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在智经研究中心举办的领袖论坛2011的致辞 香港特别行政区行政长官 曾荫权 黄竹坑香港医学专科学院邵逸夫堂 2011年7月30日 Anthony, distinguished guests and speakers, ladies and gentlemen, 胡定旭主席、各位嘉宾： Thank you very much for this opportunity to join you today, and to share with you some of my thoughts on leadership. 很高兴今日有机会和大家分享我对领袖之道的看法。 Leadership is but a single word, and yet it encompasses so much. 领袖这个词语只有两个字，但包含的意义非常丰富。 Anyone who is married in particular those who have shared a long and happy marriage will know that even in the home environment leadership is required on a daily, sometimes even hourly, basis. Now, many of us men like to think that we are the head of the household and the family leader. And that 's certainly true... but only for as long as our wives let us think we are! 在座的已婚人士，特别是婚姻长久而幸福的朋友，一定明白家中时刻都需要领袖主持大局。现今的男士一般都认为自己是一家之主。这当然是千真万确的...要是我们的太太同意的话。 And anyone who has had the good fortune to enjoy a happy married life and a loving family environment will also know that it involves a lot

of love, a lot of trust, a lot of patience, a lot of communication, a lot of perseverance basically a lot of hard work. But the results far outweigh the effort. And I think it is true that many of the lessons sometimes hard lessons we learn at home can be applied in any discussion on leadership. Confucius once said: “ The strength of a nation derives from the integrity of the home. ” 要维系愉快婚姻和美满家庭，大家要付出大量的爱和信任，努力沟通和忍耐。简而言之,就是要不懈努力。幸好，收获往往会比付出多。我相信，我们在家里学到的，亦可应用于领袖的讨论。孔子说：“欲治其国者先齐其家”，就是这个道理。 I mention this because, in discussing leadership, we need to frame the context of what we are talking about. History is full of great military and political leaders but the leadership required during war is different to that required during peace time. Captains of industry and enterprise are often held up as leadership role models but the leadership required of a multi-national chairman of the board may not be the same as that needed by an eager entrepreneur hoping to start a cha chaan teng franchise. What lessons can we learn from the leaders of great sporting teams? What are the secrets of leadership in the cultural sphere? What makes a good headmaster at a local school? 我之所以这样说，因为我们需要为讨论领袖这题目定下一个框架。历史上有不少伟大的军事和政治领袖。但是在战乱中当首领，与在和平日子当领袖，要求截然不同。工商业界的主管往往被奉为领袖的模范，但在跨国企业当主席所需的素质，与正在开展连锁茶餐厅业务的企业家所需的素质不一定相同。我们可从成功的运动队伍领队身上学到什么？在文化界

当领袖又有什么秘诀？在学校又如何做一个称职的校长？ As we see also from the excellent range of speakers you have today, leadership is required in every sphere of our daily life in politics, in business, in community work, in civil society, in arts and culture, in urban development, in the creative industries just to name a few. 今日的讲者来自不同界别。由此可见，领袖在生活不同范畴，例如政治、商业、社区及民间工作、文化艺术、市区发展、创意工业等，都是不可或缺的。 The Bauhinia Foundation itself is a leader in the sphere of public policy research in Hong Kong and here I must congratulate the Foundation on its 5th anniversary this year, and for providing such a wealth of policy perspectives during that time. The work of the Foundation and other think-thanks is not just a useful reference point for the government it contributes significantly to the knowledge bank of experience and ideas on which the public and media can draw when discussing important issues facing our society. So, on this occasion, I must thank the Foundation and its members for all of the thought leadership you have provided for Hong Kong 's benefit since your inception in 2006. 智经研究中心本身，就是本港公共政策研究方面的领袖。我在此祝贺智经成立五周年，感谢各位在这段日子提出大量政策观点。智经和其他智库的工作，不单对政府有参考作用，亦为公众和传媒在讨论重要社会议题时，提供丰富的经验和意见。智经及其成员自中心于二〇〇六年成立以来，以香港的利益为大前提，为我们提供思维上的领导，我藉此衷心致谢。 Leadership is a subject that has featured in the news quite a bit lately and I am sure it will continue to be featured even more in

