

# **Women Making a World of Difference**

**Putting Your Passion and Purpose on the Path to Leadership**

**SIAS International University**

Xinzheng City, Henan Province, People's Republic of China

**May 22-23, 2010**

***Being Heard In A Man's World***

***By Dwight Frindt***

***Co-founder and Principal, 2130 Partners***

**Social Entrepreneurship**

女性改变世界

通往领导者的道路上满怀激情与抱负

西亚斯国际学院

新郑，河南，中国

5月22日-5月23日

让女性的声音回响在男性的世界里

社会企业学

*Putting your Passion and Purpose on the Path to Leadership* will require that you speak up, take risks, and be heard to move your goals from a dream to reality. You will not be alone!

满怀激情与抱负的走在通往领导者的道路上，你需要发出声音，敢于冒险，将梦想变为现实。你并非孤军奋战！

Bold women around the world are stepping up and challenging traditional ways, with major consequences at the individual, family, community, and societal levels. They are insisting on being heard in a world where women's voices have long been marginalized or ignored.

世界上勇敢的女性大步向前，挑战着传统，给个人，家庭，社区乃至社会层面上都带来了巨大的改变。她们坚持在这个女性的声音被忽略被无视了太久的世界发出自己的声音。



©2010 2130 Partners. All Rights Reserved. [www.2130partners.com](http://www.2130partners.com)

Pursuing your path to fulfillment will bring you up against many barriers and pitfalls and will require you to deal with things you can barely imagine now. Today, I will outline a simple process to follow to make you most effective in your pursuits. I will then point out a series of qualities for you to bring to your work to be successful. Lastly, I will address what will be required of men to be most supportive of you passion and purpose.

实现梦想的途中，你会遇到许多障碍和陷阱，你需要处理一些现在甚至难以想象的问题。今天，我将向你们描述一个简单的过程，只要遵守，你们能够最有效的实现目标。然后，我会为你们指出想要成功，你需要具有的品质。最后，我会告诉你们男性怎么样能够成为实现你激情与目标的最强有力的支持者。

The work is hard and confronting, however, the satisfaction and rewards are enormous.

Women are clearing a path for you by moving into top leadership roles on a worldwide basis, more so in government than in large corporations.

付出是辛苦和艰难的，但是，回报和满足感也是巨大的。在全球范围内，女性正在为你们走出一条到达高层领导者的道路，这点在政府部门比在大型企业更为显著。

With the recent election of Laura Chinchilla as President of Costa Rica, the world has 26 women heads of state and government. India passed a law in 1993 that required that 33% of all positions in local government, called Panchayati Raj, be women. That law has allowed 1,000,000 women at the local level to take on leadership roles in their communities, which means more women in public office in India than in all of the rest of the world put together. In addition, the Indian Parliament is currently debating a new law that would extend the 33% requirement to the national level in its own lower house.

随着最近劳拉

金吉拉在哥斯达黎加总统大选中的胜出，全球已经有了26名女性担任国家政府首脑。1993年印度通过了一条法律，规定地方政府的所有职位中，33%必须由女性担任，这个制度被称为潘查亚特



制度。这条法规使得在地方部门，有一百万的女性在她们的社区中成为领导者，这就意味着在印度担任公职的女性比全世界加起来都多。现在，印度议会正在力争将这33%的份额扩大到国家水平，扩大到众议院。

China has 21% women in its National People's Congress. By contrast, the percentage of women in the US Congress and State Governors positions averages 17%.

中国的人民代表大会中女性占据21%。与之对比，美国议会成员及州政府成员中女性平均只占据了17%。

Representation of women among top corporate executives in the 1,000 largest US firms averages 15.7%. While these numbers still don't reflect the fact that women make up one-half of the world's population and "hold up half the sky," they do represent a significant number of women in influential roles.

美国前1000强公司中，约有15.7%的高层主管为女性。虽然这些数据尚不能表明占据世界人口一半的女性“撑起了半边天”，但是却反应了有影响力的女性不在少数

As women achieve more powerful roles and higher incomes, however, a combination of old and new threats must be dealt with. Traditional cultural practices are still producing great discrimination against women and girls, from employment and educational opportunities right down to the aborting of female fetuses and abandonment of female babies in very large numbers.

Estimates are that there would be over 100 million more women in the world if this were not taking place.

随着女性权力的增长和收入的增多，新的旧的威胁亟待处理。由于传统的文化习俗的影响，不论是体现在就业及受教育机会还是体现在遗弃或流产女婴上，女人和女孩都受到很严重的歧视。据估计，如果这些都没有发生，现在世界上会多出1亿女性。



In addition, fundamentalist religious sects are going to great lengths to suppress women across the world. At the personal level, pressures for conformity to old ways exist in every community.

另外，原教旨主义者们也在全球范围内压迫着女性。从个人层面上来说，每个社区都有因为因循守旧所带来的压力。

### **So what is the appropriate action?**

那么应该采取什么合适的行动呢？

First and foremost, you must pay close attention to these existing conditions we're talking briefly about here today. The work you will do to successfully fulfill your vision will take place in these conditions. To be effective, you cannot wish them away, simply ignore them, or fight violently against them.

