

**LEADERSHIP CHOICE POINT – BREAK OUT SESSION SPEECH AT THE 4TH ANNUAL
WOMEN’S SYMPOSIUM AT SIAS UNIVERSITY IN CHINA**

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1. First, to begin our session today, I would like to introduce the overall paradigm that guides our work - **Vision-Focused Leadership**TM. This mental model shows how your thinking, listening, speaking, and actions—most importantly those that you employ to lead others—are focused and informed by a shared vision (we also use the term - “Yonder Star” for shared vision and we represent it graphically with a golden star).

首先,在今天演讲的一开始,我想介绍一种指导我们工作的总体理念模式-----目标愿景领导力.这种心智模式展示了一些人尤其是一些领导者,他们的思维 听力 讲话 行动是怎样被其目标所激励的.(在图片上呢用黄色的星星来代表我们的目标)

2. To develop this mental model – Vision-Focused LeadershipTM, we integrated our non-profit experiences in rural villages in India, Africa, and Latin America with our experience working with for-profit businesses. Through The Hunger Project, a global non-profit committed to the sustainable end of hunger we have seen for ourselves how the Vision, Commitment and Action workshops mobilize villagers into new, creative, self reliant actions toward achieving a shared vision for their village. Our client’s businesses, community organizations, even family groups have benefited from the effectiveness of shared vision together with self-generated accountability.

为了发展这种愿景领导力理念,我们把在印度 非洲 拉美的一些偏远地区,以非盈利的服务中所获得的经验与我们以盈利为目的的服务所获得的经验相结合. 通过饥饿工程,这个全球性的旨在消除饥饿的非盈利项目,我们已经看到“愿境责任 研讨会”这种形式的训练 是怎样激发当地人民采取新的创造性的自立行动来实现他们的共同愿望.我们的客户业务 社区组织 甚至是家庭小组也已经从中获益匪浅.



3. Focusing on that shared vision or Yonder Star in the present moment allows you to make choices; orient your creativity, energy, and resources; and correlate your actions and the actions of those working with you toward where you intend to go together rather than where you have already been. In the absence of shared vision, it is easy to become victims to - or become distracted by circumstances, worries, and fears, reacting from the instant, automatic, unconscious, and unexamined impulses of your brain.

现在如果把精力放在你的愿境上,能使你主动作出选择,激励开发你的创造力 精力和资源,并且改正你和你合作伙伴的行为,使其朝向你们的共同目标前进,而不是原地不前. 如果你生活中没有一个目标,你可能会被你所处的现状 担心 恐惧扰的心烦意乱, 而你的担心 恐惧是来自大脑迅速 自动无意识 未经检验的冲动反应.

4. I have to present to you here today what I believe is a simple and easy to understand visual summary of the major dimensions affecting our ability to self-adjust to produce new, more creative thoughts, actions and outcomes for both ourselves and those who work with us. My intention is that this powerful visual model, The Leadership Choice Point™ stays with you and is accessible to you long after this presentation - in each moment where your leadership is being called upon.

今天我想告诉你们,我所讲的是一些简单易懂的视觉总汇模式,他能影响我们的自我调节能力以产生新的具有创造力的想法,行动和结果.. 我希望“领导抉择点”这个强有力的视觉模式能有助于你,即使在这次演讲以后的某个时刻,你的领导力被唤起时,你仍然可以利用它.



5. When I talk about leadership here, my intention is to stress that you can evoke leadership at every level of an organization or group—that is, every person can exhibit leadership qualities, no matter what his or her job description or group role. In every moment our choices and actions, as individuals and as leaders, have a ripple effect on others and through time.

当我谈起领导力的时候,我想强调的是你可以在任何一种形式的组织或小组中唤起你的领导力.也就是说不管一个人在工作中担任什么职务,他都能展示他的领导力.不管作为个体或领导者,你的选择和行动都会对别人造成影响.

6. In our Leadership Choice Point graphic this large center, yellow area is labeled Choice Point. It is the present moment – now. We only have a choice in the present moment – the past is gone and the future is not here yet. The choices we make today may impact the future, however the only moment we can make a choice is in the present moment. That moment is the Leadership Choice Point.

