期。由于化石记录很少，三万五千年之前的具体时间不清晰，因而 Omo Kibish、Skhul 和 Qafzeh 发现的智人的准确出现时间还尚不确定。”

“鉴于他们的行为，这些标本可能不是智人标本。如果这些标本不是真正的人类，那么在四万至八万年之间灭绝的智人实际上可能代表那些特定种类的两足灵长类动物的灭绝，或表明人类在大约四万年前才出现在地球上。如果是这样的话，那么现代人突然出现在四万年前可以归因于造物主的特殊创造。”

在罗斯博士进行大学演讲之前，我有幸和罗斯博士以及当地的分会成员共进晚餐，因而我有机会问他我是否正确理解了他的观点。

我问道：“博士，您的意思是人类是在四万年之前突然出现的，与其他生物物种没有血脉关系？”

<sup>36</sup> Ross, Dr. Hugh. "Up from the Apes. Remarkable New Evidence Is Filling in the Story of How We Became Human." August 23, 1999.

<<http://www.godandscience.org/evolution/timeresponse.html>>

“Yes,” he replied.

His belief is that man was formed separate from the rest of creation approximately 35-50,000 year ago by God. To me, this seemed unbelievable and wondered if he was trying to make his science fit his theology, but Dr. Ross is a respected scientist and supports his view with solid academic research. Truthfully, I find it is the only way for much of evangelical theology and the story of salvation and Jesus to make any real sense.

In any case, this is a scientific and theological debate which has been debated throughout the six thousand years of recorded human history, and should be debated. It is in this process of questioning, debating, and challenging that we grow as human beings. Here is where I would like to remind us of two quotes I used at the beginning of this book and the beginning of this chapter, respectively:

*"As iron sharpens iron, so one man sharpens another." - Proverbs 27:17, NIV*  
And:

*"We make our world significant by the courage of our questions and the depth of our answers."*

-- Carl Sagan

I believe that religion will have to go through a radical transformation, as will all bodies of intellect and wisdom, as we grow and understand more about ourselves and the universe we live in. Religion, especially Evangelical Christianity, seems to have tremendous pressure to reconcile its theology with the new story of the universe. I have read dozens of books from priests, pastors, scholars, and believers that are expressing the need to rethink our positions and grow to a deeper level of understanding. It should be obvious that much of our past thinking, being dogmatic on doctrines or view points, has led to much of the

“是的。”他回答道。

他认为人类是上帝在距今三万五千年至五万年之间创造出来的，与其他物种不同。在我看来，这种说法是不可信的，我怀疑他试图伪造观点来适应他的神学理论。但是，罗斯博士是一名受人尊重的科学家，并且他的观点都有可靠的学术研究支持。所以我认为博士的观点是唯一能解释大部分福音派神学理念以及基督教救赎论的方式。

人类历史有记录的六千年以来，这一直是科学与神学争论的话题，并且这一话题也应当引起人们的争论。人类也正是在质疑、争论的过程中成长。以下两段引言在本书开端和本章前面曾引用过，在此，我想重提一下：

*“铁与铁互相打磨变得锋利，所以人与人互相砥砺才能变得睿智。”*

*“我们提问问题的勇气和有深度的答案使得生命意义重大。”*

——卡尔·萨根

我认为，随着人们对自身以及所生活的宇宙了解的深入，宗教需要像知识一样进行彻底改革。宗教，尤其是福音派基督教，似乎很难与新宇宙论调和。我读过几十本由牧师、学者和信徒写的书，书中阐述了人们需要重新思考自己的立场，并深化理解。很明显，我们过去的许多思考，武断的教义和观点给我们造成了许多问题，当然也抑制了我们成长的机会。正如网站“宗教宽容”所言：

problems in our world and has certainly suppressed our opportunity to grow. As the website Religious Tolerance says:

*“Religion is a unique force in society. It promotes both good and evil. Historically, it has helped to abolish slavery. It has promoted racial integration, equal rights for women, and equal rights for gays and lesbians. It has motivated individuals to create massive support services for the poor, the sick, the hurting, and the broken. Conversely, it has been used to justify slavery, racial segregation, oppression of women, discrimination against homosexuals, genocide, extermination of minorities, and other horrendous evils.*

*“Religion drives some to dedicate their lives to help the poor and needy, for example: Gandhi, Albert Schweitzer, and Mother Teresa. It drives others to exterminate as many ‘heretics’ as they can. Consider the mass murder, as in Bosnia, East Timor, India, Korea, Kosovo, the Middle East, Northern Ireland, the Philippines, Sri Lanka, Sudan, Tibet, and so on. In short, religion has the capability of generating unselfish love in some people, and vicious, unadulterated hatred in others. It has immense energy to motivate individuals to achieve great good and profound evil.”<sup>37</sup>*

For me, it is a relief to hear that many are thinking out of the box and are willing to accept that we don’t have it all figured out, but that we need to try to approach life from a different angle. Diarmuid O’Murchu, in his book, *Reclaiming Spirituality*, says his goal for the book is “to retrieve the long-lost subverted tradition of spirituality, and to reestablish its primary significance in the human search for meaning and purpose in life. Religious faith today does not follow a linear progressive process of gradually

“宗教是社会一种特有的力量。它促进善与恶共同发展。从历史上看，它有助于废除奴隶制。它促进了种族融合、妇女平等权利和男女平等权利的实现。它激励人们为穷人、病人、伤者和失意的人提供帮助。反过来，宗教又被用来证明奴隶制、种族隔离、妇女压迫、歧视同性恋者、种族灭绝、灭绝少数民族和其他恶行存在的合理性。”

“宗教促使一些人致力于帮助穷人和贫困人士，例如：甘地，阿尔伯特·施维策和特蕾莎修女。它驱使某些人全力灭绝尽可能多的“异端人”，如在波斯尼亚、东帝汶、印度、韩国、科索沃、中东、北爱尔兰、菲律宾、斯里兰卡、苏丹、西藏等地进行的大规模屠杀。简而言之，宗教能使某些人拥有无私的爱，也能让其他人变得恶毒、胸怀仇恨。宗教既能使人大善，也能使人大恶。”

许多人能不受思维限制，愿意接受自己无法将所有问题都解决这一事实是令人欣慰的，但人们还应尽力从另一个角度来解决生活中的问题。Diarmuid O’Murchu 在他的《回归灵性》一书中说，他的这本书的目标是“重新获得长期缺失的被颠覆的灵性传统，并重新明确人类寻求生命意义和目的重要性。今天的宗教信仰不遵循逐步深入认识和逐步深入承诺的线性渐进过程。”

---

<sup>37</sup> <<http://www.religioustolerance.org>>

expanding understanding and progressively deeper commitment.”

Changes *are* taking place in the church, like any other organization, and maybe it's time for a radical change in our thinking. As Thomas Berry says:

*“The arrogance continues, even though the consequences are so evident. At this time, the questions arise concerning the role of the traditional religions. My own view is that any effective response to these issues requires a religious context, but that the existing religious traditions are too distant from our new sense of the universe to be adequate to the task that is before us. We cannot do without the traditional religions, but they cannot presently do what needs to be done. We need a new type of religious orientation. This must, in my view, emerge from our new story of the universe. This constitutes, it seems, a new regulatory experience that can be understood as soon as we recognize that the evolutionary process is, from the beginning, a spiritual as well as a physical process.”*<sup>38</sup>

There is a trend away from organized religion. Last year, the Vancouver Sun had a series in the newspaper called the “Decade of God”, which communicated that there was a fervent desire in the seeking hearts of people in Vancouver. People were changing churches and religions because of a lack of fulfillment, satisfaction, and results in life, with the fastest growing religion being non-church. This trend away from organized religion is for good reason, and the dissatisfied is understandable as ‘the church’ or ‘religion’ itself lacks the ability to encourage growth.

My experience is that the local church or parish is more interested in you to conform to a

如同其他组织一样，教会正经历变革，或许我们的思想也需彻底变革。正如托马斯·伯利所说：

“人们虽然熟知傲慢的后果却依旧傲慢。在这个时候，出现了关于传统宗教作用的问题。我自己的看法是，对这些问题的任何有效的回应都需要宗教背景，但是现有的宗教传统离我们新的宇宙意义太远，不足以应对我们尚需解决的问题。我们不能没有传统的宗教，但它们目前不能做到需要做到的事情。因而我们需要一种新的宗教导向。在我看来，这种导向必须从新的宇宙故事中出现。一旦我们认识到进化过程从一开始就是在精神世界和现实世界中进行，我们就能理解这种新的经验。”

远离有组织的宗教是一种趋势。去年，温哥华太阳报出版了以“上帝的十年”为主题的一系列文章，其中指出了温哥华人的热切渴望。目前发展最快的是无教会主义。人们由于在生活中缺乏满足感，不断地改变教会和宗教。这种远离有组织宗教的趋势是有理由的，人们对宗教不满意也是可以理解的，因为“教会”或“宗教”本身缺乏鼓励人们成长的能力。

我的经验是，当地的教会或教区更期望你能符合一种特定的思维方

---

<sup>38</sup> Berry, Thomas. *The Dream of the Earth*. 1988.



particular way of thinking than to grow to new levels of understanding. They seem to be more bent on who's right or wrong, hanging on to their doctrine instead of guiding personal and spiritual development, which is where I contend we will find true purpose and meaning in our lives. As Matthew Fox says:

*"When it comes to religion, many of the most thoughtful young adults are really post denominational. They want spiritual experience and the ethical responsibility it implies, but they are not committed to the 'us-versus-them' ideology that has accompanied so much of the history of the institute of religion."*

Better said are the words from the controversial bishop, John Shelby Spong, in his book, *Why Christianity must Change or Die*:

*"The task of the church, for example, becomes less that of indoctrinating or relating people to an external divine power and more that of providing opportunities for people to touch the infinite center of all things and grow into what they are destined to be."*<sup>39</sup>

Another one of the many priests, scholars, and theologians rethinking their faith and recognizing that the traditional patriarchal structure of religion slows – or more accurately, chokes and retards – spiritual growth, Diarmuid O'Murchu, says:

*"Orthodox spirituality, of all the religious traditions, suffers from extreme asphyxiation. Within the religious systems, the breadth and depth of God's creativity has been virtually choked by well-intentioned but largely*

式，而不是提高认知层面。它们似乎更倾向于明辨谁对谁错，坚持教义，而不是指导个人成长和精神世界的发展。而个人成长和精神世界的发展是我认为我们能找到生命的真正目的和意义的所在。正如马修·福克斯所说：

*"在宗教方面，许多有思想的年轻人都是后宗派。他们想要心灵体验和道德责任，但他们不遵守书写宗教学院历史的'我们与他们'的意识形态。"*

备受人争议的约翰·谢尔比·斯邦主教在《为什么基督教必须变革否则将消亡》一书中的谈到：

*"例如，教会的作用不再倾向于向人们灌输外在的神力，而更倾向于为人们提供接触万物中心的机会，让人们成长为命中注定的样子。"*

许多牧师，学者和神学家重新思考他们的信仰，认识到传统的宗教信仰结构减缓——或更准确地说是抑制和延缓——人们灵性的成长，Diarmuid O'Murchu 认为：

*"东正教灵性受到了极端的压制。在宗教系统中，神的创造力的广度和深度被心怀善意但很大程度上受误导的宗教领袖所限制。只有通过结束或破坏正式*

---

<sup>39</sup> Spong, John Shelby. *Why Christianity must Change or Die*. HarperOne, 1999.

*misguided gurus. Only by the death and destruction of formal religion can we hope to reclaim spirituality where it truly belongs, where it has flourished for billions of years.”*

I believe that new cosmology thinking is on the right track: It is for us to “grow into what [we] are destined to be.”

### **The origin of purpose and meaning**

Purpose and meaning in life do not come from a belief system of information and experience you have gathered, as such is purely subjective and more than likely inaccurate. We have got to accept the fact that we ‘know’ very little – we need to be more humble beings seeking to grow and learn, especially from our past, of which we seem to be such terrible students.

Human arrogance is at the top of our problems: Thinking we know just because we read, saw, did, or experienced. The fact is we know very little. We used to believe the world was flat and the Earth was the center of the universe, and if you thought any different you would have been burned at the stake. What we know about the universe, and the more we unravel the meaning of life, the more aware we become of how little we actually know. It is currently estimated that we understand a little more than one-percent of the entire evolutionary process. Advances in science, medicine, and all bodies of knowledge continually grow, expanding our awareness and understanding. The worst thing you can do is think that you have it all figured out or that your understanding is 100% correct. This attitude marks one as arrogant or insecure and is precisely what leads to the very destructive side of the human personality.

