

提升領袖質素  
徵集接班精兵

# 僕人領袖大會

請各信徒, 長執, 牧者參加

9:00AM  
to noon



許道良牧師

〔羅省華人播道會主任牧師〕  
〔前香港播道神學院院長〕



譚克成博士

〔傳統家庭促進會總幹事〕  
〔8號提案發起人之一〕



黃偉康博士

〔前香港浸會神學院輔導科主任〕  
〔前加大醫學院精神科助理教授〕



邱清萍傳道

〔中國信徒佈道會  
事工專員〕

1:00PM  
to  
4:00PM



劉漢杰醫生

〔天鄰基金會主席〕  
〔華人基督徒義顯社董事〕



周金鐘博士

〔溢樂華人浸信會長老〕  
〔商業管理學院助理教授〕



林修榮

〔角聲佈道團三藩市總幹事〕  
〔理財專家〕



招世超牧師

〔匯點教會牧師〕

# 柯林斯領導理論

## Jim Collins' Leadership Theory

*Melvin W. Wong, Ph.D.*

黃偉康 博士

*Licensed Clinical Psychologist, California*

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*ChristianMentalHealth.com*

TWENTIETH ANNIVERSARY EDITION

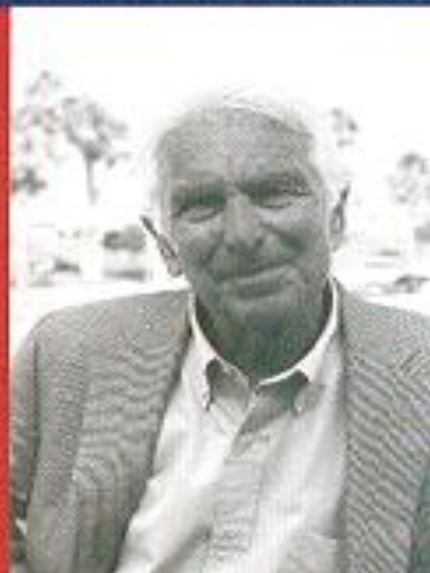
"Warren Bennis's most important book." —PETER DRUCKER

# ON BECOMING A LEADER

THE LEADERSHIP CLASSIC  
REVISED AND UPDATED

WARREN  
BENNIS

77



領導是什麼 What is Leadership

領導就是『做對的事』未知先覺

*Doing The Right Things*

行政管理則是『將事情做對』

*Doing Things Right*

華倫 班尼斯 Warren Bennis

彼得 德魯克 Peter Drucker

# Your customers want a hole, not a drill

When putting together a marketing campaign, most business owners think about the features of the product or service they're selling, rather than the problem their product solves.

This is a mistake.

In a now famous observation made by Professor Ted Levitt at the Harvard Business Review – "people don't want a quarter-inch drill, they want a quarter-inch hole."



Small businesses can't afford to spend as much on marketing as larger companies, but neither can afford to create ineffective marketing. So how do you ensure that you create marketing that connects with people?

Well, the biggest mistake you can make is to start with your product and service. Never assume that just because you intimately understand your product and service, others will automatically love it simply for what it is. You need to step back and think about your audience. What pressing needs do they have that you can solve?

Car manufacturers have known this for a while. If the only 'need' being solved by cars was transport from point A to point B – they wouldn't create hundreds of different models. Some cars target the need of being seen as successful, some getting kids to school safely, some being able to access tools when working on a building site. Each model is created, and then marketed, to help solve a different need (at least the success models ;>).

It can be scary to narrow your focus down to smaller sets of prospects, and then specifically position your offerings to solve those problems – but you can address the needs of your prospects better than the rest, you can expect to prosper over your competition.

# Your customers want a hole, not a drill

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Small businesses can't afford to spend as much on marketing as larger companies, but neither can afford to create ineffective marketing. So how do you connect with people?