在我们这个图示的中心,黄色部分代表了选择的时间,就是现在.我们只能在现在作出选择,因为昨天已逝 明天未到.我们今天作出的选择可能会影响我们的未来.我们唯一能作出选择的就是现在,这就是领导力选择的时刻。

7. What governs or influences these choices?



Our Leadership Choice Point graphic shows us three different modes of influence. Our choices in the present moment can be influenced by our own Yonder Star vision, in the case of a group or a team, our *shared* Yonder Star. Our choices in the present moment can also be influenced by our focus on the circumstances or by our vision of our fears and worries.

那么什么控制和影响我们的领导力呢？

这个图表中显示了三种不同的影响模式.我们现在的选择会被我们的愿景所影响, 就一个组织或团体来说就是共同愿望. 我们现在的选择也可能被我们所处的环境 恐惧 担心所影响？

8. Let's take a closer look at how this works by starting with the red star which is labeled 'fears and worries'. My definition of 'worry' is that we imagine or envision - in the future, a negative or scary scenario - and in the present moment we obsess on that negative vision. It hasn't even happened yet and here we are in the present moment with our thoughts consumed by, and our actions influenced by our fears and worries.

让我们进一步看一下这种代表恐惧 害怕的红色星星是怎样影响我们的. 我对担心的理解是我们对未来进行了一种消极可怕的预测或想像, 而现在我们又深陷于这种消极的的想像 .想像的事还未发生, 现在我们的思想精力却被消耗了, 我们的行动也被那种担心和恐惧影响了.

9. Besides being mentally consumed with our worries and fears, this mental mode also generates unhealthy chemicals in our body, and a limitation on our brainpower! When we are in a worry or fear mode, our brain moves into survival mode (fight or flight mode) and our thinking is limited to mostly thoughts about whether to fight or flee. Also, the chemicals that are released in our bodies such as Cortisol - a stress chemical - can - over time reduce the effectiveness of our immune system.

担心和害怕消耗我们的精力,它也可能在人体内产生有害的化学物质,限制我们的大脑.当我们处于担心害怕的状态中,我们的大脑进入“自救区”(反抗或逃跑).我们的思维就会被局限于反抗或逃跑的想法中.同时,在我们体内产生的皮质醇或可的松激素就可以破坏我们的免疫系统.

10. When we are consumed by our worries and fears and have our mental and emotional energy focused in that direction - down the redline - we are in a reaction mode - not in a choice mode.

当我们的精力被担心和害怕所消耗,我们的精神和心情就会集中在那个方向----红线一下---就是说我们处于一种反应状态下而不是主动选择的状态下.

11. When our thoughts are focused on and consumed by the current circumstances - or at least our view of them - when the circumstances are all we can see, we are also in reaction mode and not a choice point mode. In this reactive way, the circumstances determine our actions - and the limits of our vision. In the case of the redline, our fears



and worries determine our actions. When this happens, the circumstances or fears and worries are in control, we become victim to fears, worries or circumstances.

在此过程中外部环境决定我们的行为,限制我们的视野. 就红线来说,我们的担心和害怕决定了我们的行为. 当其发生时,外界环境 担心 恐惧就会处于控制地位,我们便成其受害者.

12. When we are focused on the Yonder Star – the vision – then we can deal with the current circumstances as information to be considered on the way to achieving our Yonder Star, rather than considering the circumstances as the limitations of our achievement. This green line thinking engages the part of our brain that can consider options, is creative and can look beyond current circumstances. Also, the chemicals that are released in our bodies when we are consumed by, and focused on a vision are what are called 'good stress' chemicals like endorphins and adrenaline that help support us with energy to accomplish our goals.

当我们关注自己的愿景时,我们就能够把外部环境当作实现愿望的信息资源利用,而不是把它当作绊脚石。这条绿线代表大脑的思维区域, 当我们把精力集中于愿景时,我们体内就会产生有利的化学物质, 像脑内啡 肾上腺素, 他们能使我们充满精力以达到目标。

13. So are you mostly in reaction mode where your fears and worries play the major role? Are you limited by your present circumstances? Alternatively, can you reliably make choices that are consistent with your vision and tackle obstacles with creativity?