Purpose and meaning do not come from any external circumstance either, but as difficult times

宗教，我们才能有希望在灵性数十亿年繁荣发展的地方恢复灵性。”

我相信新的宇宙学思想是能正常发展的：我们要“成长为命定的样子”。

### **目标和意义的起源**

生活的目标和意义不是来自于你所积累的知识和经验体系，因为它们纯粹是主观的，也很可能是不准确的。我们必须接受我们“知道”的非常少这一事实——我们必须虚心求教，尤其是向过去学习。在过去，我们似乎是很糟糕的学生。

傲慢是我们需要面对的首要问题：我们因为曾经读过、看过、做过或经历过就认为我们知道一切。但事实上我们知道的很少。我们曾经认为世界是平的，地球是宇宙的中心。如果你有不同的观点的话，你就会陷入危险中。我们所知道的关于宇宙的东西，我们越是解开生命的意义，我们就越意识到我们所知甚少。据估计，我们对整个进化过程的理解仅占百分之一多点。科学，医学和所有知识不断增长，扩大我们的认识和理解。你能做的最糟糕的事情就是认为你已经想通了所有的一切，或者你的理解是百分之百正确的。有这种态度的人傲慢、有强烈的不安全感，会让人性格走向极端。

目标和意义也并非来自于外在环境。由于困难时期可能是你探寻目标

may be part of the process, they at least shape your character. This is what Viktor Frankl learned in the concentration camps of Auschwitz:

*"I had to teach despairing men that it did not really matter what we expected from life, but rather what life expected from us. They needed to stop asking what the meaning of life was, but think they were being questioned by life, daily and hourly, and the answer must consist in right action and conduct. Life ultimately means taking the responsibility to find the right answer to its problems and to fulfill the tasks which it constantly sets forth."*<sup>40</sup>

Learning to ask questions, take responsibility, and act in a forward direction may be more meaningful than anything else that Frankl discovered.

Purpose and meaning do not come from your faith or religion, even though they can be powerful sources from which many draw. Frankl concludes his more recent book, *Man's Search for Ultimate Meaning*, with comments that are empirically evidenced by tests and statistics: People who regard themselves as irreligious are no less capable of finding meaning in their lives than those who consider themselves to be religious. We have the Freudian principle which states our 'Will to Pleasure', the Adlerian principle which states our 'Will to Power', and Frankl's logotherapy principle.

Dr. Frankl suggests the search for meaning is the primary motivation in life, which is where he derives its name: 'Logos' is a Greek word which denotes 'meaning', giving us 'meaning therapy'. According to logotherapy, we can discover the meaning of life in three different ways, by:

1. creating work or doing a deed;
2. experiencing something or encountering

和意义过程的一部分，它们对塑造你的人格至少会起到一定的帮助作用。这也是维克多·弗兰克在奥斯威辛集中营所学到的：

*"我必须教导那些绝望的人，我们对生活的期望其实算不了什么，重要的是生活对我们的期望。他们需要停止追问生命的意义，时刻接受生活的质疑，并以适宜的行为回答生活的质疑。生命最终意味着承担责任，找到问题的正确答案，并完成它不断提出的任务。"*

弗兰克发现学会问问题，承担责任和不断前行比做其他事情更有意义。

目标和意义也不是来自于你的信仰或宗教，虽然信仰和宗教可以赋予你极大的力量。弗兰克在他的新书《人对意义的追寻》中以实验数据为证据提出了自己的看法：认为自己是无宗教信仰的人与认为自己有宗教信仰的人一样能发现生命的意义。我们有弗洛伊德的“寻乐”原则，阿德勒的“求权”原则以及弗兰克的意义治疗原则。

弗兰克博士认为追寻意义是生命的主要动力，这也是他造词的灵感来源：“Logos”在希腊语中表示“意义”，“logotherapy”的意思就是“意义治疗”。我们可以经过以下三种方式发现生命的意义：

1. 工作或做某事；
2. 经历某件事或遇到某个人，最终

---

<sup>40</sup> Frankl, Viktor E. *Man's Search for Ultimate Meaning*. 1997.

- someone, ultimately love;
3. and by the attitude we take regarding unavoidable suffering.

It is clear that our relationships and love for another, even animals, can provide a deep sense of meaning and purpose; but even those require maintenance, commitment, and growth (which we talked about in Chapter 3). Doing good deeds and helping others always builds self-worth, which is why volunteering is highly recommended in the therapy of those who are depressed. Our Federal Government and Corrections Department gathered research regarding recidivism, and concluded that:

*“Self-esteem was one of the factors least likely to be changed through programs and learning, they felt an individual’s self-worth and esteem would naturally grow when an individual contributed back to society.”<sup>41</sup>*

If you want to build your self-esteem, give of yourself freely without expecting something in return and apply the biblical principle, *it is better to give than it is to receive*. The building of our character, our self-esteem, and our self-image plays a significant role, as well, which is why many people – mostly men – find tremendous satisfaction, purpose, and meaning in work, accomplishments, and making progress.

Franklin D. Roosevelt said, “Happiness lies in the joy of achievement and the thrill of creative effort,” and Thomas Wolfe said, “If a man has a talent and learns somehow to use the whole of it, he has gloriously succeeded and won a satisfaction and a triumph few men have ever known.” Women on the other hand, tend to find more satisfaction, purpose, and meaning in relationships. Both paths require goals for growth and development, which leads me to the most significant area in which humans find purpose and meaning: Our future!

- 爱上;
3. 针对不可避免的磨难的态度

很显然，人际关系和对另一个人的爱，甚至对动物的爱，都可以给予我们深刻的意义和目的感；但这也需要人去维护，去信守承诺，去不断成长（我们在第三章中谈到过）。做好事和帮助别人能帮人建立自我价值，这就是为什么在治疗抑郁症患者时强烈建议他们进行志愿服务。我们的联邦政府和惩教部收集了关于累犯的研究，并得出以下结论：

*“自尊是通过计划和学习都很难改变的因素之一，当一个人回报社会时，个人的自我价值就会提升。”*

如果你想要建立自尊，那么你就要做到不期待任何回报地付出并按《圣经》原则行事，给予比接受更好。塑造性格、自尊心以及自我形象意义重大，这也是为什么许多人——大部分男士——能在工作、成就以及进步中获取巨大的满足感，找到生活的目标和意义。

富兰克林·罗斯福说过“幸福在于取得成就时的喜悦以及做创造性工作而产生的激情”，托马斯·沃尔夫说过“如果一个人有某项才能并且知道如何应用这项才能的话，那么他就已经取得了巨大的成功，获得了少数人知道的成就感。”在另一方面，女性更倾向于在人际关系中找到成就感、目标和意义。这两种方式都需要制定成长和发展的目标，这也让我进一步分析人们获得目标和意义的重要领域：我们的未来！

---

<sup>41</sup> Andrews, Don A. “Recidivism is Predictable and can be Influenced: Using Risk Assessments to Reduce Recidivism.” Laboratory for Research on Assessment and Evaluation in the Human Services Department of Psychology Carleton University.

## Our future vision

Our vision for the future is the most compelling, motivating, and meaningful thing we have. Victor Frankl concluded one of his concentration camp experiences with these words:

*"It is peculiar that man can only live by looking to the future."*

This point is further illustrated by the dramatic demonstration Frankl had with a block warden in a camp. The warden had confided in Victor one day, saying:

*"I had a dream last night: A voice told me that I could wish for something, and I should only say what I wanted to know and my questions would be answered."*

He asked to know when the war would be over: He wanted to know when the camp would be liberated, and when the sufferings would end! He had this dream in February, 1945, and confided in Viktor at the beginning of March. Frankl then asked what the dream voice had answered, to which the warden replied, "March 30<sup>th</sup>!"

When the warden told Viktor about his dream, he was still full of hope and confidence that the dream voice would be right, but as the dream date drew near, war news reached the camp that it would be highly unlikely that anything would change by the dream date. By March 29<sup>th</sup>, the news had not changed and he started to become very ill and ran a fever. On March 30<sup>th</sup>, the day the prophecy was to be, he became delirious and lost consciousness. On March 31<sup>st</sup>, he was dead. The loss of hope had dramatically affected the man's ability to fight off typhus, and so his body became victim to the disease.

This is a powerful illustration of how our belief systems affect our life. It was Friedrich Wilhelm Nietzsche who said:

## 我们的未来愿景

我们对未来的愿景是我们所拥有的最引人注目、最具激励力和最有意义的事情。维克多·弗兰克用一句话总结了它在集中营中的一次经历:

*"人只能通过展望未来而生存。"*

他的感悟在与集中营管理员的交流中得到了进一步的体现。管理员把维克多关了一天,对维克多说:

*"我昨晚做了一个梦:有一个声音说我可以许愿得到些什么,并且我只能说我想要什么,然后我就能得到答案。"*

他问了什么时候战争会结束——他想知道什么时候集中营会被解散,什么时候能免受这些痛苦!他在1945年2月拥有了这一梦想,并在3月份的时候把维克多关了起来。弗兰克问他那个声音回答了什么,管理员回答道"3月30日!"

当管理员告诉维克多自己的梦时,管理员还充满希望和自信地认为梦中声音的回答是正确的,但当时间一天天接近那个日期时,关于战争的消息传到集中营,战争不太可能在那个日期之前结束。3月29号的时候,关于战争的消息并没有任何改变,管理员开始生病和发烧。3月30号的时候,管理员开始精神混乱并失去意识。3月31号时,管理员去世了。失去希望极大地减弱了管理员抵抗斑疹伤寒的能力,让他更容易受到疾病的伤害。

这是证明信仰影响人生活的一个非常有说服力的例子。弗里德里希·威廉·尼采讲过:

*“He who has a ‘why’ to live can bear almost any ‘how’.”*

One of the main purposes of this book is to encourage people to set goals, to create and design a compelling future, and to help them overcome much of the fear, insecurity, negativity, emptiness, and any lack of hope. I believe that most of the seeking and ‘soul-searching’ can be better fulfilled by having goals and a compelling future, as opposed to accepting some faith or religion that is constantly changing. Have a positive, hopeful future as you pursue greater understanding of your faith, yourself, or whatever else you choose to be important. Whatever you get told and accept or choose can only be better understood by change attained through your personal development: Your growing awareness of yourself, others, and the greater forces acting with us.

I recall my personal experience struggling with my desire for more growth and understanding within my faith at the time, many years ago. It seemed that every time I questioned, my question would be squashed by set doctrines that people bought into, unwilling to explore or challenge.

It was obvious that I was either to conform to the ways of the faith or suppress my need to understand more deeply – but neither was going to happen. Confused as to whether I was doing something wrong or not, I ventured out anyway, exploring the deeper theology of Evangelical Christianity, Catholicism, and Judaism only to find great disagreement and contradiction. Greatly troubled by what I felt in my heart for these differences and divisions, I looked up at my mission statement, reviewed my goals, and said, “It’s okay. I have purpose, meaning, and direction in my life.” It was another time my goals for the future and personal mission statement gave me a deep sense of peace and encouragement to press on.

*“一个人知道自己为什么而活, 就可以忍受任何一种生活。”*

这本书的主要目的之一是鼓励人们制定目标, 构造一个令人心动的未来, 并帮助人们克服恐惧感、不安全感、消极心态、空虚感和任何因缺乏希望而引起的问题。我相信, 比起接受一些不断变化的宗教和信仰来说, 拥有明确的目标和令人心动的未来更能让人们实现大多数的追求, 让人们真正的自我反省。当你想要进一步了解自己的信仰, 自身状况, 或任何其他的选择时, 有一个积极的、充满希望的未来是至关重要的。无论你是被告知还是主动接受或做出选择, 只有通过发展自我、改变自己才能更好地理解他人对你讲的话、你所接受的事物以及所做的选择: 你對自己、他人以及更大力量的意识不断增强, 这会影响着我們。

我想起在多年前我非常渴望成长, 想更多地了解自己的信仰。但似乎每当我提出问题时, 我的质疑渴望就会受到死板教条的压制, 无法继续深入研究。

很明显, 我要么遵从信仰, 要么抑制我探索未知的渴望——但两者都不可能发生。不管我是否会做错什么事, 我还是大胆地去探索福音派基督教、天主教和犹太教的深层宗教体系, 结果却发现了更大的分歧和矛盾。这些分歧和矛盾给我带来了深深的困扰, 但我回想了我的使命宣言, 回顾了我的目标, 对自己说: “没关系。在我的生命中, 我有目的、意义和方向。” 我的未来目标和个人使命宣言又一次让我放平心态, 鼓励我继续前行。

This vision for a hopeful future gave me strength as I realized that nobody really knows and that mankind has this wonderful gift and ability to grow into ever more conscious and aware beings, and that this gift would be badly abused if we were not to use it and change every aspect of our beings as we evolve into the future. It is the future that holds the greatest opportunity: Look at most of our past as human beings, look at the mistakes we have made, abuses we have performed, and evils we have committed, and look at your own past and tell me how many things you would change. This is the key: Change! Develop and grow into a more conscious being and borrow from the future so you can act differently in the present.

