

Work cannot be done independent of others. At work, you must cooperate with the people around you -- your supervisors, subordinates and colleagues. At those times, you need to take the initiative and enthusiastically engage in your work so that others will naturally want to rally around you. This is what I call "working at the center of the vortex." 伙计自己一个人是搞不好工作的，要与上级、部下以及周围的人相互配合，齐心协力，彼此之间自觉地积极主动地协同工作，一定要形成一种周围的人自然而然地来协助工作的氛围。这就是所谓的“在漩涡的中心工作”。



Be the Center of the Vortex 成为漩涡的中心

As companies become more successful, it is common for arrogance and carelessness to creep into our minds as employees. However, we must never forget that our current prosperity resulted from all of the efforts that went into our company in the past -- and, that our future will be shaped by the efforts we make from this day forward. We must therefore never lose sight of the original determination that went into founding the company, and we must commit ourselves to continuing the same spirit of dedication and effort that led to our success. We must never let ourselves become arrogant or drunk with past achievements, but remain mindful always to continue doing what is right as a human being. We must continue with the same level of effort and never lose our sincere attitude. 企业发展壮大了之后，全体员工的心中就会滋生出骄傲情绪，会有所松懈。但是，今天的繁荣是过去努力的结果，而未来需要我们从现在付出努力去开拓。因此，必须时刻保持谦虚，持之以恒地坚持正确的为人之道，必须保持认真的态度，一如既往地付出努力。



Be Humble and Redouble Your Efforts 要谦虚，不要骄傲，再接再厉

Human relationships must be based on love -- but not a blind or spoiling love. Superiors who seem to agree with their subordinates in all matters may appear loving, but they are actually spoiling and ruining their employees. This is what I refer to as a "small good," as in the old saying that "A small good is like a great evil." Conversely, a "great good" is exemplified by a leader who follows strict principles to guide his or her subordinates, and dare to be unpopular to help them grow. True love requires that we rigorously seek to discern what is indeed best for others. 人与人之间的关系也一样。缺乏信念，一味迎合部下的上司，看上去好像很爱很爱部下，但实际上却不利于部下的成长。这跟阳奉阴违、表里不一的假爱导致对下的不信任、损害信任，对部下产生负面影响是一样的。但是，从长远来看，能够严格要求部下，使其成长，这才是大爱。真正的爱，能够无论任何事，都要认真想清楚是否确实有利于对方。



A Small Good Is Like A Great Evil 小善乃大恶

Essential Leadership Qualities - Kazuo Inamori 领导者的素质——稻盛和夫



Do the Right Thing as a Human Being 坚持正确的为人之道

The criteria of determining the right thing to do involves a basic set of ethics and morals based on the conscience that all humans innately possess. The simple, primitive teachings that we naturally abide by as human beings are the same teachings we all learned from our parents and teachers: "Don't be greedy," "Don't deceive others," "Don't tell lies," and "Be honest." Our daily judgments and behaviors must be based on these teachings of what is universally right as human beings and not on what is most personally expedient. 为人何贵正直 这种判断标准，是以人类与生俱来的良心为基础的。最基本的伦理原则是儒家“不要贪婪”、“不要欺骗”、“不要撒谎”、“必须正直”等等。任何人在任何时代都是应该在道义方面的教育，是任何人都懂得作为一个人在任何时代的简单而朴素的道理。在日常的判断行为中，必须遵照这样的教育，不要随着自己的私利，而必须能够具有普遍性的、正确的为人之道 者做出判断。



Align Mental Vectors 统一方向

Human beings differ in their mindsets, but imagine what would happen if each employee behaved according to his/her own mindset, disjointed from others. If employee efforts are not aligned, the group will not be cohesive and cannot act as a united force for the company. When all efforts are concentrated and aligned in the same direction, the force they create multiplies to produce amazing results. One plus one becomes five, or even ten. 人们总是有着各种各样的思维，如果每个员工都各行其是的话，那么，企业将会变成什么样呢？如果不能把每个人的力量都集中到同一个方向上的话，那么，力量就会分散，就无法形成公司的合力。当全体员工的力都向着同一个方向凝聚在一起的时候，就会产生成倍的力量，创造出令人震惊的成绩。那时，一加一就会等于五，甚至等于十。



Make Unselfish Decisions 做出无私的判断

As human beings, we tend to think only of our own benefit. If we put our ego first and fail to be considerate of others, it will be difficult to obtain the support of those around us and our work will not go smoothly. In our daily work, we must control our selfish minds and constantly ask ourselves if our decisions are righteous, rather than biased by our own selfish interests. 人的想法往往容易偏向于利己，如果大家都把为利考虑的话，那么，利己一个“私”字放在前面，那么，就不可能得到别人的协助，工作也不可能顺利进行。在日常工作中，我们要抑制“只要自己好就行”的利己之心，时刻自问自省：自己做人是否正直，是否夹杂着私心，我们必须这样判断事情。