你经常处于一种被担心恐惧的状态吗?被眼前的现状困扰了吗?或者从另一方面说,你能作出与目标一致的选择或者你能发挥你的创造力解决一些问题吗?.

14. What gets in the way of our best leadership work? What keeps us stuck in mindsets that are not helpful, and sometimes damaging? Preconceived notions that we have been subconsciously building and validating for years are what most often trigger our fears. Our reactions then generate instant, automatic and unexamined behaviors.

是什么阻止了我们通向领导的路呢?是什么让我们身陷于一种无益甚至是毁灭性的思想倾向中呢?我们大脑中已经形成的并一直持有的观点就是害怕的根源,我们的反映也可能导致不自觉的不经考虑的行为。

15. You may have noticed that some of my 'people' on my PowerPoint have file cabinets – or file drawers for their heads....that is because I like to compare how our brain works similar to a filing cabinet, a place where we store information throughout our whole life. Let's look a bit more closely at how our brains operate and use a file cabinet as a way to explain it.

你可能已经注意到了,在我的 PPT 上,一些小人头 上都有一个文件柜。那是因为我 想比较一下我们的大脑工作方式和文件柜是相似的。让我们来看一下大脑是怎样工作的,怎样用文件柜来解释它。

16. Filters

Uniquely Mine

Color My World

Small percentage of data gets through

Before any information gets stored in our file cabinet brains it gets filtered through our own personal filters – the way we have learned to see and understand the world, events and people. Our filters then color or impact how we see things. Finally only a small percentage of all of the information around us even gets through – something like 2000 bits of data per second gets processed into our brains ... that is a lot and it is fast, however there are something like 500,000 to 700,000 bits of data per second available for us to perceive.

过滤器

专属于我

渲染我的世界(影响我看问题的方式)

少量信息进入我们的大脑

也就是说：在信息被储存在大脑文件柜之前，要经过过滤器———这个过滤器是指我们看待这个世界和他人的方式。最后只有少量信息进入我们的大脑。比如每秒两千个信息单位被存入大脑，这已经很多、很快了，然而我们还可以追求五百万到七百万的信息量。

17. Contents

Past Based

Perceptions, conclusions and labels versus facts and data

Once information gets filtered and delivered into our mental file cabinet – by then it is past based information ... and most importantly we file our own perceptions, our conclusions and labels rather than just the facts and data.

内容

基于过去

包括主观想法、客观事实



信息一旦进入我们的大脑文件库，就会成为判断事物的依据。有时候我们的大脑更容易储存自己的感觉、看法而不是事实和数据。

18. For example, one time when my daughter was 6 years old, I picked her up from day care at ten minutes before 6pm (day care closed at 6pm every day). She was the last child there that day and as she ran to me she said "Mommy you were late, I am the last one here!" Do you think she filed the facts and data of "Mom arrived at day care at 10 minutes before 6 pm, day care closes at 6pm, all the other children were gone by then." Or do you think she filed her perception, her own conclusion that 'Mom was late'? Yes, so that is how we file conclusions and perceptions and labels lifelong in our mental file cabinets.

比如说在我女儿六岁的时候，有一天我提前 10 分钟去日托幼儿园去接她，她是下午 6 点放学，当是只剩她一个人，她说：“妈妈，你来晚了，我是最后一个”。你认为她会把我 5 点 50 接她并没有来晚这样一个的事实存入大脑呢，还是把我来晚了这样一的感知存入大脑呢？这就是我们怎样把一些看法存入大脑的。

19. Retrieval

Instant

Automatic Unexamined

When we reach into our mental file cabinets to retrieve the contents our brains work really fast ... we retrieve our stored information instantly, automatically and mostly without considering. That in itself is not a bad thing ... we want our brains to work fast ... sometimes though we need to stop and consider if our file cabinet contents are applicable or even helpful.