### The existential vacuum

We do not lack time, we lack direction that could be filled by our goals and intentions for the future. Time, in fact, is part of the problem; but it is not too little but *too much* time: Leisure time and idleness are the devil's workshop. David K. Reynolds, who I referred to earlier, begins his book with the view that we live in an era of leisure:

*“Technologically-advanced countries or developed nations live with a freedom from life-threatening insecurity like never before in human history. Without the purpose of the struggle for everyday survival, we find an increasing number of people drifting into lethargy, drugs, and suicide.”*<sup>42</sup>

Frankl seems to agree that the boredom – using the term ‘existential vacuum’ – is showing up to cause more problems than stress: Not knowing what to do with spare time leads many to sexual immorality, depression, aggression, and addiction, and many traces of suicide can be

充满希望的未来远景给予了我力量。我意识到没有人知道一切，人们有提高意识的能力，在人们走向未来的过程中如果没有好好地利用这一能力来改变自己的方方面面的话，我们就浪费了这一能力。巨大的机会只会出现在未来：看看人类的过去，看看人类犯过什么错，施行过什么样的暴行，做过什么样的坏事，看看你自己过去干过什么并告诉我你有多少想改变的事情。改变是关键！提高自己的意识，并借鉴未来，这样你就能以另一种方式来处理正面临的事物。

### 空虚

我们并不缺乏时间，我们缺乏的是向目标前进的方向以及对未来的打算。事实上，时间是问题的一部分；但问题是我们不是缺乏时间，而是拥有太多时间：懒散会让人堕落。我在本书前几章曾引用过戴维 K. 雷诺兹的话，他在他的著作开篇提到人们生活在安逸的年代里。

“科技发达的国家或经济发达的国家的人们不会受到生存的威胁，这在人类历史上是前所未有的。当人们不再为生计奔波时，就会有越来越多的人变得懒散，开始吸毒甚至自杀。”

无聊——即“空虚”——比压力造成的问题更多，弗兰克似乎认同这一观点：不知道如何利用闲暇时间会产生许多不道德的性行为，让人抑郁，具有攻击性和吸毒，自杀的许多线索可以追溯到这种现象上。弗兰克

---

<sup>42</sup> Reynolds, David K. *Water Bares no Scars: Japanese Lifeways for Personal Growth*. 1987.

traced back to this phenomenon. Frankl says that today, man's 'will to meaning' is frustrated on a world-wide scale, and feels more and more people are haunted by this existential vacuum, or feeling of emptiness. This feeling manifests itself in boredom and apathy. Boredom indicates a loss of interest in the world, while apathy betrays a lack of the initiative to do something in the world, to change something in the world. Webster's New Illustrated Dictionary defines 'apathy' as a "lack of feeling, emotion, or sensation" or an "indifference, or lack of interest."

People are simply wanting answers to their problems, but seeking an answer is the wrong approach. The solution is to grow to new levels of awareness and continue questioning. In the fictional book, *The Celestine Prophecy*, a wise priest advised a man by saying:

*"The problem in life isn't finding the right answer but identifying our current questions."*

Engaging yourself in quality questions over and over again is engaging yourself in the miracle of the process of growth: The process of looking, the process of seeking, and the process of finding. Isn't this what scripture asks and promises?

*"Ask and it will be given to you; seek and you will find; knock and the door will be opened to you. For everyone who asks, receives; he who seeks, finds; and to him who knocks, the door will be opened."*<sup>43</sup>

Scripture also says:

*"Make every effort to add to your faith, goodness; and to goodness, knowledge; and to knowledge, self-control; and to self-control, perseverance; and to perseverance, godliness; and to godliness, brotherly kindness; and to brotherly kindness, love. For if you possess these qualities in increasing measure, they will keep you from being*

认为现在，全世界范围内越来越少的人“追求意义”，越来越多的人受到空虚的困扰。这种感觉表现为无聊和冷漠。无聊表示对世界失去兴趣，而冷漠则暴露出缺乏做事和改变某事的主动性。《韦氏新图解词典》将“冷漠”定义为“缺乏感情、情绪或感觉”或“无情，缺乏兴趣”。

人们只想找到针对自己问题的答案，但寻找答案这种做法是错误的。正确的做法是提高意识并继续提出质疑。在《圣境预言书》中，一位睿智的牧师向一个人建议：

“生活中的问题不是找到正确的答案而是找出我们现在所面临的问题。”

不断地问自己有深度的问题就是让自己处于成长的过程中：观察的过程，探寻的过程以及寻找的过程。这难道不是《圣经》要求和允诺的吗？

“你们祈求，就给你们；寻找，就寻见；敲门，就给你们开门。因为凡祈求的，就得着；寻找的，就寻见；敲门的，就给他开门。”

《圣经》中还说：

“你们要分外地殷勤。有了信心，又要加上德行；有了德行，又要加上知识；又来了知识，又要加上忍耐；有了忍耐，又要加上虔敬；有了虔敬，又要加上爱兄弟的心；有了爱兄弟的心，又要加上爱众人的心。你们

---

<sup>43</sup> Matthew 7:7-8, NIV



*ineffective and unproductive in your knowledge of our Lord, Jesus Christ. But if anyone does not have them, he is near-sighted and blind, and has forgotten that he has been cleansed from his past sins. Therefore, my brothers, be all the more eager to make your calling and election sure. For if you do these things, you will never fall, and you will receive a rich welcome into the eternal kingdom of our Lord and Savior, Jesus Christ.*"<sup>44</sup>

These verses tell me to grow, to increase virtues in life, and to be effective and productive. The process is of continuous improvement and, more importantly, the process of continuous understanding. Knowledge is the path to understanding, to becoming a more aware and conscious human being. The process of discovery never ends, but understand that one can develop, that one can fine-tune the way in which we go about it and become a significantly more alive seeker, experiencing life to its full.

Our society is caught up in instant gratification that never provides lasting fulfillment. I advise people to work on the things they can't measure and they stand a far better chance of success. Things you can't measure are the qualities that personal development produces: The virtues of wisdom, understanding, awareness, emotional intelligence, character, vision, and leadership, to name a few.

Frankl talks about meaning as a whole:

*"One must consider to have ultimate meaning: There must be meaning beyond one's self, meaning of the universe or, at the very least, meaning of one's life as a whole."*

He uses the analogy of a film: A movie is made up of many clips which all have meaning,

若充充足足地有这几样，就必使你们在认识我们的主耶稣基督上，不至于闲懒不结果子了。人若没有这几样，就是眼瞎，只能看见近处的，忘了他旧日的罪已经得了洁净。所以兄弟们，应更加殷勤，使你们所蒙的恩召和拣选坚定不移。你们若行这几样，就永不失脚。这样，必叫你们丰富富地得以进入我们主救主耶稣基督永远的国。”

这段话告诉我们要成长，要在生活中变得品德高尚，要有效率 and 有成效。这个过程是持续改进的，更重要的是，需要不断地加深理解。知识是通往理解的道路，能帮人成为一个更加清醒的、有意识的人。探索永远不会结束，但明白了这一点可以让人成长，可以让人与目标一致，成为一个更有活力的追求者，充分体验生活的乐趣。

现在，人们陷入了不能持续的瞬间满足中。我建议人们去做那些他们无法衡量的事情，这样他们会有更好的获得成功的机会。你不能衡量的事物是个人成长所产生的品质：智慧、理解、意识、情商、性格、远见和领导才能等。

弗兰克将意义看作一个整体：

*"一个人必须要有最终的意义：必须有超越自己的意义，宇宙的意义，或至少，将一个人的生活作为一个整体的意义。"*

他用电影作比喻：一部电影是由许多有意义的短片剪辑而成，但只有

---

<sup>44</sup> 2 Peter 1:5-11, NIV

but only upon seeing the whole movie do you get the complete picture. You can create a complete picture for yourself, design a life, and strive to make it a reality. That is the power of the vision of which your goals are the fuel. This is what I have accomplished with the *Life Goals Planner*, a tool with which people can engage in the process of designing a life that provides purpose, meaning, and direction. Establish your goals and strive to be the most that you can be.

看完整部电影你才能了解电影所描述的整个故事。你可以为自己创造一个完整的画面，设计一种生活，努力将它变成现实。这就是愿景的力量，而目标是愿景的燃料。这就是我所写的另一本书《人生项目规划师》想要实现的目标，这本书可以帮助人们设计可以提供目的、意义和方向的生活。确立你的目标，努力成为你能成为的人。

## Chapter 5 Application

From your prioritized goals and values, create your personal and family mission statements. Read the *Life Goals Planner*, a truly excellent tool for beginning the process of growth based on your chosen values and life's goals.

## 第五章 应用

从你的优先目标和价值观开始，形成你的个人和家庭使命陈述。阅读《人生目标规划师》，它是一本很有用的书，可以让你按自己选择的价值观和生活目标来成长。

## CHAPTER 6: PERSONAL DEVELOPMENT IS OUR SALVATION

### 第六章： 个人发展是我们的救赎

*“Our spiritual vision, inherited from the official religion or from the spiritual traditions of the past few thousand years, is not merely inadequate; it may, in fact, be a great delusion based on the inflated, patriarchal instinct of a power-crazy species.”*

- Diarmuid O'Murchu

“我们的精神愿景，继承自正统宗教或过去几千年的精神传统，是得不到满足的；事实上，它可能是基于一个野心勃勃、专制的、渴望权力的物种的妄想。”

——迪尔米德

Religions typically hold that human beings have a higher nature that exists in conflict with a lower nature, and that they offer ways to redeem the former from the latter.

Even within a single religious tradition, there may be different versions of this process. Some emphasize the separation of the spiritual part of the self from worldly attachments, while others emphasize living harmoniously in relation to nature, self, and divinity. The concept of religion has helped to expand our minds and thinking on one hand, but on the other it has suppressed and even denied truth and growth.

### Freedom of inquiry

At times throughout history, you could have been imprisoned or even burned at the stake for speaking ‘truth’, like the well-recorded events of Galileo, who stands as a symbol of the battle against authority for freedom of inquiry, shows us. Galileo accepted the Copernican theory that the Earth revolves around the Sun, built a telescope with which he discovered that the Milky Way is composed of stars, and discovered the four largest satellites of Jupiter, which he published in March, 1610 in *The Starry Messenger*.

Professors of philosophy scorned Galileo’s discoveries and printed attacks, rejecting his physics. The belief in a moving Earth was heretical. Early in 1616, Copernican books were subjected to censorship by edict, and the Jesuit cardinal, Robert Bellarmine, instructed Galileo that he must no longer hold or defend the concept that the Earth moves. Galileo was summoned to Rome by the Inquisition to stand trial for ‘grave suspicion of heresy’. This charge was grounded on a report that Galileo had been personally ordered in 1616 not to discuss Copernicanism, either orally or in writing.

宗教人士通常认为人类比其他物种更高级，并且宗教人士认为他们可以救赎后者。

即使在同一宗教中，救赎的方式也有所不同。一些人强调自我的精神世界与凡尘俗世相分离，而另一些人则强调与自然、自我和神性的和谐相处。一方面，宗教这个概念可以帮助我们拓宽视野，而另一方面，它却压制甚至否定真理和个人的发展。

### 探索的自由

在历史上，有时，你可能因为讲述“真理”而被监禁，甚至被绑在柱子上受火刑柱，如历史上记录的伽利略事件一样，伽利略是争取探索自由，反对权威的象征。伽利略认同哥白尼的理论，即地球围绕着太阳旋转，他用它制作的望远镜发现了银河系是由恒星构成的，发现了木星的四颗卫星，并将他的发现写进 1610 年 3 月出版的《星空使者》一书。

哲学教授蔑视伽利略的发现和他的著作，否定他的理论。将日心说这一观点视为异端邪说。1616 年初，教会人员按法令审查哥白尼的著作，耶稣红衣主教罗贝托·贝拉尔米诺命令伽利略必须放弃持有或维护日心说。伽利略因“异端邪说”被宗教法庭传唤到罗马受审。这起案件最终以著名的“1616 年禁令”结束，禁止他以口头的或文字的形式保持、传授或捍卫日心说。

Galileo was nevertheless compelled in 1633 to abjure and was sentenced to life imprisonment, then swiftly commuted to permanent house arrest. Galileo's condemnation has customarily been placed on the Roman Catholic Church. This conceals, however, the role of the philosophy professors who first persuaded theologians to link Galileo's science with heresy. An investigation into the astronomer's condemnation, calling for its reversal, was opened in 1979 by Pope John Paul II. In October 1992, a papal commission acknowledged the Vatican's error.<sup>45</sup>

### Resistance to change

One of the greater tragedies in our society, organizations, and even our families today is their ability to suppress good, healthy growth and development. I do not believe that it is intentional, either, but a problem of human insecurity, ignorance, and *resistance* to change. Our arrogance is that our thinking is right, accurate, true, and not to be disagreed with – much less challenged – as well as our inability to support and encourage others to express themselves and their own view.

When people think 'out of the box', they are often faced with all kinds of deliberate, conscious, and unconscious opposition which suppresses healthy growth. It is truly sad because this is precisely where we need to continue to be: Pushing our envelope of beliefs and abilities, and stretching ourselves to grow and become the most that we can be. I often quote part of a portion of an address from the former CEO of IBM, Thomas J. Watson, Junior:

*"I am not arguing for non-conformity in everything, I'm not urging you, for example, to refuse to be polite, to pay your bills, to stand in line at the supermarket, I'm not even suggesting that you should*

然而，在 1633 年，伽利略被判公然违背“1616 年禁令”并被判处无期徒刑，然后迅速改为软禁。此判决书立即通报整个天主教世界。然而，这就隐藏了那些说服神学家把伽利略的科学 with 异端邪说联系起来哲学教授们的作用。1979 年教皇约翰保罗二世重新调查了这一案件并为伽利略平反。1992 年 10 月，教皇委员会承认了当时罗马教堂的错误。

### 变革的阻力

当今社会，从大型组织到小型家庭都有抑制人健康成长和发展的能力，这是一大悲剧。我不认为这是有意而为的，而是人类的不安全感、无知和抵制变化的心态所引起的。我们傲慢地认为我们的想法是正确的、准确的、真实的，他人的观点不能与我们的观点相左——更不能质疑我们的观点——我们也不会支持和鼓励他人发表自己的观点。

当人们有不同寻常的想法时，会经常受到各种各样的有意的或无意的反对，抑制人们思想的健康成长。这是真正的悲哀，因为这正是人们需要继续改进的地方：去除信仰和能力的制约，不断成长，成为最好的自己。我经常引用 IBM 前执行总裁托马斯·约翰·沃森的一段话：

*“我不希望对生活中的一切都持否定态度，例如：不礼貌，不支付账单，在超市不排队等，我甚至不希望你对生活*

<sup>45</sup> Drake, Stillman. "Galileo." *Microsoft Encarta 98 Encyclopedia*, 1993-1997.

