

如何啟發孩子的領導力潛能

How to Activate the Leadership Potential of Children

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很高興今天有機會跟大家探討一個非常重要的題目——「如何啟發孩子的領導力潛能」，領導力，我們在這裡稱它為「日常領導力」。這是我跟我的同修過去幾年來開發的一門課，在聖城的男校、女校以及法界佛教大學都開過這門課。今年一月，我們在雲南騰衝的一個高職，給兩百多位老師們教授這一門課，他們都非常感興趣。

什麼叫「日常領導力」？當我們聽到「領導力」，英文叫 leadership，馬上就想到：「那是總統、政府主管，或者是校長他們的事情，跟我有什麼關係？」事實上，這跟我們這裡要講的「領導力」定義是不一樣的。我們這裡說的領導力是一個旅程，是一種能力，是每個人都可以開發的；不管你的年齡，不管你的學歷，不管你是多貧多富，都沒有關係。每個人都具有這個潛能，只要你願意，你就可以開發這個能力。因為每個人都可以有這種能力，所以我們稱它為「日常領導力」。

怎麼樣開發這個能力呢？其實是一種超越自我的旅程。當你把所有的格局一個一個慢慢打掉以後，你就會與內在自有的佛性更接近，你會越來越有智慧；當有了智慧，你就比較有所謂的「影響力」。因為有影響力，所以你可以去幫助別人，幫助他們去超越自我，這就是我們所定義的「領導力」。每個人都有這個能力，只要你願意去開發。

It is indeed my pleasure to have this opportunity to explore a very important topic with you this afternoon. Today's topic is *How to Activate the Leadership Potential of Children*. My husband, Dr. Yeh, and I have been working on developing this leadership course the last few years, and we call it Everyday Leadership. We have been teaching this course in both our Developing Virtue Schools and Dharma Realm Buddhist University from time to time. This January, we offered this course to over 200 teachers at a vocational high school in Tengchong, Yunan, China, and it was well received.

What is Everyday Leadership? Whenever people hear the word leadership, they immediately think that the topic is important only for people such as the president of a nation, government officials, school principals, etc. What does it have anything to do with me? But the leadership we are talking about here is very different from the conventional definition of leadership. The leadership we are talking about is a journey, an ability that everyone can develop regardless of the age, education, rich or poor, etc. Everyone possesses the potential for this ability and is able to develop it as long as he wants to. Because everyone is capable of developing this ability, we call it Everyday Leadership.

How do we develop this ability? It's a journey of self-transcendence. By removing your self-limiting assumptions one by one, you will get much closer to your innate Buddha nature and become much wiser. When you have more wisdom, you will have more influence on your surroundings. Because you have more influence, you can help others to transcend. So, this is our definition of leadership, and everyone has the potential to develop such leadership abilities.

Why is this topic so important? Leadership is not about bossing others around; but rather, through self-transcendence, we begin to understand ourselves a lot better. With this better understanding of ourselves, we are

為什麼開發這個能力這麼重要？領導力不是去管別人，而是通過這種自我提升的過程，開始對自己更為了解，因此能找到自己人生的目標，還可以幫助別人找到他們的人生目標。我們都希望孩子能找到他們在這個世界活著的意義，是來幹什麼的，而不是糊里糊塗地過一輩子。所以希望這個題目對這方面有一點幫助。

現在來講一個打破格局的故事。故事的主角Jimmy是一位非常成功的企業家，他的公司是處理垃圾的。有一次我們去參加一個國際會議，他招待我們去參觀他的公司，大家對他的公司都非常佩服。因為本來處理垃圾的地方，誰要去看啊？一定是臭得不得了。沒想到到了那裡，非但不臭，而且還非常地漂亮；除了漂亮以外，還有很多來自世界各地的稀有動物。

他把垃圾處理得一點味道也沒有，除了要把垃圾埋得很深以外，有時候會堆得很高，蓋上很多東西讓它變成山丘和湖泊，給各種動物創造牠們的天然環境。大家都以為到了一個稀有動物的動物園，而不曉得是在垃圾處理場。後來我們去訪問他，怎麼會這麼樣的成功？他說：「我跟你們分享一個紅跑車的故事。」