检索

快速

未经检验



当我们搜索大脑文件库时，大脑运转非常快，我们常常是迅速而不加考虑的搜索。大脑运转速度快这并不是什么坏事，但有时需要我们先暂停一下，看看我们的信息是否实用有所帮助。

20. Usage

To be right and make others wrong

Use my perceptions and labels as if they were facts and data

Human beings have a high desire to be right – so we use our mental file cabinets to be right. And very importantly we often dig into our mental file cabinets in an instant and automatic way and pull out our unique and filtered perspectives and labels and talk about them as if they are facts and data.

应用

证明自己是正确的，别人是错的

当我们使用大脑中主观的看法时就好像他们是事实一样也就是说人类有一种想证明自己是正确的强烈愿望，所以我们常会挖掘大脑中的很多观点和信息，把他们当作事实一样去讨论或者运用。(而实际上这些观点和信息并不一定是事实。)

21. Back to the story about my daughter at day care, she had filed in her file cabinet contents that I was late – rather than filing the data of the time I arrived etc.

让我们回到我女儿的故事上来。她已经把我来晚了这种感知存入她的大脑，而不是我到那儿的时间。

22. Over TimeFilters can Narrow

Over time our filters can narrow as our Brain filters and looks for confirming data to make me right – versus data that would make me wrong. 经过一段时间

当大脑寻找一些证明自己是正确的，而不是错的信息时，过滤器会变小

23. So I hope you can see from this that we have our own mental barriers that keep us from being at the Leadership Choice Point pursuing the green line with our listening, speaking and action. The mental barriers are created by the way our brains work like the file cabinet – unless we intervene and interrupt the automatic file cabinet operation when it is not productive. We have all experienced unproductive conversations and interactions with others. It is in these times that we want to stop and examine our own mental filing cabinet and how it might be getting in the way!

所以,我希望大家可以从中看到我们有自己的思维屏障,而这能阻碍我们的领导力选择点向我们的思考区域发展。这种思维屏障是由我们大脑的工作方式产生的,除非我们有意地进行干预,我们都经历过一些毫无成效的谈话和互动,在这个时候,需要我们停下来并检验我们的大脑文件库。

Let's practice a brief exercise to demonstrate how our file cabinets can affect the way we listen and the way another person speaks. In a minute I will have you choose a partner for the exercise and then I will give instructions to each of you about how I would like you to listen. The first time we do this I am going to give instructions to listen with a very busy and negative file cabinet brain and then the second time we will switch over to what I call Exploration listening which is a more curious file cabinet. So to start, please pick a partner and then listen for my instructions. (Wait a minute then ask) Who still needs a partner? Raise your hand and we will match you up! 让我们来做一个简单的练习



，来看一下我们的大脑文件库是怎样影响我们的倾听方式和别人的说话方式。你可以先挑选一个同伴，然后我告诉你怎么做。第一次我们先做一个消极的听力练习，第二次我们会做一个积极的听力练习，如果谁没有找到同伴的话可以向我们举手示意。

Here are your instructions for the first exercise:

1. One person will listen first and one person will talk ... pick which one of you will talk first.
2. Instructions for the person who listens ... listen only no talking, and I want you to be listening in a distracted way, with your file cabinet just going very fast about how you already know all about what they are saying, how they don't know what they are talking about. I know that doesn't sound very nice ... and that is how we get listened to sometimes right? And also maybe how we listen to others? In this exercise I want you to be able to see what happens to the person who is speaking when they are listened to in this way – so please work on it to get the little voice in your head – the one that gets all its information from your past based file cabinet – to go non-stop while the other person is talking – listen only though!
3. Speakers your job is just to tell a story about something that is important to you. Just tell your story – you probably won't finish – that is ok – we just want to use your story as an opportunity for your partner to do this exercise.

After about 45 seconds to 1 minute maximum I will stop them and ask a few people who were the ones telling the story:

我们的规则是这样的

1. 一个人说，另一个人听，
2. 倾听者需要做的是：只听不说，而且以一种毫不在意的方式去听，在现实生活中有时我们会以这种方式听别人说话，有时候别人也是这样听我们说话的。通过这种消极的倾听方式，你可以看一下说话的人是什么反映。
3. 对于说话者，你讲一些事情或故事，一直讲下去，如果讲不完也没有关系。我可以给你 45 秒到一分钟的时间

How did it feel when they were being listened to in that way, and how do you think it impacted the way you told your story – the way you were speaking?