*debate every issue, for if you take a minority position on everything, you won't be a leader, you will be a crank.*

*"I am calling on you to take a stand on those issues on which you feel disagreement, and differences are not only possible, but necessary. Now, suppose you try to follow this course: What will happen to you? Well, Nicholas Murray Butler, the great president of Columbia University at the beginning of this century, said that the world is made up of three groups of people: A small elite group who make things happen, a somewhat larger group who watch things happen, and the great multitude who don't know what happened."*

*"This means that the leaders – the makers of opinion in the world – are a very limited group of people, so as you stand and are counted, you will, firstly, run into the group who equate newness with wrongness: If it's a new idea, they won't like it – these are the conventionalists. Secondly, you are sure to meet the cynics: People who believe anyone who sticks his neck out is a fool. I'm sure you've heard of measures which passed the congress in a breeze voice vote and later went down to crash and defeat when some congressmen insisted that every vote be included in the congressional record. Thirdly, you will run into the group of people who believe that there are certain taboo questions that should not be debated: These suppressers of dissent think that once a stand has been taken, it is settled forever. Now, if you buck the power of the conventionalists, the cynics, and the suppressers of dissent, here is what may well happen:*

*"Sometimes you may look foolish, sometimes you may lose some money or even lose your job. Sometimes you may*

*中的每一个问题都斤斤计较，因为如果你的观点只有少数人赞同的话，你不会成为一个领导者，而只会成为一个怪人。*

*"我希望你能在你认为存在必要分歧的问题上坚持自己的看法。现在，假设你正在上这门课程：你会怎样做？尼古拉斯·默里·巴特勒，本世纪初有名的哥伦比亚大学校长，说世界是由三类人构成的：小部分精英人士让事情发生，稍多一点的人看着事情发生，而大部分人根本不知道发生了什么。"*

*"这意味着领导者——意见提出者——是非常有限的人，所以当你有自己的观点，并且你的观点很有价值时，你会首先面对一群将新的东西同错误等同的人的诘难：如果这是一个新的想法，这些人是不会喜欢的——因为他们喜欢墨守成规。其次，你一定会遇到那些愤世嫉俗的人：他们认为那些出头的人都是傻瓜。我相信你也听说过经过国会口头表决通过的措施在后来施行失败时，一些国会议员会坚持认为，每一次针对该措施的表决投票都是经国会通过的。然后，你还会遇到一些认为某些禁忌问题不应该被讨论的一群人：这些被压制的有不同思想的人一旦被人们接受了他们的观点，他们就能永远地让人们认同自己的观点。现在，如果你限制守旧的人，愤世嫉俗的人以及压制拥有不同思想的人的权力，就很有可能会发生下面的事情：*

*有时你看起来很蠢，有时你可能会损失一些钱，甚至失去工*

*offend others, and there is no getting around it. Strangely, the expounders of many of the great new ideas in history were frequently considered on the lunatic fringe for some or all of their lives. If you stand up and are counted, from time to time you may get knocked down, but remember this: A man flattened by an opponent can get up again, but a man flattened by conformity stays down for good.*

*"Therefore, I would like to reverse a traditional piece of advice. You know it well, it goes: 'Make no little plans.' Instead, I would like to say this: 'Make no little enemies, people with whom you differ for some petty insignificant personal reason.'" Instead, I would urge you to cultivate mighty opposites, people with whom you disagree on big issues and with whom you will fight to the end over fundamental convictions. And that fight, I assure you, will be good for you and your opponent. Follow the path of the unsafe independent thinker, expose your ideas to the dangers of controversy, speak your mind and fear less the label of 'crack-pot' than the stigma of conformity, and on the issues that seem important to you, stand up and be counted at any cost."*

The fear of public speaking – which is continually rated as people's top fear – is a fear we were not born with but have learned as we grew as a child, fearlessly expressing ourselves until we began to get suppressed, slowly but surely, by our parents, people, and society. This suppression came mostly unconscious, as parents told us not to do this and not to do that.

Studies have revealed that the average child has heard the word 'no' 8 times more than the word 'yes' before entering grade school. Then, we get into school and the more we express ourselves, the more we begin to

作。有时你可能不可避免地得罪别人。奇怪的是，在历史上许多阐释新的伟大理念的人都经常被人们当做快要成为疯子的人。如果你持有新观点并且新的观点成立，你会时刻受到他人的攻击，但请记住：一个由对手击败的人可以重新站起来，但一个由赞同者击败的人会永远失败。

因此，我想推翻一条传统的建议。这个建议你很熟悉：“多制定计划”。相之相似，我想说：“少与那些由于微不足道的私人原因而与你意见相左的人对立”。相反，我建议你与那些在大问题上与你意见相左的人成为对手，与他们就基本原则抗争到底。我向你保证，这种抗对你和你的对手都有好处。走上不安全的独立思考者的道路，把你的想法暴露在争论的危险中，说出你的想法，不要害怕“破罐子”的标签，在那些对你来说很重要的问题上，不惜任何代价地表达自己的观点。”

公共演讲——一直是人们最恐惧的事——这种恐惧不是与生俱来的，而是在儿童时期随着年龄的增长而“学到”的，小时候我们总是勇敢地表达自己的观点，直到我们的想法逐渐受到父母、他人与社会的否定。当父母告诉我们不要这样做不要那样做时，我们的想法被无意识地抑制。

研究显示，在进入小学之前，平均每个孩子听到“不”这个词的次数是“是”的 8 倍。当我们进入学校之后，我们越是表达自己的观



hear and experience ridicule, embarrassment, and humiliation, and feel the pressure to conform until we learn not to express ourselves anymore. Along with these experiences, our dreams are squashed and true growth begins to be suppressed. In *Reclaiming Spirituality*, Diarmuid O'Murchu describes a story about Ian, a young adult who was perceived as quite ordinary growing up and without any particular religious belief:

*"Ian was blessed with a well-developed capacity to think and reflect. Ian was always a questioner and his parents encouraged him to be one. Fortunately, the education system - which thrives on making people think according to political and cultural expectations - did not succeed in undermining Ian's searching mind and heart."*

O'Murchu says the inability to think deeply and imaginatively is one of the most serious, social, cultural, and spiritual deprivations of the contemporary world, and so strive to be an Ian.

## Encouraging growth

This is one of the great problems with us human beings: We have a huge problem encouraging thoughts and ideas beyond our perceptions and world-views. We squash others' ambitions, thoughts, and ideas usually before they have even been given the chance to clearly articulate just what it is they are thinking. Often, we need to say something once or twice before it even begins to become clear in our own minds. This is one of the reasons why I emphasize understanding and "seeking first to understand before being understood" as one of the four key principles to making our relationships work. It is also part of the way we help people grow.

Sometimes, I think that our schools and

点,就越能遭受嘲笑,尴尬和羞辱,还会受到从众的压力,直到我们学会不表达自己的观点。伴随着这些经历,我们的梦想被挤压,真正的成长开始被抑制。在《挽救灵性》一书中,O'Murchu 讲述了一个关于伊恩的故事,伊恩被认为是一个成长经历普通,没有任何特点的信仰宗教的年轻人:

*"伊恩天生具有发育良好的思考和反思能力,伊恩总是提问问题,并且他的父母也鼓励他提问问题。幸运的是,伊恩所受的教育并没有是伊恩的求知欲,尽管教育总是要人们按政治和文化标准思考问题。"*

O'Murchu 认为不能深入思考,没有想象力是当今社会最严重的社会文化问题,也是一种严重的精神匮乏,所以人们应向伊恩学习。

## 鼓励成长

这是人类面临的一大问题:鼓励人们的看法和想法超越现有的看法和世界观的限制是一个很大的问题。我们在他人甚至还没有机会清晰地说出他们在想什么之前,就否定了他们的雄心和想法。通常,当我们的想法在脑海里变得清晰之前我们需要先将想法表达出来一两两。这就是为什么我强调整理解的重要性以及为什么要将“先理解他人再寻求他人理解”当做处理人际关系的四个关键原则之一,这也是我们帮助人们成长的方式之一。

religions are the greatest hindrances to allowing us to reach our human potential, due to the box that they put us in and the underlying pressures they apply for us to conform. On the other hand, they are needed to engage us in the process of gathering knowledge, learning, and opening our minds to the wealth of knowledge this world has to offer, which is crucial to the process.

Maybe Gardner is on track with his view I quoted earlier:

*“The purpose of school should be to develop intelligences and to help people reach vocational and avocation goals that are appropriate to their particular spectrum of intelligence. People who are helped to do so, I believe, feel more engaged and competent, and therefore more inclined to serve society in a constructive way.”*

Without a doubt, this is a step in the right direction in helping us to not only begin to serve society in a more constructive way, but to fulfill more of our human potential and build the confidence and self-esteem which enables us to become better people.

I believe this is to be the main role of a parents' job in raising children: To help identify what the child's gifts and skills are and support and encourage growth. It is a difficult thing to do for parents, teachers, and even managers and leaders: To encourage those coming up behind them to learn all that they know and be encouraged to take that knowledge and understanding and rise to greater heights and success. Most, it seems, cannot let go, let alone encourage and support others - and how could they, if they are not even committed to their own growth?

This is one of the greatest sins we can commit - to prevent or block growth - for our

有时候，由于学校和宗教的限制以及从众的压力，学校和宗教成为阻碍我们发挥最大潜能的主要障碍。另一方面，学校和宗教也是必须的，因为他们可以让我们积累知识，学习这个世界提供的丰富的知识，开阔我们的视野，这对一个人的成长来说是至关重要的。

我之前引用的加德纳的观点与以上观点一致，

*“在我看来，教育的目的是发展智能，帮助人们实现与自身能力相匹配的职业目标。我认为，接受这方面帮助的人，更有参与感，更加自信，因而更倾向于用建设性的方式服务社会。”*

毫无疑问，这不仅可以让让我们用建设性的方式服务社会，还能让我们发挥更多的潜能，增强自信，让我们成为更好的自己。

我认为这是父母在抚养孩子时的首要目标：发现孩子的潜能并培养孩子。这对于家长、老师甚至管理者或领导人员来说都是很难做到的事情：鼓励后人去学习他们所知道的一切，接受这些知识和相法，并去发扬光大。大多数人似乎都不能放手，更不用说鼓励和支持他人了，如果他们不致力于自己的成长，又怎么能鼓励他人呢？

因为我们的整个未来取决于我

entire future depends on us growing to new levels of awareness and understanding. All too many seem to just be trying to get through the day instead of *getting* from the day what can add more value to themselves, their jobs, and their families. We need to be personally committed to deeper levels of understanding for the health and well-being of our individuality and organizations, alike. I believe personal growth to be even more profound than just our health and well-being.

I do not believe that the salvation of our souls has to do with a set of words that we said in front of the altar, or a belief system that we formed by the information we learned from a particular church, nor from the experience we had at a spiritual retreat. In fact, more often than not, the preaching we heard or experiences we had can put us more squarely into a box, limiting growth and awareness. O'Murchu says:

*“Religious faith, today, does not follow a linear progressive process of gradually expanding understanding.”*

Sadly, the more we follow a limiting set of beliefs, the more we believe them and the more that growth is retarded, all the while believing our thinking is absolutely right, which only leads us into human arrogance. This is our human capacity to be brain-washed, and in some cases, to our deaths, as in many scary stories of the cults of our world.