首先，你需要密切关注我们今天所讨论的现状。实现愿景的工作是要在这些现状的基础上完成的。想要有效率，你不能脱离现状，不能紧紧无视现状或者强烈地反抗现状。

The process that will make you most effective is simple but it is not easy:

这个最有效的过程很简单但是却不容易做到：

- 1) Develop a very clear expression of what your purpose and passion look like in the world when fully expressed. In our company we call that your vision or your "Yonder Star."
- 1) 描绘蓝图，完全地清晰地将你的目标和激情描绘出来。在我的公司我们称之为愿景。
- 2) Make full, clear, and accurate account of the conditions that exist and in which you will be working.
- 2) 完全，清晰，明确地了解你将所处的现状。
- 3) Ask "what's missing from my picture of my fulfilled vision today?" "Which of those issue would produce the most results in the shortest time and with the least effort if I get to work on it?"
- 3) 询问自己“今天我实现了哪些目标？”“我在哪些问题上能用最短的时间做到最好？”



- 4) Design projects to address that issue and get to work
- 4) 为这些课题制定相关的计划，着手去实现。
- 5) Monitor progress and redesign as necessary to fulfill your projects
- 5) 反复核查自己的进程，做出必要的改变。
- 6) Keep going until you are building capacities and moving successfully toward your vision
- 6) 勇往直前，为实现愿景发展自身能力，采取行动。

Remember, the key to effectiveness is to have your vision, pay attention to current circumstances, and focus your work in the gap between the two

记住，高效的秘诀是要拥有愿景，注意现状，把工作中心放在两者之间。

### **What will be required of you?**

你需要具备哪些素质呢？

1) First and foremost, summon your courage.

1) 首先，鼓起勇气。

The courage that will be most valuable is what author and speaker David Whyte calls “developing a friendship with the unknown.” Once you start on your path, you will have left your traditional, familiar surroundings and ways of relating to others and will be in unknown territory.

最可贵的勇气就如著名作家及演说家大卫怀特所说的“与未知交友”。一旦启程，你会离开熟悉的习惯的环境和人，踏入未知的领域。

If you are unwilling to be in that state and learn to become comfortable with being uncomfortable, don't bother to get started. You will be stepping out of historic roles and relationships and you will be insisting on what can and must be done to produce meaningful change.

如果你不愿意处于这种状态，学不会将不舒服变为适应，那就干脆不要启程。你会离开旧的角色和关系，你必须尽可能的坚持，一定要做出有意义的改变。



2) Second, you must be willing to accept the consequences of your actions.

2) 第二，你必须愿意承担行动的结果。

This does not mean, “be a victim.” It simply says that all actions and even failure to act have consequences. To be free to act effectively, you must be aware of the potential consequences and feel that the results are worth it.

这并不是说，“做一个受害者”。这仅仅是告诉你所有的行动甚至失败都会产生一定的结果。不受约束的采取有效行动，你会知道潜在的结果并感觉结果是值得的。You must give up avoiding being criticized or thought of as weird. You will have to deal with rejection and pushback without taking it personally.

你可能会受到批评，你的想法可能会被认为很奇怪，这些你都要接受。你需要处理否定，不把这些否定看作是针对你个人的。

The questions to ask are “what stops me now?” “Am I willing to focus on my vision and go past that barrier?” “Am I willing to have all of the consequences and not just the ones that are safe or that I call good?”

需要询问的问题是“现在什么阻碍了我？”“我愿意专注于我的愿景，跨过障碍吗？”“我愿意承担所有的结果，而不是仅仅承担那些安全的或者是好的后果吗？”

3) Third, focus on collaboration.

3) 第三，注重协作。

Develop strong alliances with other women who share your objectives. Work together and support each other, especially when your courage is faltering, you can't find your passion, and your purpose is blurred.

与那些和你具有相同目标的女性结为坚实的同盟。一起工作，互相鼓励，尤其是当你的勇气倦怠，激情难寻，目标模糊时。



Find courageous men and teach them how to be your partners. It won't work to make men wrong, as that will just create a wall of resistance. Success will involve teaching and enrolling them in how they will be better off by collaborating with you. It works – my wife and I are living examples of equal partners who make great contributions to each other and our clients and community.

寻找勇敢的男性，教会他们怎么做你的同伴。选错同伴没有用，只会创造阻碍。成功需要你教导并引导他们更好的与你合作。我和我的妻子就是鲜活的例子，我们是平等的搭档，我们对彼此，对我们的客户还有社区都付出很多。

4) Fourth, summon compassion.

4) 第四，唤起同情心。

When you are causing change, some of the people around you, both men and women, will be threatened. They won't necessarily understand what you are doing or why. Your family members may fear for your safety or that you will leave them. Others may have their beliefs threatened or feel that they will be harmed in some way.

当你改变时，你身边的人，不论男女，都会感受到一种压迫。他们不理解你正在做什么不知道原因。你的家人可能担心你的安全或者担心你将离开他们。其他人可能会觉得他们的信仰受到了威胁，或者他们觉得从某种程度上受到了伤害。

Change of any kind, even good change, is an upset for people. Forgive them for their resistance and help them understand the benefits.