# 領導是什麼 What is Leadership

Professional 專業領袖

Doing The Right Things 做對的事

Technician 管理技工

Technically Correct: Doing Things Right

將事情做對

# 領導是什麼 What is Leadership

Technician 管理技工

Technically Correct: *Doing Things Right*, 將事做對

IQ *智商: How to Things Right*

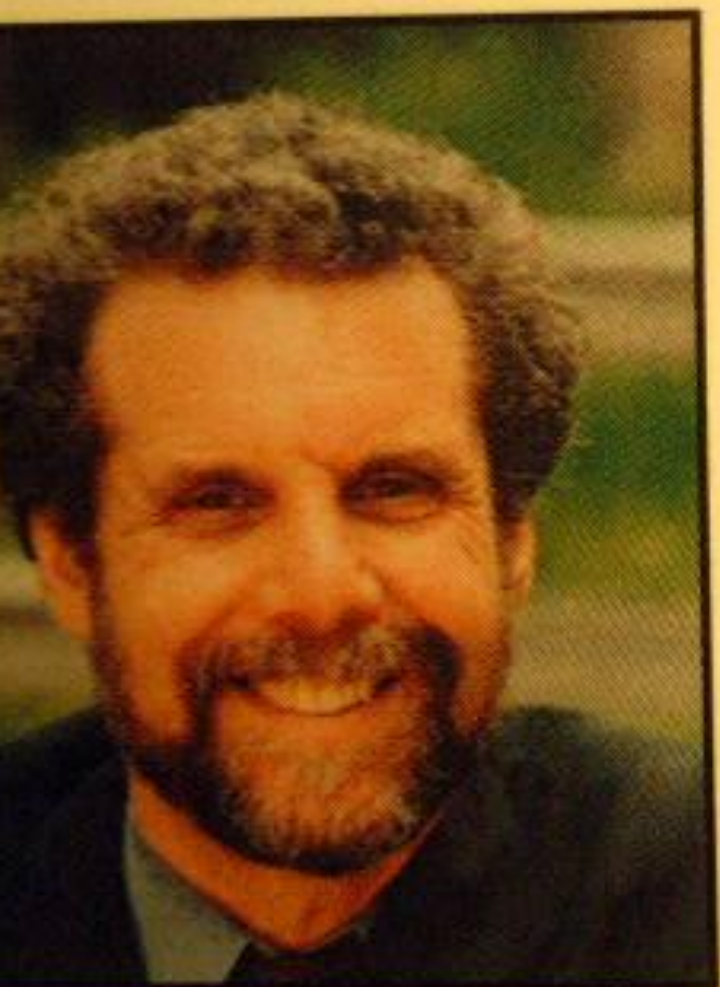
*(Task-Goal Oriented 職責-目標導向)*

*Policy-Correctness, Legally-Correct*

*By-laws, Procedures, Tax,*



...ms the art of leadership into the science  
...sults.



**Daniel Goleman**

is Codirector of the Consortium for Research on Emotional Intelligence in Organizations at Rutgers University.

**...and ...**

IQ vs. EQ: Daniel Goleman

IQ: gets you hired

智商高：讓你容易受聘

EQ: gets you promoted

情緒智能高：讓你容易晉升

HARVARD BUSINESS SCHOOL PRESS

# PRIMAL LEADERSHIP

REALIZING THE POWER OF  
EMOTIONAL INTELLIGENCE

DANIEL GOLEMAN  
*Author of the New York Times bestseller Emotional Intelligence*  
RICHARD BOYATZIS  
ANNIE McKEE