### **The ongoing process**

The bottom line is that we see through the glass darkly, in which case we need to be careful to support growth instead of limit it. Salvation is not an event but a process, a process of becoming fully human, as M. Scott Peck says:

们所达到的新的认识和理解水平，所以妨碍或抑制人的成长是人们所犯的最大的错误之一。太多的人只是在虚度时光，而不是利用时间提高自身、工作以及家庭的价值。我们需要对自身及组织的健康和福祉加深理解。我认为个人成长比健康和幸福更重要。

我不相信我们灵魂的救赎与我们在圣坛前面所说的一套话有任何关系，也不会与由我们从某个教会学到的宗教知识所形成的信仰体系有关，也与退修会的经历毫无关系。事实上，我们经常听到的或我们所经历的布道会将我们放到条条框框中，限制我们的成长和意识的发展。O' Murchu 说过：

*“当今的宗教信仰并不遵循一个渐进的逐步认识过程。”*

可悲的是，我们越是遵循某些信仰，越相信它们，我们的成长就越迟缓。一直以来认为自己的想法是绝对正确的做法只会导致我们变得傲慢。这是对我们的一种洗脑，在某些情况下，会导致我们走向死亡，如世界上许多可怕的邪教故事一样。

### **正在进行的过程**

对于成长，我们是摸着石头过河的。在这种情况下，我们需要小心，多促进个人的成长，而不是限制它。救赎不是一个事件，而是一个过程，一个充分发挥人潜力的过

*“Some part of us is always in the process of healing. Consequently, the condition of health is not a static state of perfect wellness, it is among other things a condition of ongoing healing. Physicians are increasingly coming to think that most disease may best be defined as a failure of the healing process.”*

Peck said this is crucial because “the principle applies not only to our physical health but also to our mental health, and the health of our institutions and our organizations.” He continues:

*“Health is an ongoing process of becoming the most that we can be. The words ‘health’ and ‘healing’ come from the same Anglo-Saxon root: To be ‘whole’ or ‘holy’. Becoming the most that we can be is also the definition of ‘salvation’. The term literally means healing as we apply a salve to the skin to heal it just as we can learn to apply the principles of mental health to our lives to heal, to make us whole, to save our souls.”<sup>46</sup>*

These principles are the process of growing in awareness and consciousness, just as we have been for however many thousands or millions of years. It is our human evolution. Peck concludes his chapter, saying:

*“We cannot go back to Eden, we cannot – except at the peril of our souls – reverse evolution. We can only evolve for our salvation into ever more conscious beings.”*

More and more people are embracing this kind of thought: Not totally rejecting the religions of today, but recognizing their limitations and seeking to grow to new levels. It is a great shame when any organization,

程，正如斯科特·派克所说：

*“人身体的某些部分总是处于愈合的过程中。因而，身体健康并不是静态的完全健康状态，而是身体不断地治愈状态。越来越多的医生认为大多数疾病是由于身体痊愈过程受阻而导致的。”*

他认为这是很重要的，因为这一原理不仅可用于解释身体健康，还可用于解释精神健康、机构健康和组织健康。他还说：

*“健康是人们成为最好的自己的一个持续性过程。英文单词“健康”和“痊愈”拥有相同的安格鲁撒克逊语词根，指变得“完整”或“神圣”。成为最好的自己也是“救赎”的定义。字面意思是指当人把药膏涂抹在皮肤上时促进痊愈的过程，就像人们把心理健康原理应用在人们的生活中，治愈、拯救人们的灵魂。”*

这些原则存在于我们意识成长的过程中，同人类一起历经千万年。这是人类的进化过程。派克在文章中的结尾部分写到：

*“我们无法回到伊甸园，除非我们愿意冒丧失灵魂的风险，否则，我们不能退化成原始状态。为了能够自我救赎，我们只能不断成长，提高自身意识。”*

越来越多的人接受这样的观点：不是完全否定当今宗教体系，而是认识到宗教的局限性后渴望继

---

<sup>46</sup> Peck, M Scott. *A World Waiting to be Born*. Bantam, 1993.

group, or even family resists the broadening of their perspective, the growing of their understanding, and the encouragement of its members to reach new heights and fulfill more of their human potential.

I feel the mainstream churches' biggest shortcoming is their lack of providing and encouraging personal development, along with putting too much focus on the subjective experience and not enough focus on the principles of growth. One thing that is very clear from my experience with various churches and denominations – especially the Evangelical church – is that those individuals that grow personally find greater sense of peace, stronger faith, greater understanding, and greater compassion for others. It is a great shame to see the types of people that cling to a set of doctrines created by their denomination, believing they see things rightly while others do not, that they understand life correctly while other views are wrong. They are in great danger of failing in life, failing to grow because their narrow view blocks them from gaining more wisdom and understanding.

It is here that I hope not to offend anybody, but challenge people to open their minds and seek greater understanding. Grow a little personally and see how that begins to change you and your views, and become a greater human being.

续成长。任何组织，团体或家庭阻止其成员扩大视野、增长见识、提高认知水平以及发挥更多潜能的做法是会让人遗憾终生的。

我觉得主流教会最大的缺点是缺乏提供和鼓励个人发展的环节，同时主流教会还过于注重主观经验，对于人的成长不够关注。从我与各种教会和教派——特别是福音派教会——相处的经验来看，有一点很清楚，那些注重自我成长的人找到了更大的安宁感、更坚定的信仰、更深刻的理解和对他人的同情。一些人坚持教规教义，认为自己的看法正确而他人的看法错误；认为自己正确地理解生活而他人无法正确地理解生活。他们正处于人生失败的危险之中，因为他们狭隘的观点阻碍他们获得更多的智慧和理解。

我不希望我的观点会冒犯任何人，但我希望人们可以挑战自己、开阔视野、寻求更深刻的理解。让自己一点点成长起来，看看它会对自己和自己的观点产生什么样的影响，然后变得更加优秀。

## Chapter 6 Application

Start investing in your mind. Engage in personal growth activities, training, books, and tapes that expand your creative abilities, human emotions, and belief systems. Set a personal development goal and create a plan that invests a certain amount of time, energy, talent, and money to become the most that you can be as a person.

## 第六章 应用

开始思考。参加可以提高你的创造力和情商、改善你的信仰体系并有助于个人成长的活动和培训，阅读相关书籍和聆听相关磁带等。设定个人发展目标并制定一个需投入一定的时间、精力、才能和金钱的计划，然后成为最优秀的自己。

## POSTFACE: PERSONAL DEVELOPMENT IS THE ISSUE

### 后记：个人发展是关键

*“So let us reflect on what is truly of value in life, what gives meaning to our lives, and set our priorities on the basis of that. The purpose of our life needs to be positive. Then, our life becomes more meaningful and more peaceful, happier.”*

— The 14<sup>th</sup> Dalai Lama

“因此，让我们反思生命中什么是真正有价值的，什么给予了我们生命的意义，并在此基础上来确定我们的优先事项。我们生活的目的应该是积极的。然后，我们的生活才会变得更有意义，更安宁，更快乐。”

——十四世达赖喇嘛

In adult life, the choice of our values forms the foundation of our character, and the ability to choose our goals employs our incredible human ability to create. When both our values and goals are carefully thought through and chosen, we are equipped to move forward with more confidence and promise. The choosing of our goals also implies responsibility and action, unless a limiting belief holds us back.

We all have some experiences from the past that have wounded us mentally, physically, or emotionally, and which prevent us from moving forward and growing to new levels of success and, more importantly, new levels of awareness. This growth can be painful, as Scott Peck explains:

*“Consciousness of self continues to develop throughout childhood, adolescence, and hopefully adulthood, painfully. Consciousness and pain are interwoven. If someone has severe enough physical pain, what do we do? We give him anesthesia to render him unconscious. Similarly, people will anesthetize themselves to deal with their emotional pain, either with drugs or, more commonly, through a variety of psychological tricks we call ‘defense mechanisms’.*

*“While sometimes necessary, even life-saving, these defense mechanisms are more often employed in an unhealthy fashion, to limit consciousness, to ward off existential legitimate suffering. When used this way, they are the cause of psycho-spiritual disease. As self-imposed limitations of consciousness, they prevent the person from moving forward through the desert of unease and becoming all that she or he can be.”<sup>47</sup>*

It is this next level of awareness which is key to achieving our goals and, more importantly, our

成年后，我们选择的价值观会成为塑造我们性格的基础，选择目标的能力是基于我们神奇的创造力。当我们仔细思考并认真选择价值观和目标时，我们就充满了信心和希望，做好了向未来前进的准备。我们对目标的选择也意味着需付出责任和行动，除非受到信念的阻碍。

过去，我们都有一些痛苦的经历，这些经历在精神上、身体上或情感上折磨着我们，阻碍我们前进和成长，更重要的是这些经历还会阻碍我们提高意识水平。在这些经历的影响下成长是痛苦的，正如斯科特·派克解释的那样：

*“随后，人的自我意识将会痛苦地继续发展，经历儿童期、青春期以及‘理想上的’成人期。意识和痛苦交织在一起。如果有人身体疼痛，我们该怎么办？我们给他麻醉使他昏迷。同样，人们会使用药物或，更常见的是，通过一系列人们称之为‘防御机制’的心理疗法麻醉自己来处理情绪上的痛苦。*

*虽然这些防御机制有时是必要的，甚至是可以挽救人生命，但是人们往往采用不正确的方式使用这些防御机制，例如限制意识的发展，以逃避应有的磨难。当人们以这种方式使用防御机制时，它就会成为人们患精神疾病的原因。对意识自我限制让人无法度过煎熬、继续前行，从而阻止她或他成为想要成为的人。”*

这是意识的另一个层次，它对

---

<sup>47</sup> Peck, M Scott. *A World Waiting to be Born*. Bantam, 1993.



mental and emotional states. To fulfilling our human potential and become the most that we can be is the goal of mankind.

### **Growth is ever-present**

It is interesting that we may, in fact, sin if we do not grow. One definition of sin, from the Greek word 'chatha', means: "Coming short of our true end", or "missing the mark".<sup>48</sup> Even though it may be painful to grow, it is our purpose on this planet, for now at least. "No pain, no gain," as the saying goes. Although the challenge has shifted from the struggle to survive and put food on the table to bringing purpose into our lives, a struggle is still present. The shift has gone from a physical challenge for the basic needs to a mental and psychological challenge, and perhaps 'spiritual' challenge.

I, for one, see the mental, psychological, and spiritual challenges as one-in-the-same, along the lines of how Scott Peck uses the term 'psycho-spiritual'. At one point in my life, they were very different, however: My church involvement, study of theology and ministry, and serving others was my spiritual development. My personal development was never really that clearly-defined, possibly even mixed up a bit with professional development of technical skills, much of the formal schooling that equips us to fit into the corporate world, and a bit of the spiritual development that seemed to work purely on the human side. Now, I am a four-square believer in personal development being spiritual and the underlining purpose of our lives. After articulating my perspective on success in business, relationships, and personal success, my perspective on life's purpose is that it is clear that from success to salvation, personal development is the issue. I take this stand for a couple of reasons:

1. My own thinking has changed and developed.
2. The need for growth and development is ever-present.

于我们实现目标来说是非常关键的，对我们的精神和情绪状态也非常重要。充分发挥潜能并成为最好的自己是人类的目标。

### **成长是时时存在的**

有趣的是，如果我们不成长，我们就可能会犯罪。罪的定义之一，来自希腊词汇 "Chatha"，意味着："目的不明确"，或"错过目标"。虽然成长会令人痛苦，但这是我们生活在这个星球上的目的，至少目前是。俗话说："没有痛苦，就没有收获"。虽然斗争已经从生存斗争，饱腹转变为寻找生活的目的，但斗争始终存在。这种转变已经从基本生存需要上升为精神和心理需要，也许是精神上的挑战。

我将思想、心理和精神的挑战看作是等同的，沿用斯科特·派克的术语"心理精神"。然而，在我生命的某一特定时刻，它们是不等同的：我参与教会活动，研究神学，做牧师[宗教人士]所做的工作以及服务他人是我对精神的发展。我的个人发展从来都不是明确的，甚至可以说是和专业技能发展混淆在一起。正规的学校教育让我们适应公司生活，精神上的点滴成长都对人的健康发展起促进作用。现在，我坚信个人发展是精神上的，也是我们生命的主要目的。自我阐述了对商业、人际关系和个人成功的看法之后，我对人生目标的看法变得逐渐清晰起来：从成功到救赎，个人发展是关键。以下是我的看法的几点依据：

1. 我个人的思想得到了改变和发展。
2. 成长和发展的需要是时时存在

---

<sup>48</sup> Biblesoft. *Fausset's Bible Dictionary*. 1998.

Firstly, I have shifted much of my own personal theology to accepting the growing evidence of human evolution, the acceptance of the new cosmology that is surfacing in many of the thinkers of today. I used to accept a typical Evangelical Christian perspective that God created man, magically forming us not all that long ago (which has been a dominate right-wing Christian view, similar to Hugh Ross's perspective that some 40-50,000 years ago, God formed man separately from all other creatures).

Secondly, in all major religions and fields of knowledge, the underlying principle is to grow in knowledge and understanding. I do not believe that any one religion or body of knowledge has the full grasp of truth or understanding, and that we must all strive to learn more, to be more open, humble, and teachable beings. As the new cosmology thinker, Diarmuid O'Murchu has said:

*"A growing consciousness is surfacing in today's world that no one field of wisdom or knowledge - not even a religious one - can point us in life's true direction. That direction evolves within the course of evolution itself or, more accurately, co-evolves as each interdependent dimension grows to the realization of its full potential."*

That journey of becoming the most that we can be – developing our full potential – is where we will find the answers to our lives and overcome many of the problems us humans have developed in our hearts, minds, and world. All disciplines and fields of knowledge are just beginning to understand, like children growing and becoming more consciously aware of ourselves and our surroundings. Limiting this growth is only to sin – or ‘miss the mark’ – and fail to reach our true end.