他說他16歲那一年，有一天他正在除草，他爸爸突然開了一輛全新的紅跑車回來。「Jimmy，來！手伸出來」，爸爸下車後把鑰匙放在他的手裡，「孩子，生日快樂！」在美國16歲可以開車，爸爸很愛這個孩子，於是送了一輛跑車當做他的生日禮物。Jimmy很高興，拿了鑰匙就跑去查看這輛新車，左看看，右看看，上看看，下看看。看完了以後，就跑來問爸爸：「爸爸，這部車為什麼是自動排擋呢？為什麼不是手排擋呢？」爸爸心想：「你都還沒先跟我說一聲謝謝，也沒說你喜歡這輛車子，你只看到是自動排擋，而不是『我』喜歡的手排擋。」於是他說：「來來來，Jimmy，鑰匙給我。」爸爸拿了鑰匙，開了車子就出去了。

他到哪兒去了？他把車子還了。剛剛他開車子回來，是一輛全新的車子，以全新車的價格買回來的；回到家裡，不到半小時再開回去，就以中古車的價錢賣回去。有很多父母會不捨得，一下子折了好幾千塊錢；可是這個爸爸，就是要給他兒子一個印象非常深刻的教訓——

much more likely to find meaning in life. With our influence, we can also help others to find meaning in life. We all wish our children to find meaning in their lives and understand their purpose of being here in this world, rather than drifting and wasting their lives. For this reason, this is a very important topic.

Now let me share with you a story of breaking self-limiting assumptions. This is Jimmy's story. Who is Jimmy? He is a very successful entrepreneur whose company disposes of solid waste. We were attending an international conference at the time, and Jimmy's company invited all the attendees of the conference to take a tour of his company. After the tour, everyone was really impressed with Jimmy's company. Normally, when you think of a place that disposes solid waste, it must be dirty and filled with all kinds of foul smells; and who in their right mind would be interested in visiting? To our surprise, not only we did not smell anything bad, actually the place was really beautiful. We saw all kinds of exotic animals from all over the world. Later we learned that they not only have to bury the solid waste very deep, they also have to pile it high. As a consequence, there are many hills and lakes. In other words, they created many natural environments for these exotic animals. It felt like that we were visiting an exotic animal zoo, rather than a solid waste disposal company. Later on we had an interview session with Jimmy to find out how he became so successful. He said, "Let me share a story of a red sports car with you."

He said that in the year he turned 16, one day when he was mowing the lawn; his father came home with a brand new red sports car. His father got out of the car and said, "Jimmy, come over here, and give me your hand." Then his father dropped the key to the new car in his hand and said, "Happy birthday, Jimmy!" Children are eligible to get a driver's license when they turn 16. Jimmy's father really loved his son, so he got a brand new red sports car as his 16th birthday present. Jimmy was thrilled with his birthday present. He took the key and went to check out his new car. He looked every which way, and then he came over to his father and asked, "Dad, how come it's not the stick shift?" His father thought to himself, 'You have not even said thank you, you have not told me that you like the car either, you only noticed that it is an automatic and not the stick shift "I" like.' So Jimmy's father said, "Jimmy, give me the key." Then his father took the key and drove the car away.

Where do you think Jimmy's father went? He went to sell the car back to the dealer. His father bought the car at the price of a brand new car, and only half an hour later sold it back as a used car. Many parents probably would not be willing to take such a big loss of several thousand dollars, but Jimmy's father really wanted to teach Jimmy a lesson that he would never forget. The lesson is that we need to have gratitude, need to treasure what we receive instead of only noticing what's lacking.

So, from that day on, Jimmy never forgot to show gratitude; instead of looking at the negative side of things, he began to focus on the positive

人要懂得感恩，要學習看到正面，不要老是去挑缺點——所以他就把車子開回去。從那天以後，Jimmy再也不會忘記感恩，再也不會從負面去看每樣事情，而是去找出它的優點。因此他後來成為一個非常成功的企業家。

所以我們可以看到，教導孩子要用他印象深刻的方法，而不是打罵；其實打罵是不行的，如果是用讓他印象深刻、永遠不會忘記的方法，孩子才能受益。提升自我的過程，常會碰到很多很多的格局，像是只看事情的負面，就是其中一個格局。