THE COAST-TO-COAST  
#1 BESTSELLER

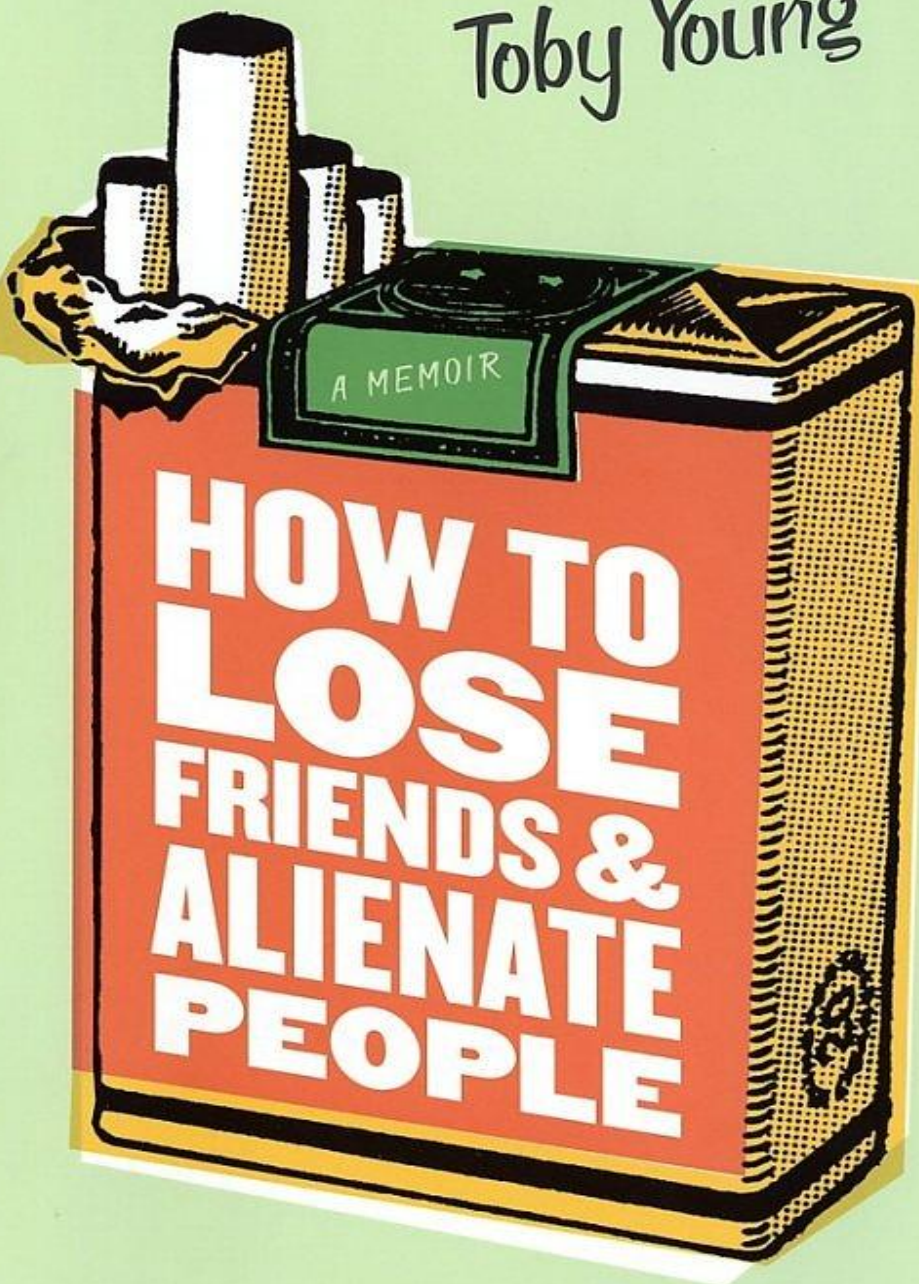
THE  
GROUNDBREAKING  
BOOK THAT REDEFINES  
WHAT IT MEANS  
TO BE SMART

# Emotional Intelligence

Why it can matter  
more than IQ

Daniel Goleman  
*Author of VITAL LIES, SIMPLE TRUTHS*

Toby Young



REVISED EDITION

*How to Win  
Friends &  
Influence  
People*

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THE FIRST—AND STILL THE BEST—  
BOOK OF ITS KIND—TO LEAD YOU TO SUCCESS