Society, organizations, and even our families suppress good, healthy growth and development in an attempt to protect us when, in fact, much of the time this has the opposite affect and even limits us

的。

首先，我放弃了我自己的神学观点，接受人类进化这一观点，接受新宇宙论这一在当今社会越来越多的人认可的观点。我曾经认同典型的福音派基督教的观点，即上帝创造了人，不久之前神奇地制造了我们。（这是占主导地位的右翼基督教观点，类似于休·罗斯的观点，即大约四万至五万年前，上帝用不同于创造其他生物的方式创造了人。）

其次，在所有的主流宗教和知识领域中，基本原则是增长知识和见解。我不相信任何宗教或知识体系能掌握全部真理或见解，因而我们必须虚心好学，接受新生事物。正如新宇宙论学者 Diarmuid O'Murchu 所说的那样：

*“当今世界正出现一种不断成长意识，没有任何一个智慧或知识领域——甚至宗教领域——能指明我们生活的真实方向。这个方向与进化本身息息相关，或者更准确地说，与进化各组成部分共同进化。”*

在成为最好的自己的旅程中——发挥我们的全部潜能——我们将会找到我们生活的答案，克服内心、思想和世界中出现的许多问题。所有的学科和领域才刚刚起步，像儿童成长，对自身和周围环境的认识不断提高。限制这种成长只会导致犯罪——或“错过目标”——无法实现我们的真正目的。

社会，组织，甚至我们的家庭出于保护我们的目的抑制我们健康地成长和发展。事实上，在很多时候，这会产生负面影响，甚至会阻

on our journey. We must continue to grow and fulfill our human and individual potential and not be afraid to fail or try new things. We must continually question our paradigms and realize we are only just beginning to understand, and that there is a brave new world to explore, both externally and internally. We have unlimited nature, which is a very positive thing we all can strive for: Strive to be the best that you can be, develop your uniqueness, and contribute to the world in the special way you can. That is part of the purpose of the *Life Goals Planner*: To help us create and design a positive, compelling future in which we see hope and find the desire and courage to strive to build.

### **There is nothing good about pessimism**

I am greatly concerned about how the constant bombardment of negative news is affecting our minds. Many people I know watch the news before they go to bed and read the paper in the morning before they go to work. I can't think of a more negative way to start and finish your day, except if you add coffee and a cigarette to it.

Most of what is broadcast is a negative, manipulated one-sided point of view that promotes a sense of hopelessness. I recall a quote from George Bernard Shaw: "Newspapers are unable, seemingly, to discriminate between a bicycle accident and the collapse of a civilization." I suppose there may be some positive advantages depending on your purpose, like possibly a fear that may motivate you to do something, but I suspect that 99% that read and watch only do so for general information. In this case, I only see a negative impact feeding a pessimistic attitude.

There is nothing good about being pessimistic: It will rob your chances of success, it will steal your hope for the future, negatively impact your relationships, and add to bad health. It will only dig you a hole in the ground and bury you. We have to start to read again, but we need to read with our minds and hearts. I loved this article in the November, 2002 edition of Toastmasters magazine

碍我们实现人生目标。我们必须不断成长，充分发挥个人潜能，不要害怕失败或尝试新事物。我们必须不断质疑经典，认识到我们才刚刚开始认知这个世界，这个崭新的世界正等着我们勇敢地去探索，包括其内部和外部。我们的个性是无法约束的，我们都可以追求自己的独特个性：努力做到最好，发展你的独特性，并以独特的方式向世界作出贡献。《人生目标规划师》的目的之一是：帮助人们塑造一个积极的、令人信服的未来，在其中人们可以看到希望，找到构建未来的渴望和勇气。

### **消极对人没有一点好处**

我对铺天盖地的负面消息对人们思想产生的影响非常关注。我认识的许多人晚上睡觉前都会看新闻，早上上班前读报纸。我认为这是开始和结束一天生活最糟糕的方式。

广播的大部分新闻都是负面的，给人灌输片面的观点，让人更加绝望。我记得萧伯纳的一句话：“报纸似乎无法区别自行车事故和一个文明的消亡哪个更具有新闻价值。”我想基于某方面的目的，报纸的负面消息可能会产生积极的影响，例如某种恐惧心理可以激励你去做一些事情，但我认为 99%的读者只是想了解一些基本信息。在这种情况下，负面新闻只会助长人们的消极心理。

消极对人没有一点好处：它会剥夺你成功的机会，盗取你对未来的希望，对你的人际关系产生消极的影响，损害你的健康。它会挖个陷阱把你埋葬。我们必须重新阅读，用心阅读。我非常喜欢 2002 年 11 月《国际演讲会》杂志刊登的一

that challenged us to be better readers, more purposefully selective on what we read. The article titled, *What does it mean to be well-read*, talked about reading material that challenges our minds:

*“Well-read signifies intelligent, wise, something we all would like. Most of our reading is informational reading. Newspapers, magazines, flyers, etc. which unfortunately does not require us to do much thinking. We read the mass media print like we ingest fast food which gives us little to no nutritional value. If we read with our hearts and minds disconnected, we can become highly uninformed, very ignorant people.”*

Ignorance is not bliss: It is poverty, racism, misunderstanding, and arrogance. It is part of the problem in this world and something we must strive to overcome as a species, a nation, a family, and as individuals. A lot depends on your attitude and how you have been programmed, as L.P. Jacks has said:

*“The pessimist sees the difficulty in every opportunity, the optimist sees the opportunity in every difficulty.”*

I often wonder what it would be like if negative and bad news never did sell, and for the last 150 years all we ever heard was all the positive things about society, people, progress, and the incredible opportunities we will enjoy in the future. I would think that it would have had a tremendous impact on our overall outlook, our attitudes, and ability to deal with the challenges of the day. I enjoyed Faith Popcorn's book, *The Popcorn Report*, where she describes two scenarios:

*“The year is 2010. The great product of the last 10 years has been waste. Now, there is so much of it the real money is being made by the garbage barons. They make the garbage go away and get plenty of money for it and it's not*

篇文章，这篇文章促使人们成为更好的读者，根据需要有选择地阅读。文章的标题是《什么是博学》，主要谈论了值得人深思的阅读材料：

*“博学指理解能力强、有智慧，并且人人都喜欢。我们大部分阅读都是用来获取信息。人们在阅读报纸、杂志、传单等上面的信息都不需要过多思考。我们的阅读就像吃快餐一样，没有什么营养价值。在阅读时，如果我们的内心和灵魂是分离的话，我们会变得无知、愚昧。”*

无知不是天赐的福：它是贫穷，种族主义，误解和傲慢。这是这个世界上所存问题之一，是作为一个生物种群、一个国家、一个家庭以及一个个人都必须努力克服的问题。这很大程度上取决于你的态度和你的规划，正如 L.P. 杰克说的：

*“消极的人在每一个机会里看到的是困难；而乐观的人在每一个困难里看到的是机会。”*

我经常这样想，要是所有的负面新闻都没有刊登出来，在过去的150年里，我们所听到的都是关于社会、人们、发展的好消息以及我们在未来所享有的无限机遇，那么人们的世界观、处理当今挑战的态度和能力将会受到很大的影响。费斯·帕帕考恩在书籍《帕帕考恩报告》中描述了两个场景：

*“在2010年，过去十年里最大的产物是垃圾。现在，许多垃圾处理大王因处理垃圾而获利颇丰。他们移走垃圾，并以此牟利，他们所*

*just junk, it's toxic. Not only do we drink bottled water, but our homes are equipped with air purification systems with special filters. You can't just hop in your car and get away from it all, for one thing, where is there to go, and the other is a tank a gas will cost you about \$150. Air is so bad you can only drive 3 days a week, and different colored license plates tell you when it's your turn to drive. The city is no longer a cultural center but a war zone. School buses carry armed guards and home security has become home defense. Everything the media warned us about has come to pass."*

*And the second:*

*"The year is 2010, but we have learned from our mistakes and have made good decisions. We don't simply recycle, but we replenish. Corporate America has been transformed to meet our needs in a profound way. The city is no longer a heartless void but a community of neighbors. Most of us work at home and we are closer to our families. Electronic technology has served us well, freeing time and giving us more time for leisure. Government is back to its roots and provides true service. Quality is important, not only in the things we make but in the things we do. The future is bright and people are happy."*

Which scenario do you believe to be more likely and which do you wish and hope for? I will bet most find it easier to believe in the first scenario but deep down hope for the second. I am asking you to do much more than hope for, but act upon and begin to create. Create with your human ability to do so, to set goals and make the necessary changes which I will cover in the application at the end of this chapter.

### **Three powerful reasons for optimism**

移走的不只是垃圾。还有有毒物品。我们喝瓶装水，我们的房子都配备装有特殊过滤器的空气净化系统。你不能坐上汽车就开着走，首先，你得考虑要去哪，其次，将车加满油将花费你约 150 美元。由于空气严重污染，你每周只能驾驶 3 天汽车，不同颜色的车牌会告诉你什么时候轮到你开车。这个城市不再是一个文化中心，而沦为一个战区。校车携带着武装警卫，家庭安全已转变为家庭防御。媒体警告我们的一切都已经过去了。”

第二个场景：

“这一年是 2010 年，我们从错误中吸取教训，做出了很好的决定。我们不仅仅简单地回收利用，还补充所缺失的东西。美国企业已经转型，以满足我们的需要。城市不再让人感到空虚，成为一个邻里共同体。我们大多数人在家工作，与家人更亲近。电子设备为我们服务，帮我们节约时间，让我们有更多的休闲时光。政府回归基层，提供真正的服务。质量是重要的，不仅对于我们制造的产品来说是重要的，对于我们所做的事情来说也是重要的。未来是光明的，人们是快乐的。”

以上两种场景，你认为哪种最可能实现？哪种是你想要实现的？我认为第一种是最有可能发生的，但我内心渴望第二种场景会出现。希望你不仅仅只是渴望它，而是行动起来，去创造那梦想的场景。发挥自己的所有才能来创造、制定目标、做出必要的改变。在本章结尾的应用部分我会对其进行阐述。

### **乐观的三大理由**

*I am a true optimist for three reasons:*

1. *We must engage in a positive future.*
2. *There is more positive than negative, which can be seen more clearly in context.*
3. *We have a great capacity to solve almost any problem.*

*Firstly, I believe we must engage in, hope for, and focus on a positive future, a positive scenario like the second, above, for the sake of our children and of all people. Without a future, people have less ability, desire, and motivation to try, to strive for good, to challenge themselves, and do the hard work of learning and discipline that are required.*

As I have mentioned about Victor Frankl: He went on to talk about the inner strength one could have by pointing out a future goal and made note, “It is peculiar that man can only live by looking to the future.” And it is Friedrich Nietzsche who said, “He who has a ‘why’ to live can bear almost any ‘how’.” It is for this that we must each personally design not only a positive, but a compelling future that gives us the ability to borrow from it the power to act rightly, now. I am certain that individual and collective feelings, attitudes, and actions will fuel and fulfill the second reason I have.

Secondly, there is as much positive, if not more, than there is negative. We just don’t hear about it and don’t understand how it will eventually benefit us. We are usually caught up in the event, unable to see why or how it may help in our growth and the advancement of society and humanity. More often than not, we misinterpret the information we hear. We are heavily restricted from our personal bias and agendas. This limited information skews our perspective and we fail to see or realize that there is another side of the coin. We need to be careful about our acceptance of so-called ‘facts’, ‘statistics’, ‘studies’, ‘reports’, and the context that this information exists within.

There are always two sides to every story and

我是一个真正的乐观主义者，原因有三：

1. 我们必须参与到光明的未来中。
2. 乐观多于消极，这在上下文中可以看得更清楚些。
3. 我们有能力去解决几乎任何问题。

首先，我们必须参与到、希望拥有并专注于一个积极的未来，如第二个场景一样。没有未来的愿景的话，人们就很少有渴望和动力去尝试、去奋发图强、去挑战自己以及学习所必需的知识 and 准则。

之前提到过的维克多弗兰克在他稍后的演说中谈论了当一个人有未来的目标时所拥有的内在力量，“人只能通过展望未来而生存。”尼采也曾讲过“一个人知道自己为什么而活，就可以忍受任何一种生活”。因此我们每个人都要为自己构筑一个积极的、令人向往的未来愿景。让其赋予我们行动的能力。我确信个人和集体的感情、态度和行动会激发并实现第二种未来愿景。

其次，积极的事物总是比消极的事物多。我们仅仅只是没有听说过，不明白它最终将如何造福我们。我们经常被卷入某一事件中，看不出这一事件为什么或如何帮助社会和人类成长进步。我们经常错误地理解我们所听到的信息。我们因个人偏见和实际行动而目光短浅。这种不全面的信息扭曲了我们的视野，让我们看不到或意识不到事物的另一面。我们需要小心处理所谓的‘事实’、‘统计’、‘研究’、‘报告’和信息所依存的背景。

context is always important, which you don't get from one, single human being, i.e.: A book, a report, a study, or the media, who seem to be king at taking things out of context. The media always plays a balancing act with ethics. That's their job, whether you see it as right or wrong: It's business and a bottom-line. It is up to us to be better informed, expand our perspective, and not so easily accept everything we see or hear, even if it supports our beliefs, wants, or desires. We need to grow in awareness and challenge our beliefs to gain more understanding and make better decisions.