現在談一談，如何發展孩子們的領導力。剛才說這是一個旅程，在這個旅程上有三件重要的事情：第一件是「做對的事」，第二件是「把事做對」，第三件是「做好應對的準備」。

大家最近聽到很多華爾街的事情，對不對？華爾街那些人都是最棒的商學系畢業生，都是聰明絕頂，很會賺錢的。所以他們「把事做得很對」，就是賺了很多很多錢；可是，他們有沒有做對的事呢？沒有。因為他們沒有良心，沒有價值觀。所以雖然可以把事情做得很好，可是沒有道德觀，做了損人利己的事情，讓其他人都賠了很多錢。他們本身雖然賺了一大堆錢，可是有用嗎？大家都知道他們現在坐在哪裡。對，坐在牢裡！當你坐在牢裡時，銀行裡的錢還能用嗎？這就是為什麼「做對的事」這麼的重要。現在我們就一樣一樣來說。

什麼是對的事？第一個是「願景」，我們到底有些什麼理想。各位老師在中文學校裡教中文，學校的理想是什麼，大家是不是都朝同一個方向進行？要確定正確的方向。我最近在女校上這一堂課，我跟她們講的故事是關於家庭裡面，我們要知道家庭的願景是什麼？每一個家庭都需要有願景，描述我們想要的家庭，還有家人相處的關係。我們是要一個整天吵吵鬧鬧、打來打去的家？還是有共同的目標，一起建立和諧的家庭？

關於「做對的事情」，第二個重點是「價值觀」，也就是我剛剛說的道德觀。就是說，我們堅持些什麼？有些事情聽起來不錯，可是違背我的價值觀，我要不要去做？比如說，那些華爾街的銀行家來找我，告訴我做這個投資可以賺大錢；可是當我發現是要去騙別人的錢，

side of things. This became a major factor contributing to his success.

So you see, when we teach children, we need to make a deep impression on them instead of scolding them. Scolding does not bring positive results anyway. They can benefit much better if we make a great impression on them that they never forget. I said earlier that in order to self-transcend, we have to break our self-limiting assumptions. In Jimmy's story, only seeing the negative was a major self-limiting assumption.

Now let's talk about how to help our children develop their leadership. Earlier we mentioned that leadership is a journey. There are three major components on the journey, namely: 'Do the right thing,' 'Do things right' and 'Change before it is necessary.'

We all have heard some ugly news from Wall Street lately, right? These crooks all graduated from the best business schools in the country; they were all super smart and knew how to make bundles of fortunes. So you can say that they know how to 'do things right.' However, were they 'doing the right things?' No! Why? They were doing things against their conscience, and they did not have proper values. Although they made a lot of money, they did not have any moral standards; they benefited themselves at the expense of causing others to lose a lot of money. However, were they really benefitting from making all that money? Do you know where they are right now? Right! They are now sitting in the small jail cells, and it does not matter how much money they have in their bank accounts, they cannot enjoy it! That's why 'Do the right thing' is so important.

What is 'Do the right thing?' First we need to have a vision. What are our dreams? You are all teachers at Chinese schools. You need to know what the vision of your school is, and whether you are all marching in the same direction, right? So, for whatever we do, we need a clear direction. I just taught a class in the Girls' School here, and I told them a story about how a family realized the need for developing a family vision and how they developed their family vision. Every family needs a family vision to describe what kind of family do we want to have; how do we want to interact with each other, etc. Do we want a family that argues all the time, or we want a harmonious family where members support each other?

The second important element in 'Do the right thing' is value. This is the moral standard we mentioned earlier. It is what we stand for. Sometimes, something may sound real good, but if it goes against your values, would you do it? For example, if one of those Wall Street bankers approached me inviting me to be a partner in a super deal. He convinced me that I could make a lot of money, however, when I discovered that the way to make a lot of money is by misleading the clients by doing some kind of investments which might eventually become worthless, I would not be part of that regardless how much money I could make out of it. Why? Because this is same as robbery, and I would not be able to get a good night's sleep if I did that. That's the important role that value plays. When we raise our children, besides making sure that they know the direction of their life, proper values are extremely important, too. Without

來讓我賺大錢，我就想，再多我也不要，因為這等於是劫盜，晚上睡不著覺啊！這就是價值觀。我們教孩子，除了讓他們找到人生的方向，價值觀更是非常重要。沒有好的價值觀，常常就會走錯路，所以我們一定要讓他們有好的價值觀。