DALE  
CARNEGIE



# 領導是什麼 What is Leadership

Professional 專業領袖

Doing The Right Things 做對的事

EQ: How to do the Right Things

*People-Oriented, Team-Effectiveness*

*Vision-Mission-Focused, Possibilities*

*Ambiguity-Tolerant Insightful*

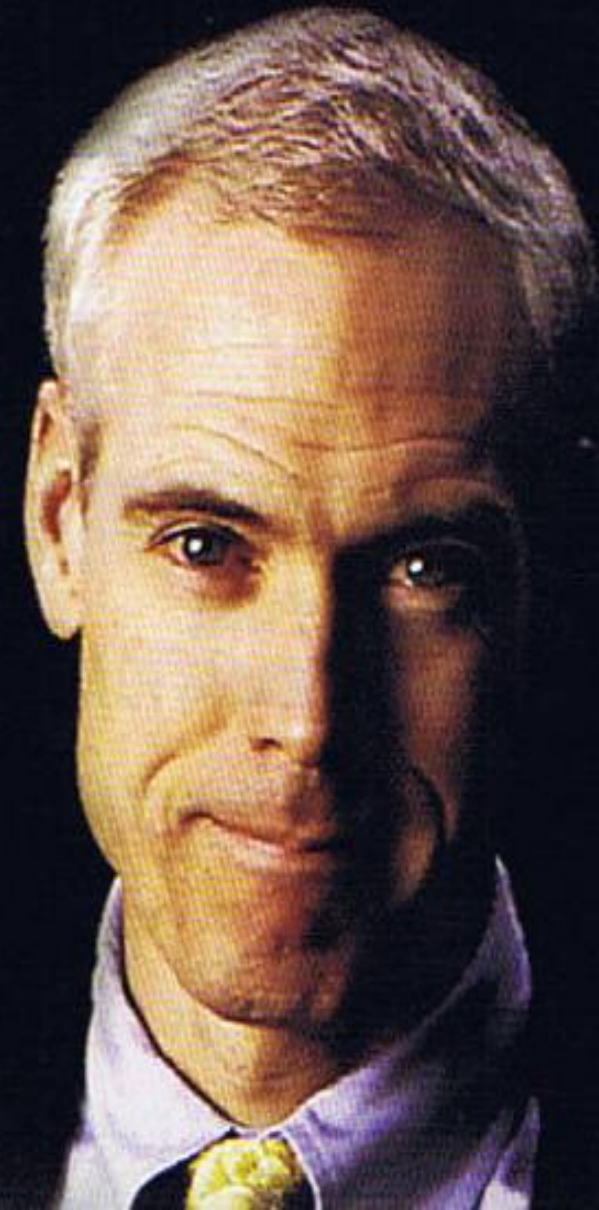
# 柯林斯領導理論

Jim Collins' Leadership Theory

# JIM COLLINS

Nationally Acclaimed Business Thinker  
Best-selling Author

## 柯林斯



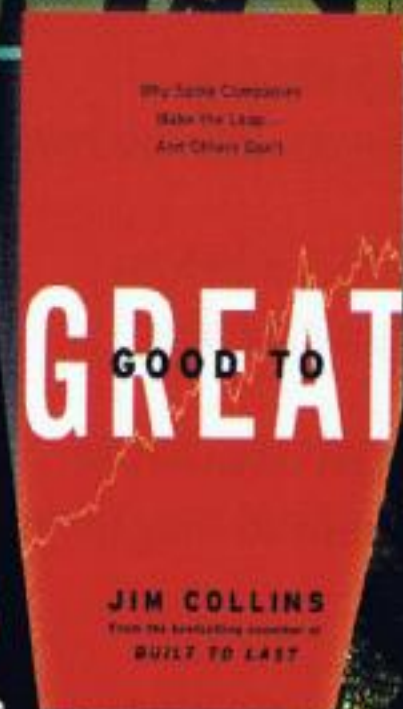
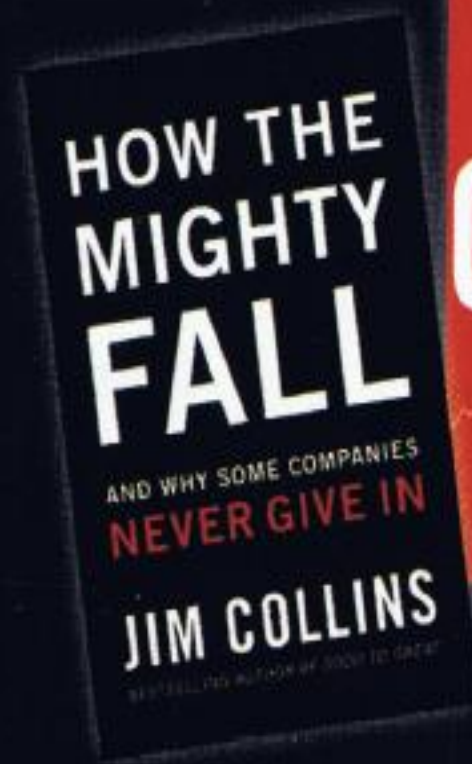
- A nationally acclaimed business thinker, Jim Collins serves as a teacher to leaders throughout the corporate and social sectors.
- Author of the best-selling books *Good to Great* and *Built to Last*, he is a student of companies—how they grow, how they attain superior performance, and how good companies can become great companies.
- His writings, based on groundbreaking research, have been featured in *Fortune*, *Business Week*, *The Economist*, *USA Today*, and *Harvard Business Review*.
- His latest volume, *How the Mighty Fall: And Why Some Companies Never Give In*, looks at the common mistakes of organizations in a state of decline and what leaders can do to reverse negative patterns and flourish anew.