Now, it is time to elect the world leader, and your vote counts. Here are the 'facts' about the three leading candidates:

Candidate A: He associates with crooked politicians and consults with astrologists. He's had two mistresses. He also chain smokes and drinks 8 to 10 *martinis* a day.

Candidate B: He was kicked out of office twice, sleeps until noon, used opium in college, and drinks a quart of whiskey every evening.

Candidate C: He is a decorated war hero. He's a vegetarian and doesn't smoke, but drinks an occasional beer and hasn't had any extra-marital affairs.

Which of these candidates would be your choice?

'Candidate A' is *Franklin D. Roosevelt*  
'Candidate B' is *Winston Churchill*  
'Candidate C' is *Adolph Hitler*

So, you can see the importance of context, and if we put our world in context, we see that things are getting much better, as the wonderful positive book by Sir John Templeton illustrates:

Food: As recently as 1940, one farmer produced enough food for a dozen people.

每一个故事都有两面性，故事背景是很重要的。书籍、报告、研究或媒体似乎都擅长将事件剥离背景。媒体总能找到道德平衡点。这是它们的工作，无论你认为它是对的还是错的：这是它的业务也是它的底线。我们需要更全面地了解，扩大视野，不要那么容易接受我们看到或听到的一切，即使它能满足我们的信念和欲望。我们需要提高意识，挑战信仰，以获得更多的理解和做出更好的决定。

现在，让我们选出一名世界领袖，你的投票能发挥作用。以下是三名候选人的基本情况：

候选人甲：他与政客结交，星相学者是他的顾问。他有两个情妇。他还抽烟，一天喝八到十杯马丁尼酒。

候选人乙：他两次被解雇，睡觉睡到中午，大学时吸食鸦片，每晚喝一夸脱威士忌酒。

候选人丙：他被授予战争英雄的称号。他是一个素食主义者，不吸烟，偶尔会喝啤酒，没有婚外恋。

你会选那个人？

候选人甲是富兰克林·罗斯福。

候选人乙是温斯顿·丘吉尔。

候选人丙是阿道夫·希特勒。

从这个例子中你可以看到背景的重要性，如果我们把世界放到某一背景中，我们就能发现一切正在变好。正如约翰·邓普顿在书中所描述的那样：

食物：1940 年时，一个农民可以

Now, a single worker produces enough for 80 people. This translates into the world's population consuming 20% more than fifty years ago, with developing nations eating an average of 2,600 calories per day.

**Health & Life Expectancy:** 50% of all medical knowledge has been developed in the past decade. The United States spends \$15.9 billion on medical research, 5,300 times the 1940 level, and the US death rate has dropped 40% in the last 2 decades.

**Political Freedom:** Of the world's 192 sovereign states, fully 93% (179) of them elect their own legislators. Democracies rarely wage war against one another and political freedom is increasing dramatically around the globe.

**Environment:** American pollution levels are down to 1/3<sup>rd</sup> the level they were on the first Earth Day in 1970, and recycling rose from 3% to 22% from 1988 to 1993 (5 years).

**Getting along:** Military spending decreased \$935 billion between 1987 and 1994, and many countries spend more on health and education than on military.

**Spiritual:** Religious contribution is at its highest, exceeding \$60 billion in the US alone, and in 1990, overall sports attendance was 388 million while religious services exceeded 5 billion.<sup>49</sup>

The bottom line is that people are better fed, better clothed, better housed, and better educated than ever before in human history. People are becoming more aware and wanting change. Jim Wallis writes about changes at gang levels of society in his book, *The Soul of Politics*:

*"These young gang members spoke of*

为 12 个人生产足够的粮食。而现在，一个工人所生产的粮食足够 80 人用。这意味着世界人口粮食消耗比五十年前高 20%，发展中国家平均每天消耗 2600 卡路里。

**健康与寿命：**在过去十年中，50% 的医学研究都得到了发展。美国花费 159 亿美元用于医学研究，是 1940 年的 5300 倍，美国的死亡率在过去的 2 年里下降了 40%。

**政治自由：**在世界 192 个主权国家中，有 93% (179) 的国家的人民可以选举他们自己的立法者。民主国家很少发动战争，全球范围内越来越多的国家实现政治自由。

**环境：**美国环境污染水平下降到 1970 年第一个地球日时的三分之一，回收率从 1988 年的 3% 上升到 1993 年的 22%。

**军费开支：**1987 至 1994 年间，军费开支减少了 9350 亿美元，许多国家在医疗和教育方面的花费超过了军费开支。

**精神：**宗教的贡献是最高的，超过 600 亿美元，仅在美国，在 1990 年，整体体育出席人数为 3.88 亿，而宗教服务超过 50 亿。

人们比之前吃的好，穿的好，住得好，接受更好的教育。人们的意识不断增强，并渴望改变。吉姆·华莱士在《政治的灵魂》一书中写了关于社会群体的改变：

---

<sup>49</sup> Templeton, John Marks. *Is Progress Speeding Up: Our Multiplying Multitudes of Blessings*. Templeton Foundation Press, 1997.



*their need for the community to reach out to them. 'Why now?' he asked. 'I don't know, man. We just woke up. We need spiritual power.' They're taking responsibility. These gang leaders planned a summit meeting where they were to introduce a national truce and redirect their energies toward personal transformation and economic development.*"<sup>50</sup>

Thirdly, and most importantly, I believe that we have the ability and desire to solve any problem that we have created. Sadly, many don't have the motivation because we don't have big goals and well-designed futures. Most of us would agree that we can pretty much solve any problem if we take the time, spend the money, and learn the necessary skills. In fact, we humans have demonstrated time and time again, throughout history, that we have an unbelievable ability to create solutions to problems. We are great at creating problems, but we are just as good at creating solutions.

I say all of this because I believe that if we can do it personally, then collectively we can do much, much more. Through our growing pains – our growth and development – we will emerge and fulfill our human destiny. We are not running out of food, we are not running out of room on this planet, and we are beginning to wake up and deal with our major issues.

### **A great waking up**

We are *waking up* to much of the mess we have created. Our awakening is as much a part of our evolving awareness as anything else. Do you think that when we had invented the first machine that we knew it would have soon become a factory, contributing to the pollution problems of our water and air? Do you think that when the first automobile came onto the scene that we had any idea of the effects of carbon dioxide on our Ozone? Of course not. It is only through our purposeful

“这群年轻人谈到他们需要社会向他们伸出援助之手。  
‘为什么现在?’他问。‘我不知道,兄弟。我们刚刚醒来。我们需要精神力量。’他们在承担责任。这群年轻人中的领导人计划召开首脑会议,在那里他们将提出休战,并将精力转向个人转型和经济发展中。”

第三,也是最重要的一点,我认为我们有能力、也渴望解决我们自己制造的任何问题。因为我们没有远大的目标和仔细规划的未来,所以很多人没有动力。我们大部分人都认为如果花时间、金钱并学习相应的技能的话,我们可以解决任何问题。事实上,历史证明,我们有找到解决问题办法的无限潜能。我们善于制造问题,同样,我们也善于解决问题。

我谈论这些的目的是我相信如果我们每个人都能解决问题的话,那么我们所有人一起努力的话就能解决更多的问题。我们经历过成长的痛苦后将会完成我们的使命。我们不会耗尽食物,不会用尽空间,我们将开始觉醒,开始解决我们的主要问题。

### **伟大的觉醒**

我们正逐渐意识到我们所制造的混乱。觉醒我们意识进化的一部分,与其他任何事物一样。你认为,当我们发明了第一台机器时会想到它会很快就在工厂中大规模应用,引起水和空气的污染问题吗?你认为当第一辆汽车生产出来时,我们会意识到它产生的二氧化碳会破坏臭氧层吗?当然不会。对环境

---

<sup>50</sup> Wallis, Jim. *The Soul of Politics*. Harcourt Brace & Company, 1995.

evolution, our growing and creating, and exploring of our full potential that these things happen. Therefore, there is no blame to be given, only responsibility to be taken.

It has only been in the last 30 or 40 years that we have really realized the potential of human extinction. Just the plain fact that we are aware of all the destruction we have caused demonstrates that we care about investing in the talent, time, and resources so that we can deal with these problems. Many feel that we may not be investing enough and that we must question our own contribution. If that is how you feel, then the question is put back on you: “What are you doing to contribute to the solution?”

If we don't blow ourselves up with nuclear weapons, then extinction is a real possibility of probably 100 different scenarios. Even Diarmuid O'Murchu, after two pages on the negative side, came up with positive possibilities:

*“The most optimistic scenario we can envision is one where we will somehow avert a global catastrophe, or if it does happen, somehow survive it. Our hope on averting one is heavily reliant on either our self-understanding as ‘masters of creation’ who will engineer some dramatic solution, or our self-perception of being altruistic, responsible human beings who will make drastic changes in lifestyle and behavior in the face of impending destruction.”*

It is my perspective that, of course, we will engineer a dramatic solution. It probably won't even be that dramatic, but a progressive realization of our abilities, needs, wants, and desires as loving, caring human beings. We have the desire and the ability, and we will see the results. As the Worldwatch Institute says:

*“The Institute's highly-respected interdisciplinary research team argues that past successes – such as the elimination of*

产生这样的危害是在我们有目的的进化、成长和创造、并探索我们的全部潜力的过程中发生的。因此，我们不应责备任何人，只应承担相应的责任。

在过去的 30 年至 40 年的时间里，我们才真正意识到人类灭绝的可能性。我们清楚地意识到我们所造成的所有破坏，并开始注重对人才、时间和资源的投入，因而我们能够处理这些问题。许多人认为我们可能没有足够的投入，我们必须质疑自己的贡献。如果你是这样想的，那么你就应问自己：“对于解决问题，你可以提供哪些帮助？”

即使我们不用核武器毁灭自己，我们仍有 100 多种不同的方案让自己灭绝。在用两页内容描述消极这一面后，Diarmuid O'Murchu 提出了积极的可能性：

*“我们可以设想的最乐观的情况是，我们将以某种方式避免全球灾难，或者灾难确实发生了，人们却不知何故地幸存下来。避免灾难的希望不在于能解决一切困难的“造物主”，也不在于无私的自我认知，而是在面对即将到来的灾难时，有责任心的人会对自己的行为 and 生活方式做出巨大改变。”*

这是我的观点，当然，我们会想出一个非常有效的解决方案。解决方案也可能不会那么有效，但能让人逐渐意识到作为关爱他人的人所拥有的能力和欲望。我们有愿望和能力，所以会得到想要的结果。正如“世界观察研究”所说的那样：

*“该研究所备受推崇的跨*

*smallpox and the encouraging drop in birth rates in many countries – prove that humanity is capable of redirecting itself in positive ways. Most encouraging, the world is sitting on the cusp of similar successes that could usher in a sustainable human civilization. And a quickening of religious interest in humanity's place in the natural environment could awaken a powerful new constituency to the cause of sustainability.”<sup>51</sup>*

People are awakening, and the growing awareness throughout the world is huge. Millions and millions of people and many corporations, large and small, are making changes. As we gradually break through our personal and organizational limiting beliefs and become more united, people will grow to new levels of awareness and responsibility. This is our human purpose, our potential, and our gift that is sure to be manifested as we continue to evolve into the future. Diarmuid O'Murchu asks some good questions in the conclusion of his book I have been quoting:

*“What to do with those awakening feelings, how to talk about them, where and with whom to explore them are among the perennial questions of our time – urgent, not just for a meaningful spirituality of the future, but indeed for the survival of civilization itself.”*

He continues:

*“All indications are that the wisdom provided by formal religious institutions and those who represent them is of little use in addressing these burning contemporary issues. We need new ways of befriending, supporting, and enlightening each other in this new exploration and, in due course, we'll need new rituals to acknowledge, negotiate, and*

学科研究小组认为，过去的成功案例——如消除天花和许多国家的计划生育——证明人类有能力用积极的方式调节自身。最令人鼓舞的是，世界正处在类似的成功的风口浪尖上，这可能会带来可持续的人类文明。人们提高对自然环境的关注可以让世界可持续发展。”

人们正在觉醒，意识越来越强烈。数以百万计的人和许多公司，无论大小，都正在改变。随着我们逐渐突破个人和组织在信念上的限制，我们将会变得更加团结，进一步提高意识和责任感。在我们向未来进化的过程中，这是我们必定会展现出来的目的、潜力以及天赋。Diarmuid O'Murchu 在他的书的结尾部分向读者问了一些值得思考的问题：

*“如何处理这些觉醒的感觉，如何谈论它们，在哪里以及与谁探讨它们是我们所处的这个时代里长期困扰人们的问题——这非常迫切，不仅对拥有一个有意义的灵性的未来来说是迫切的，对文明本身的生存来说也是迫切。”*

他接着又问：

*“所有迹象表明，正规宗教机构和代表它们的机构提供给人的智慧对解决目前这些迫在眉睫的问题来说是没用的。在探索解决问题方法的过程*

---

<sup>51</sup> Worldwatch Institute. “State of the World 2003.” <[www.worldwatch.org](http://www.worldwatch.org)>

*celebrate the spiritual revolution.”*<sup>52</sup>

The belief systems in which our religious institutions uphold may in fact be limiting and unable to answer our questions and give us the direction we need in the emerging cosmology, but the people that belong to them do have a tremendous amount of power with their prayers and collective consciousness to help move this world in the right direction.