第三，有了方向，也有準繩——價值觀，再來就是怎麼樣從現況到達我們的目標，也就是有什麼「策略」。所以願景、價值觀和策略，就是「做對的事」的三大要素。我現在舉一個例子來說明如何做對的事。

8年前我剛來聖城的時候，校長有一天就問我，願不願意負責一門叫「打掃校舍」的課？我就問，校舍是包括哪些啊？「就是一棟房子而已。」那是誰來打掃呢？「就是高中生。」高中生幾位啊？「差不多30幾位。」也就是說在45分鐘裡面，要讓30幾位的高中學生，把這棟校舍打掃得乾乾淨淨。我說：「好！可以，可以做。」她就問，要找幾位老師幫我忙？我說，啊？她們幫什麼忙啊？她說有時候學生會躲到教室裡做功課，不來打掃，所以要多一點人去教室裡面查看，有沒有學生溜走了。我說，不要緊，沒關係，我就自己來好了。

所以開學第一堂課，不叫學生去打掃，先跟學生坐下來聊一聊。我問：「為什麼要打掃校舍啊？」「是不是妳們是奴隸啊？」「還是應該老師來打掃呢？」就跟他們有一個溝通。學生想一想以後，的確也是，我們不能讓老師來打掃校舍；學校也沒有工友，所以當然是該我們來打掃。

那麼，為什麼要打掃校舍呢？我問：「妳們每天除了睡覺的時間，有多少個鐘頭是在這個校舍裡面？」「很多啊！除了上課以外，晚上自習課也在學校裡面。」所以我說：「妳一整天多半的鐘點都在這棟房子裡，妳喜歡它乾淨呢，還是喜歡它髒得不得了？」這樣子，她們一聽，明白了，就說：「真的，假如我花那麼多時間在這裡，我當然希望它很乾淨。」她們後來除了打掃以外，還要美化這個校舍。當你跟她們把這個願景搞清楚以後，她們就很願意去做，也不會再躲起來。

them, they may very likely go down the wrong path. So, as parents and teachers, we need to make sure that they have proper values.

The third important element of 'Do the right thing' is strategy. Once we have the general direction and guidelines for how we act, the next important thing is how do we get from where we are today to where we want to be. In a nut shell, vision, value and strategy are three important elements of 'Do the right thing.' Now I'm going to use a simple example to illustrate how these elements work.

When I first came here more than eight years ago, one day the Girls School Principal asked me if I would be interested in helping the 'school cleaning' class. I asked, "What are the areas that need to be cleaned?" She said, "Just this school building." I asked, "Who are the students doing the cleaning in this class?" She answered, "High school students." I asked, "How many students?" She said, "Thirty some." I said, "Good, that means having these 30 some high school students clean their school building really well within the 45 minutes class time, right? Okay, I can do it." Then she asked, "How many other teachers would you need to help you?" I was puzzled and asked, "Huh? Why do we need more teachers to help?" She said, "Because sometimes students hide in classrooms to do their homework rather than doing the cleaning. So we need some teachers to check out the classrooms to see who is not participating in the cleaning." I said, "That's okay, I'll take care of it."

So, when the school year started, instead of having the students start the cleaning right away in the first class, I had a chat with them first. I tried to communicate with them first by asking them the following questions: 'Why does the school have this school cleaning class?' 'Are you slaves?' 'Or, should we have teachers clean the school?' After giving these questions some thought, they began to see the reasons why the school has this class. First of all, we certainly cannot have the teachers clean the school building, and we do not have janitors, therefore we would have to be the ones to do the job.

But then, why do we need to clean the school building regularly? I asked them, "How many hours a day do you spend in this school building?" The answer was, "A lot of hours! Besides going to classes all day during the day, we are here for study hall in the evening too!" So I said, "Since you spend most of your waking hours in this building, would you like to have it nice and clean, or real messy and dirty?" Now they begin to see the point and said, "Yeah, if we spend so much time in this building, of course we would like to have a nice and clean environment." They even added, "Instead of just cleaning the building, we should really make it a school beautification class!" Now they understand the vision for the class, they all become willing participants, and no one will go and hide anymore!