## AT THE SUMMIT RESOURCE CENTER:

- *How the Mighty Fall: And Why Some Companies Never Give In*
- *Summit Digital Resources: Keep Moving*  
Includes video message *IT: How Leaders Can Get IT and Keep IT* by Craig Groeschel

## ADDITIONAL NEXT STEPS:

- *Good to Great* by Jim Collins
- Visit Jim Collins' website at [jimcollins.com](http://jimcollins.com)
- Assess your team according to the chart from *How the Mighty Fall* reprinted on page  
Does your team behave like a "Team on the Way Up" or a "Team on the Way Down?"





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基業長青

**BUILT TO**  
**LAST**

**SUCCESSFUL HABITS OF  
VISIONARY COMPANIES**

**JIM COLLINS**

(Bestselling author of **GOOD TO GREAT**)

**JERRY I. PORRAS**

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Why Some Companies  
Make the Leap...  
and Others Don't

**GOOD TO**  
**GREAT**



從 A 到 A<sup>+</sup>

**JIM COLLINS**

Coauthor of the bestselling  
*BUILT TO LAST*

THE SIGNATURE OF THE TRULY GREAT VERSUS THE MERELY SUCCESSFUL IS NOT THE ABSENCE OF DIFFICULTY, but the ability to come back from setbacks, even cataclysmic catastrophes, stronger than before. Great nations can decline and recover. Great companies can fall and recover. Great social institutions can decline and recover. And great individuals can fall and recover. As long as you never get entirely knocked out of the game, there always remains hope.

– Jim Collins, *How the Mighty Fall*

*Transformational Choices: Make a Good Leader Great!*  
不段蛻變的決定：使好領導變成偉大！

UNCERTAINTY, CHAOS, AND LUCK—  
WHY SOME THRIVE DESPITE THEM ALL

**GREAT BY**  
**CHOICE**

偉大是一個選擇

**Jim Collins**

AUTHOR OF *GOOD TO GREAT*

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**Morten T. Hansen**

# 第五級最專業領袖

第五級 (level 5) 是第五級領袖 (Level 5 Executive)

結合謙虛個性和專業意志, 建立持久績效

第四級 (level 4) 是有效的領袖 (Effective Leader)

激勵部屬熱情追求明確, 動人的願景和更高的績效標準

第三級 (level 3) 是勝任愉快的經理人 (Competent Manager)

能組織人力和資源, 有效率地和有效能地達成預定的目標

第二級 (level 2) 是有貢獻的團隊成員 (Contributing Team Member)

能夠貢獻個人能力, 達成組織目標, 並且有效地與他人合作工作

第一級 (level 1) 是高度才能的個人 (Highly Capable Individual)

運用個人天賦, 知識, 技能和良好工作習慣, 產生有建設性的貢獻

# 第五級 最專業領袖者

領袖有能力綜合 integrate  
矛盾特徵的組合 blend

1. 極端個人謙卑 Extreme Personal Humility
2. 強烈的專業意志 Intense professional Will

## 第五級 最專業領袖者

How do you know your level of leadership

如何知道你的領導標準水平呢

How to advance to the next level

你如何推進到高一級的標準呢

Are leaders born that way or made

領導能力是先天(天賦)或後天(訓練)