A new Worldwatch study documents how religious and environmental groups are partnering for the planet:

*“Washington, D.C.—Religious institutions around the world are going green and providing a push to the environmental movement, says a new report from the Worldwatch Institute, a Washington, D.C.-based research organization. Invoking the Spirit: Religion and Spirituality in the Quest for a Sustainable World documents how these unconventional alliances are growing in frequency and significance.”*<sup>53</sup>

中，我们需要以新的方式互相支持、互相启发。在适当的时候，我们需要新的仪式来答谢、商定和庆祝精神革命。”

在新宇宙论中，我们的宗教机构所秉承的信仰体系实际上可能会给我们造成限制，无法回答我们的问题，也无法为我们指明前进的方向。但宗教成员却可以拥有强大的力量，通过祈祷和共同的意识来帮这个世界回归正轨。

新“世界观察研究”描述了宗教和环保团体是如何合作的：

*“一份来自华盛顿特区的‘世界观察研究’报告指出世界各地的宗教机构都开始提倡绿色环保并促进环保运动的发展。‘唤醒精神：寻求可持续发展的世界的宗教与灵性’一文记录了这些非传统联盟的成长频率和意义。”*

---

<sup>52</sup> O’Murchu, Diarmuid. *Reclaiming Spirituality*. The Crossroad Publishing Company, 1998.

<sup>53</sup> Worldwatch Institute. “A Little Religion gives Environmentalism New Fervor.” December 19, 2002. <[www.worldwatch.org](http://www.worldwatch.org)>

## World religion statistics

This chart is pretty close to two other sources recording world religion populations:

Religion	Date Founded	Sacred Texts	Members	% of World
Christianity	30 CE	The Bible	2,015 million	33% dropping
Islam	622 CE	Qur'an & Hadith	1,215 million	20% growing
No religion	No date	None	925 million	15%
Hinduism	1,500 BCE	The Veda	786 million	13%
Buddhism	523 BCE	The Tripitaka	362 million	6%
Atheists	No date	None	211 million	4%
Tribal Religions	Prehistory	Oral tradition	91 million	2%
Judaism	No consensus	Torah, Talmud	18 million	<1%
Sikhism	1500 CE	Guru Granth Sahib	16 million	<1%
Confucianism	520 BCE	Lun Yu	5 million	<1%
Zoroastrianism	No consensus	Avesta	0.2 million	<1%

<[www.religioustolerance.org/worldrel.htm](http://www.religioustolerance.org/worldrel.htm)>

## 世界宗教人口数据

下面这个图表所记录内容与其他两个世界宗教人口的来源所记录的内容几乎一致：

宗教	成立日期	典籍	教众	占世界人口百分比
基督教	公元 30 年	《圣经》	20.15 亿	33% 下降
伊斯兰教	公元 622 年	《古兰经》《圣训》	12.15 亿	20% 上升
没有宗教	无日期记录	没有	9.25 亿	15%
印度教	公元前 1,500 年	《吠陀》	7.86 亿	13%
佛教	公元前 523 年	《三藏》	3.62 亿	6%
无神论者	无日期记录	没有	2.11 亿	4%
部落宗教	史前	口头传统	0.91 亿	2%
犹太教	无一致日期	《律法》《犹太法典》	0.18 亿	<1%
锡克教	公元 1500 年	《锡金圣典》	0.16 亿	<1%
儒学	公元前 520 年	《论语》	5 百万	<1%
琐罗亚斯德教	无一致日期	阿维斯塔	20 万	<1%

<[www.religioustolerance.org/worldrel.htm](http://www.religioustolerance.org/worldrel.htm)>

Most of the world's population adheres to one religion or another. Religion is the world's most debated subject and the least agreed-upon, which is possibly why it is so hard to find real direction.

I never did understand the battles and differences they seemed to harbor. Shortly before writing this, I took another world religion course to further my understanding and so believe at the core they are much the same, as Huston Smith, a scholar of world religions, has said:

*"If we take the world's enduring religions at their best, we discover the distilled wisdom of the human race."*

What I found is that every religion teaches ethical standards and moral values of behavior. These values and standards form the foundation of their teaching and identity for the individual and community. One of such teachings is The Golden Rule, which most faiths have in common:

- Christianity: "Do unto others as you would have them do unto you." (Jesus, Luke 6:13)
- Baha'i: "Blessed are those who prefer others before themselves." (Baha'u'ailah, Tablets of Baha'u'ailah)
- Buddhism: "Hurt not others in ways that you yourself would find hurtful." (Udana, Varqu 5:18)
- Hinduism: "This is the sum of all duty: Treat others as you yourself would be treated." (Mahabharata 5:1517)
- Jainism: "In happiness and suffering, in joy and grief, regard all creatures as you would regard your own self." (Lord Mahavir, 24th Tirthankara)
- Judaism: "A certain unbeliever came to Rabbi Shammai and said: 'Convert me provided that you teach me the entire Torah while I stand on one foot.' Shammai drove away the inquirer with the builder's cubit

世界上大多数人都坚信某种宗教。宗教是世界上争论最多的话题，也是最不一致的，这也许就是为什么它很难找到真正的方向。

我从未能理解各宗教之间的争斗和分歧。在写这本书之前，我去学习了另一种宗教以加强理解，并且我相信各宗教的本质是一样的，正如一个世界宗教学者休斯顿·史密斯所说：

*"如果我们能得到世界上存续时间最久的宗教的精华，我们就会发现人类的智慧。"*

我发现，每种宗教都教导人们道德标准和道德价值观。这些价值观和标准构成了宗教的传教基础及其独特性。宗教所传授的教义中有一个黄金法则，这也是许多宗教的共同之处：

- 基督教：“对待别人就像你希望别人对待你一样。”（Jesus、卢克 6:13）
- 巴哈：“受祝福的是那些考虑别人超过自己的人。”（baha'u'ailah, baha'u'ailah 墓碑）
- 佛教：“不要用你认为会给人带来伤害的方式来伤害他人。”（Udana、Varqu 5:18）
- 印度教：“这是所有责任的总和：对待别人就像对待自己一样。”（Mahabharata 5:1517）
- 耆那教：“在快乐与痛苦中，在欢乐与悲伤中，把所有的生物视为与你等同。”（Lord Mahavir, 24<sup>th</sup> tirthankara）
- 犹太教：“一个不信教的人见到 Rabbi Shammai 时说：“让我变得信教，在我用单脚站立时教会我

which was in his hand, and then went to Rabbi Hillel who said: 'What is hateful to you, do not do to your neighbor. That is the entire Torah, the rest is commentary. Go and learn it.'" (Talmud, Shabbat 31a)

- Sikhism: "Be not estranged from another for God dwells in every heart." (Sri Guru Granth Sahib)
- Zoroastrianism: "Human nature is good only when it does not do unto another whatever is not good for its own self." (Dadistan-i-Dinik, 94:5)

I am not a theologian or a scientist to debate whether humans have been around for millions of years or formed as recent as Dr. Ross suggests. I do not believe that any particular religion has a fuller truth than another or that its participants are more enlightened than anyone else. What I do know is that a fundamental principle applies in all cases: Grow!

Become more aware and conscious creatures, and in that process we will come to our full potential and maybe, just maybe, then we can see things as they really are. It is the process of continuous improvement and, more importantly, it is the process of continual understanding.

Knowledge is the path to understanding, and becoming a more aware and more conscious human being is a process that is never-ending. The process of asking, seeking, and finding never ends, but understand that we can develop and fine-tune the way in which we go about it and become a significantly more alive person, experiencing life to its full along the way.

The Dalai Lama concluded *The Art of Happiness* with his vision of a truly spiritual life, with religious beliefs as one level of spirituality and the second being what he calls 'basic spirituality':

*"The basic human qualities are goodness, kindness, compassion, and*

所有宗教经典。” Shammai 用手中的肘尺赶走了这个人，然后对 Rabbi Hillel 说：“不要对他人做你所憎恶的事。这就是全部的经典，其他的都是评论。去学习它吧。”（塔木德，Shabbat 31a）

- 锡克教：“不要疏远他人，因为神住在每个人的心里。”（SRI 锡金圣典）
- 拜火教：“只有在对他人不做自己所憎恶的事情时，人的本质是好的。”（dadistan-i-dinik, 94:5）

我不是争论人类是否已经存在了数百万年或如罗斯博士所说人类形成年代距今不远的神学家或科学家。我不相信任何一种宗教会比另一种宗教拥有更全面的真理，或一种宗教的教众比另一种宗教的教众受到的启示更多。我所知道的是有一种适用于所有情况的基本原则：成长！

不断提高自己的意识，在这个过程中，我们有可能激发全部潜能，也有可能看清事物的本质。这也是不断提高的过程，更重要的是，它也是不断理解的过程。

知识是通往理解的道路。人们不断提高自身意识的过程从未终止过。探索寻找的过程从未中断过，我们可以在这个过程中优化调整我们的方法，成为更有活力的人，获得更全面的经历。

达赖喇嘛在《幸福的艺术》一文结尾描述了他真正的精神生活愿景，宗教信仰是灵性的一个层面，而另一层面是他所谓的“基本灵性”：

*“人类最基本的品质是仁慈，善良，同情和关怀。不管我*

*caring. Whether we are believers or not, this kind of spirituality is essential. I personally consider the second level of spirituality to be more important than the first."*

The Dalai Lama is clear that the purpose of mankind is the pursuit of happiness, and the first step to seeking happiness is learning:

*"No matter what activity or practice we are pursuing, there isn't anything that isn't made easier through constant familiarity and training. Through training, we can change; we can transform ourselves."*

When we act with discipline, our happiness and self-esteem rise. When we fail to act with discipline, we recede and feel worse about ourselves, regardless of what religion we are a part of or what we believe.

### **The paradox of growth**

The 'paradox of growth' is being content with what we have, who we are, and yet at the same time striving continuously to become the most that we can be. The great comfort is that it does not matter how much you grow or if you succeed. As Mother Teresa said:

*"God doesn't require us to succeed; he only requires that you try."*

Furthermore, we started this book with this definition of personal development:

*The deliberate growth or development of a particular individual or organization to bring out their potential and capabilities, making them more aware of their inner feelings and belief systems to become a more conscious, whole, or healthy human being.*

们是不是信徒，这种灵性都是必不可少的。我个人认为第二层的灵性比第一层更重要。”

达赖喇嘛很清楚人类的目的是追求幸福，而追求幸福的第一步是学习：

*“不管我们进行什么样的活动或实践，通过不断的熟悉和训练，任何事情都会变得容易。通过训练，我们可以改变事物；我们可以改变自己。”*

当我们按纪律行事时，我们会感觉更快乐、更有尊严。当我们不守纪律地行事时，我们就会退却，认为自己很糟糕，不管我们信仰什么宗教，我们都是宗教的一部分。”

### **成长的悖论**

“成长的悖论”是指虽然满足于现在所拥有的一切以及身份地位，但仍会不断努力成为最好的自己。你成长多少或是否成功并不重要，这是令人欣慰的。正如特瑞莎修女所说：

*“上帝不要求我们成功，他只要求你去尝试。”*

此外，这本书以对“个人发展”这个定义开篇：

*“个人或组织逐渐成长、发展，激发自身潜能或能力，从而更加了解自身内心感觉和想法的过程。”*



We have seen how personal development is really the key to success in all areas of life, no matter how you define it. Personal development is also the key to courage. As you personally grow, you will find more courage: More courage to live your dreams and the courage to live fully as a human being and enjoy the experiences that come from that.

We develop the courage to ask ourselves big questions that impact our attitudes that in turn affect our behaviors. We develop the courage to be okay with who we are and to accept ourselves for the things we cannot change, and this allows us to be more accepting of others and their weaknesses and indifferences. Personal development gives us the courage to choose values to live our life by, to develop character, and be true to ourselves. It gives us the ability to accept the unknown and press on when success is uncertain. I would like to complete this definition by adding the words ‘organization’ and ‘courage’:

*Personal development is the deliberate growth and development of a particular individual or organization to bring out their potential and capabilities, making them more aware of their inner feelings and belief systems to become a more conscious, courageous, understanding, healthy, and loving human being.*

无论你是如何定义个人发展的，我们在各个领域都可以看到个人发展对成功的重要性。个人发展对增强勇气来说也是至关重要的。随着你的成长，你会获得更多的勇气：更多实现梦想的勇气，更多充实生活的勇气，以及更多享受所获得经历的勇气。

我们鼓起勇气问自己会影响我们的态度，进而影响我们的行为的问题。我们鼓足勇气接受我们的身份，接受我们不能改变的事物，这使我们更容易接受他人以及他人的弱点和个性。个人发展使我们有勇气选择适合自己的价值观去生活，发展个性，做真实的自己。它给予我们有接受未知的能力，并让我们在尚未成功时继续努力。我想通过增加“组织”和“勇气”这两个词汇来完善这个定义：

个人或组织有意识的发展自我，努力成长，激发潜能和能力，使自己更加了解内心的感觉和信念，从而成为更有觉悟、勇气，更善于理解，身心健康和仁慈的人。