the next nine months or so as we choose our next Chief Executive. So, this conference and workshop today and tomorrow come at a rather interesting time. 领袖近日亦成为媒体的热门话题。我相信，在下任行政长官选举前未来九个月，都会继续成为城中热话。因此，论坛和工作坊在今明两天举行，时间的配合实在巧妙。 Indeed, having heard and read so much lately about my style of governance for Hong Kong, some might say that the Foundation have been charitable in asking me to talk to you on the topic of leadership. Or perhaps it shows the Foundation 's perceptiveness and objectivity in trying to study this subject against a larger canvas of global political evolution from the past, to the present, and peeking into the future. 的确，近来已有许多关于我治港风格的论述。有人看过和听过后或者会说，智经中心真是包容，竟然邀请特首谈论领袖之道。也许这正好表现智经的洞察力和客观态度，把研究这个课题放在全球政治演化的大背景上，做到回顾过去，透视现在，展望未来。 I have been careful in framing the context of what I am talking about today. I do not want there to be any doubt that what I say is anything other than my own personal reflections on leadership in the public sector of Hong Kong. It is not a recipe for success for universal application. It is not a list of pre-requisites. It is a distillation of my own experience over almost 45 years of government and political work in Hong Kong my hopes, my failures, my disappointments and, dare I say, my occasional triumphs in my own home town. 在准备今天演讲内容时，我经过一番考虑。我想与各位分享我在香港公营界别作领导的个人反思。所以，我所说的不是什么全球通用的

领袖成功要素，也不是领袖先决条件的清单。我和大家分享的，是过去差不多四十五年里，自己在香港政府及政界的经验总结，包括我的希冀、失败和挫折、及容许我这样说，偶尔的成功。 This distillation of thoughts has been further concentrated by my service as the Chief Executive of this great city for the past six years. My thoughts on leadership have been very much shaped by Hong Kong and its people what I have learnt and experienced from living and working in a free, open and pluralistic society, and a free and open economy, that is under the ever-watchful eye of a free and unfettered media environment. 过去六年，我担任行政长官，我藉此把自己对领袖的想法进一步聚焦。我这些想法，扎根吾土吾民，是香港和香港人的实际体验。我们身处的，是一个自由开放、文化多元的社会，经济方面同样自由开放，而城市的日常运作，均在自由报道，并无束缚的传媒监察之下进行。我且以自己在香港生活和工作为基础，向大家作经验之谈。 And on that note, I would like to share my thoughts with you. 以下让我和各位分享一些想法。 The leadership of a politician, I believe, is founded on the personal qualities that he possesses and projects by his actions and words. Integrity comes first. You need the highest moral and ethical standards because without them you will never be able to build trust with the community that you lead and serve. 我相信，政要的领导能力，建基于个人素质，而这些素质亦透过他们一言一行表现出来。诚信是领导之本。要是他没有最高的道德伦理标准，根本不可能为他所领导和服务的社会大众信任。 Next comes passion passion for the people of Hong Kong. Passion to

understand their aspirations and changing moods at the grass root levels, through the middle class to the well-to-do. Passion to establish empathy with them. Passion to work with them, to identify the real life situation we face today. Passion to make it a better place for our children and grandchildren. Without passion you just won't have the drive to do the hard miles. Passion also means that you believe in this place, you must have passion for Hong Kong, you believe and trust in its people, and you believe in its future. 其次是热诚，即尽心为港人服务的热诚。领袖人物必须要了解香港市民的期望，掌握他们的情绪变化，由草根市民、中产以至富裕阶层，与他们和当前环境同呼吸、共感应。这种服务热诚，甚至须跨越世代，以子孙后代的祉为念，构建美好将来。领袖人物若没有这种热诚，在形势困厄之际，根本难有作为。热诚之本，在于热爱香港这个家，信任香港人，信任大家的未来。