Vice Admiral Stockdale  
上將



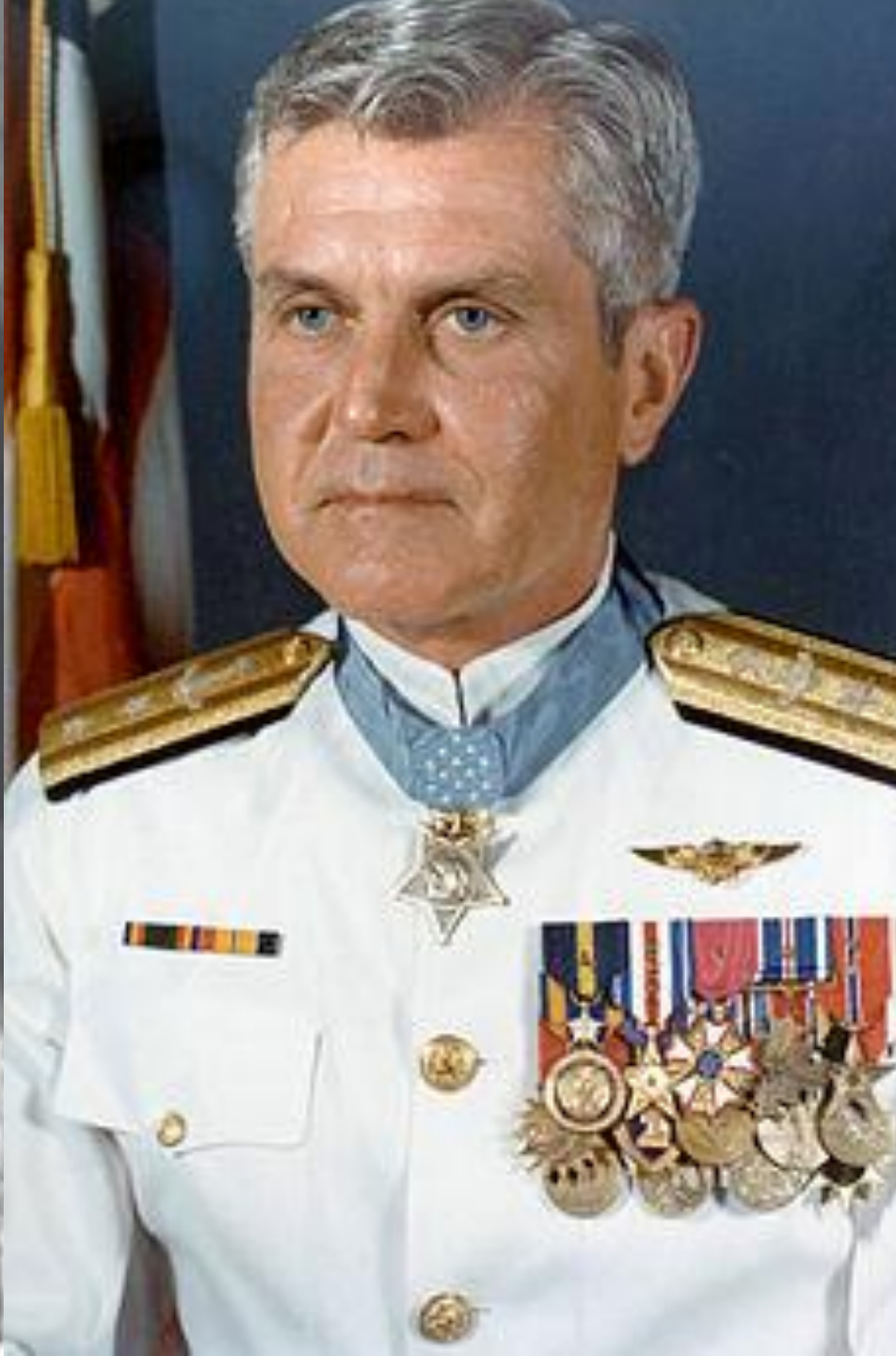




Vice Admiral Stockdale

上將





# Vice Admiral Stockdale 上將的矛盾

保持信心到最後

無論面對

任何困難

我們都能得勝

勇敢

接受和

面對現在

局勢

# Stockdale Paradox 上將的矛盾

Vice Admiral James Bond Stockdale, POW

It's the optimists who didn't get out: **died of depression**

(self-imposed and repeated disappointments of rescue)