任何改变，甚至是好的改变，都会让人不安。原谅他们的抵触心理，帮助他们理解这样做的好处

5) Be patient.

5) 富有耐心。



Allow those around you to re-shape their relationship with you and with the changing roles of women in general. Balance the rate at which you are attempting to accomplish your work with their ability to absorb the changes you are bringing.

允许你身边的人与你重塑关系，接受女性角色总体上的改变。带着这些改变赋予你的能力，平衡你完成任务的速度。

6) Develop and maintain your clarity

6) 发展并保持你的头脑的清晰。

- how do you intend your life to unfold? What is the best path for expressing your passion and purpose?

你计划如何展开你的人生？什么是展示你激情和目标最好的途径。

Remember, it is your life, so any path you freely choose is fine. There are no right answers other than that!

记住，这是你的生活，所以你自由选择的任何一条路都是适宜的，没有别的答案。

7) Be authentic. The world has actually been waiting for you.

7) 诚实可信。世界正在等待你大展拳脚。

Be fully yourself, fully self-expressed, and let the world choose how much of you it wants and for what roles. You are the only person who has been genetically encoded to deliver what you offer by being fully you.

做你自己，完全的释放自己，让世界取其所需，为你选择角色。基因编码决定你是唯一的，做最好的自己。

8) Be persistent.

8) 持之以恒。

You will be amazed at how many excuses and seemingly very good reasons you will come up with to change or give up. Stay on your path (strategy) or get back on it when you stray.



当你想改变初衷或者放弃时，你会惊异的发现你竟会找出那么多的借口和看起来很好的理由。坚持走自己的路（或策略），有所偏离时及时返回。

9) Surrender.

9) 妥协。

If you have a really big passion and purpose, you will be immediately and often confronted by thoughts like "I'm insufficient," "I don't know how," "I'm scared to death," and "I'll never get good enough fast enough to reach my Yonder Star!"

如果你有了一个巨大的目标，你会经常出现这些念头，“我能力不够，”“我不知道怎么做，”“我怕得要死”或者“我永远不能好到可以实现自己的目标！” Success will require that you reach out to find team members and identify successful strategies. When you get stuck, ask, "Who are my missing team members?" and "What are the missing strategies?"

成功需要你敢于迈步去寻找团队成员，确定成功的策略。当你陷入僵局时，询问自己“我要什么样的队员？”“我要什么样的策略？”

### **What does this require of men?**

这需要男人做什么呢？

1) Enlightenment.

1) 开明。

To receive the benefits of having powerful, effective women in their lives, men will have to be willing to be open to the opportunity and to not know how it is going to turn out.

若要获得生活中拥有强大有效的女性的好处，男性就不得不敞开会，并且不去知道结果是什么

They will have to suspend their instant, automatic, and unexamined beliefs about women and the roles women should play. They will have to be present to the opportunities before them.



他们必须放弃以往对于女性的，对于女性应该扮演的角色的直接，自主，未经考虑的认知。他们必须公平的将机会向女性敞开。

## 2) Recognition.

### 2) 认同。

To be able to partner effectively with women and benefit from their newfound power, men must realize and own that they discount or ignore women's voices. This will be extremely difficult for many men, as they do not realize that they do it currently. The adjustment may be threatening or painful and they may experience a sense of loss.

若要与女性成为有效地搭档，从这股新发现的力量中获取益处，男性就必须认识到他们不能无视女性的声音。这对很多男性来说都非常困难，而且他们现在并没有意识到。这种适应过程会给男性带来威胁和痛苦，他们甚至会体会到失落感。

## 3) Courage.

### 3) 勇气。

Men who step up to being real partners with women may still face times when they feel threatened by the situation or the strength of the woman or women around them. Further, they may have to stand the ridicule of other men who see them as weak or stupid.

勇敢踏出这一步，与女性成为真正搭档的男性，有些时候可能还是会感受到来自周围环境，或者来自身边女性的威胁。并且，他们可能不得不忍受被其他男性看成是懦夫或傻瓜。

As with women, it will require developing a friendship with the unknown. They won't necessarily know what to expect from women or how to handle what is being said or done to them.

他们需要与女性与这种未知建立友谊。他们不知道应该对女性有何期盼，或者怎么去处理说和做的关系。



4) Action.

4) 行动。

In addition to all else, men will have to see and act on the opportunity offered by being in equal relationship with women whether as romantic partners, co-workers, or members of their community.

除了上述几条之外，男性必须与女性处在平等的地位上来看待和争取机会，不论是作为恋爱拍档，同事还是社区成员。

Ultimately, for both women and men, it will come down to listening to your heart and trusting yourself. Identify your Yonder Star and the path to it and get to work. Be courageous, authentic, collaborative, compassionate, patient, and persistent.

最后对于男性和女性来说都需要倾听自己的心，相信自己。发掘自己的愿景，找寻实践的道路，开始采取行动。鼓起勇气，诚实可靠，注重协作，唤起同情心，富有耐心，持之以恒。

The joy is in the journey and the learning along the way. Go forth and prosper!

快乐就在前行的途中。勇往直前吧！