We will get a few answers ...

比如说：别人以这样的方式听你讲故事你是什么样的感觉？这种倾听方式是否影响到你讲故事时的心情？

OK let's switch over to the other kind of listening – Exploration listening where we are curious. This time stay with the same partner, just switch roles. The listener will now be the speaker – so start thinking of a story you can tell to your listener. Speakers from the last exercise – now you are going to be the listener and I have a specific assignment – a brain assignment for you. I want you to listen for the content of their story – the feelings or emotions that seem to go along with it, and finally what the purpose of their story is or what is important to them about the story 好的，让我们来做一个听力训练。还是原来的同伴，不要换，只要换一下角色。上次说话的人这次不说话，只需要集中精力的去听对方讲话的内容、心情或者目的。

Again, listeners listen only – no talking, and story tellers you may not get to finish your whole story in this exercise. Speakers tell your story, listeners please listen for the content, the feelings and what is important to the speaker about this story ... and there is a test afterwards! Please begin

I will stop them after about 45 seconds to one minute and ask to hear from the speakers this time: 上次倾听的人就是这次讲故事的人也是讲一个故事。请记住这是一次积极的听力练习，倾听者，一定要认真听，并观察说话人说话时的心情。

讲话的人如果说不完的话，也没有关系，依然是大约 1 分钟的时间。

What did it feel like to be listened to in that way? How did it impact the way you told your story, the way you were speaking?

别人以这种积极的方式听你说话，你有什么感受。

I will take a couple of answers and then make these points:

To summarize what happened during those two listening exercises ... both times I gave you a brain assignment. The first one was distracted and negative, perhaps similar to what your own brain might be doing automatically when you are talking with someone for whom you have an unfavorable file folder in your file cabinet brain, filled with your filtered perceptions and labels and past based experiences. Notice what happened to the way the speaker felt and spoke when you listened that way.

我想指出以下方面：在这两次听力练习中，第一个倾听者是以一种消极的、不在意的方式去听对方讲话的。你在现实生活中也许也会遇到这种情况，别人并不是以一种积极的方式去对你说话。

In the second brain assignment – the Exploration and curious listening look at what happened to the person who was speaking – how they felt and how they could tell their story.

在第二个积极的具有探索性的练习中，倾听者比较关注说话人的感受，或者说话的内容。

If you were in a situation where you had to work out an issue or a problem with another person, which way would you rather they speak? Which way then would you suggest that you listen?

假如你必须与其他人一起解决一个问题，你希望对方怎样表达，你又会以怎样的方式去倾听。

So let's go back to The Leadership Choice Point™

The Leadership Choice Point™ requires being willing to understand and intervene in our own unproductive interactions, catching and shifting our thinking, listening and speaking.

Conscious intervention with new thoughts, ideas and actions that set up a creative, collaborative environment allow brand new solutions to emerge. Being present, open and available makes us stronger leaders, provides an environment of mutual trust, respect and safety for our colleagues, and ultimately promotes progress toward shared vision.

所以让我们再次回到我们的主题中吧。领导力选择点需要我们能够意识到并干预我们毫无成效的交流改变我们思维，倾听以及说话的方式。有意识的去导入一些新的想法或行动可以使我们找到新的解决方法，为我们的合作伙伴提供一种相互信任的相互尊重的、安全的环境，最终能使我们实现我们的共同目标。

That is the end of the presentation part of our session. Our firm helps clients use the Leadership Choice Point™ model and proven skill building techniques to develop leaders around whom issues can be raised and resolved productively. I have a Leadership Coaching email series which I would like to offer you for free for being here today. Please feel free to list your name and email address and we will start sending you the email series which comes out about once a month.

这次演讲就要结束了，我们公司用这种领导力模式给一些领导者作培训，帮助他们更有效的解决一些问题。我有一个领导力培训的网上课程，并愿意为大家提供免费的服务。如果你们方便的话，可以留下姓名或邮箱地址，我会每周给你们发一些课程。