People at the good-to-great companies in our research confronted

the most **brutal facts of their current reality** –

yet simultaneously **maintained absolute faith** that they would

prevail in the end

And they held both disciplines -- faith and facts –

at the same time, all the time

強大企業的興衰  
為什麼有些公司從來不屈服

# HOW THE MIGHTY FALL

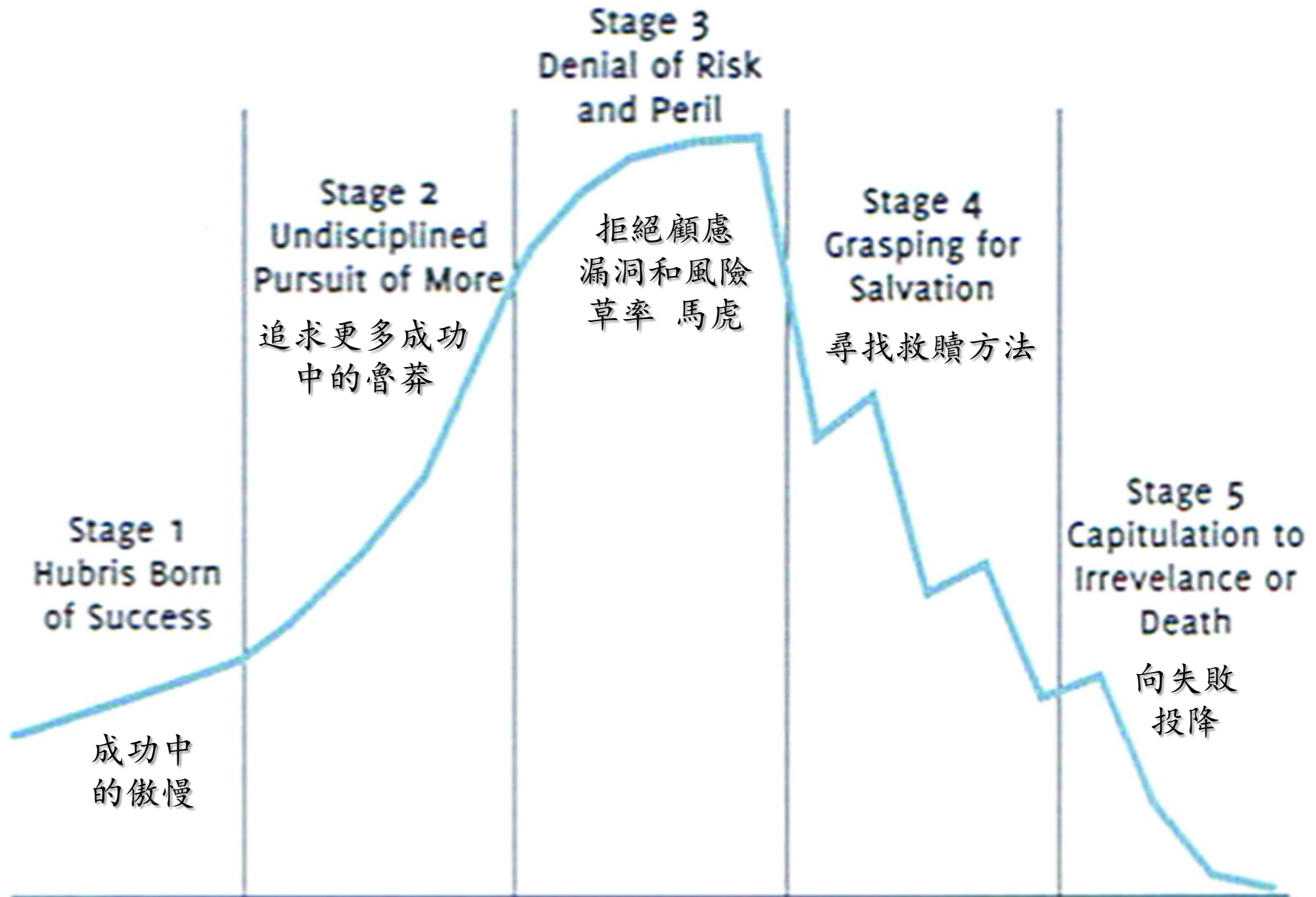
AND WHY SOME COMPANIES  
**NEVER GIVE IN**