In the broader context, passion for our country, or patriotism, is just as important for a leader of Hong Kong. We are part of China. Our futures are forever linked. I strongly believe that Hong Kong people love their country and want to see it prosper. But I also feel that after a separation of one and a half centuries, we need to understand her more deeply. Without that understanding Hong Kong can never discover fully the unique role that it can play in the development of our nation. And what changes that development can make to the lives of people on the Mainland and in Hong Kong. Not just in terms of dollars and cents, economic benefit or what we get out of it. Our community and our leaders need to look for ways in which we can contribute more to the national agenda by bringing into play our

experience, skills and international outlook. Any such contributions will be richly rewarded. The Chief Executive must always remember that he is responsible to the Central Government as well as to the people of Hong Kong. 作为香港的领袖，热爱国家与热爱香港同样重要。香港是中国一部分，血脉相连，荣辱与共。我坚信，香港人都热爱祖国，希望国家昌盛富强。但我亦感受到，两地经过一个半世纪的分隔，香港必须对祖国有更深入的了解。缺乏这种了解，香港难以充份体现自己在国家发展中可担当的独特角色，以及明白这些发展如何改变广大同胞和市民的生活。当中涉及的，不单只是钱财、经济利益或其他好处。我们的领袖和社会各界，必须想方设法，凭借自己的经验专长和国际视野，为国家的发展多作贡献。这些贡献，一定会带来丰盛回报。作为行政长官，必须经常谨记，自己同时向中央政府和香港市民负责。 I also feel that humility and self-reflection are very important personal qualities, if you want to be a leader in Hong Kong. Great leaders are not known to be shrinking violets, or to have much self-doubt. What I have learnt throughout my career is that the higher you go, the more humble you need to become. That is because the burden of responsibility also increases there are more people relying on you and your judgment. There are more views that need to be considered and to be reconciled. There are different ways of approaching a problem than perhaps you alone may have considered. This does not mean that you put aside your vision, convictions or principles it just means that in pursuit of your objective, you must try to put your ego to one side and acknowledge and admit that other people may have a better proposal to achieve

your own objective. Humility also means that if you get knocked down you accept that setback, get back up again, and move on. 在香港要当领袖，我觉得谦卑态度和自省能力也非常重要。历来的伟大领袖，很少怯懦之辈。从个人工作经验所得，我认为越是身处高位，越要兢兢业业，因为责任重大，许多人都依靠领袖的判断和表现。当然，涉及的考虑因素很多，而处理问题的方式，亦不局限于个人之见。但这并不代表领袖把自己的愿景、信念和原则搁在一旁。他们反而要在追寻目标的过程中，尽量放下一己执，承认并接纳他人或有达致目标的更好办法。谦卑之道，亦在于遇挫败而敢承认，百折不挠，坚毅求进。 Leadership indeed requires vision. But it must be a vision that is relevant to the people, relevant to the time, and possible to achieve. I have often used the word pragmatic to describe my approach to policy making, which is really all about how you bring your vision to life. A key aspect of this is to ensure that your vision your policies and your planning for the longer term are clearly explained and articulated. Why you have this vision. What it means for Hong Kong. Why it ' s important for our future. What ' s in it for the people of Hong Kong. Vision is nothing without discipline and perseverance you need to make good on your promises. To use an often quoted phrase: You can ' t just talk the talk. you have to walk the walk. If you believe in your vision, you need to fight the good fight because, if you don ' t, that will ultimately erode your credibility. 相关推荐：>姚明正式宣布退役 发表声明全文 >中国驻澳大利亚大使陈育明接受媒体采访 >白岩松耶鲁大学演讲：我的故事以及背后的中国梦 100Test 下

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