**JIM COLLINS**

BESTSELLING AUTHOR OF *GOOD TO GREAT*

# FIVE STAGES OF DECLINE

失敗的五個階段



# 第五級領導者：優秀領袖變成偉大

## 1. 極端個人謙卑 Extreme Personal Humility

EQ 情緒智能高：有效的健康人際關係  
有知之自明 不怕錯誤 不段蛻變

## 2. 強烈的專業意志 Intense professional Will

IQ 智商高：將事做對



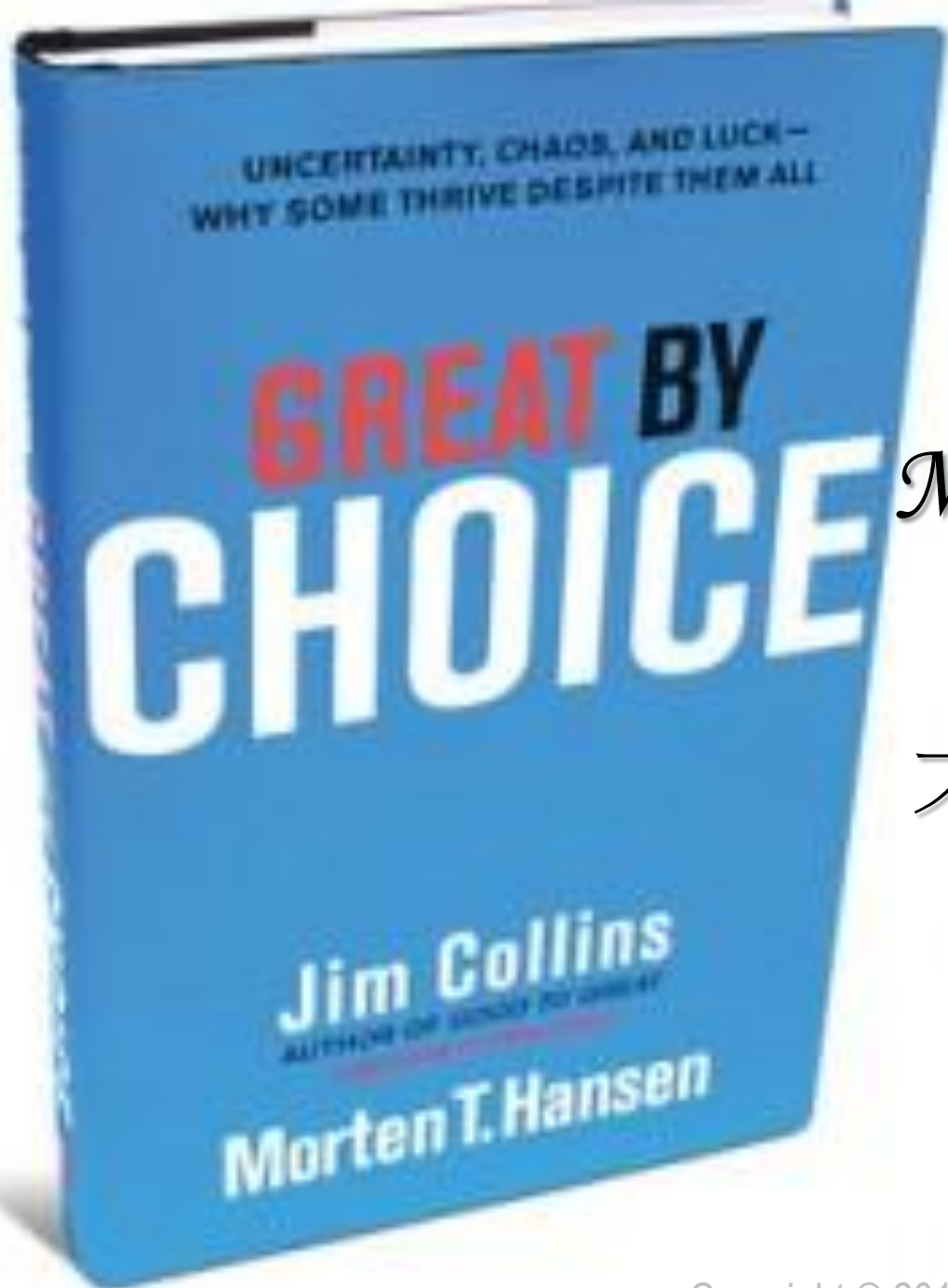
# 馬太福音 Matthew 20:26b-27 (NLV)

26b 你們中間誰願為大、就必作你們的用人

But whoever wants to be great among you,  
let him care for you.

27 誰願為首、就必作你們的僕人。

Whoever wants to be first among you,  
let him be your servant.



*Transformational  
Choices:  
Make a Good Leader  
Great!*

不段蛻變的決定

使好領導

變成偉大！

New York Times BESTSELLING AUTHOR OF  
*The 21 Irrefutable Laws of Leadership*

JOHN C.  
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MAKING YOUR ATTITUDE  
YOUR GREATEST ASSET

JOHN C. MAXWELL

New York Times Bestselling Author of  
THE 21 IRREFUTABLE LAWS OF LEADERSHIP



THE 21 MOST POWERFUL  
MINUTES  
*in a*  
LEADER'S DAY

REVITALIZE  
YOUR SPIRIT AND  
EMPOWER  
YOUR LEADERSHIP