

# 英汉翻译实践：《如何度过美好一天》第1-2 章

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## 内容简介

本次翻译实践所选书籍为《如何度过美好的一天》，它是卡罗琳·韦伯的一部优秀教学类作品，内容包罗万象。在《如何度过美好的一天》里，卡罗琳·韦伯向读者展示了如何利用行为经济学，心理学和神经科学的最新发现来服务人们的日常工作生活。此书七个部分共二十一个章节，内容环环相扣，循序渐进，使读者能够更好地联系到实际日常工作生活中去。

此次所选取的是第一章《选择你的过滤器》和第二章《制定好的目标》，是整本书的起始部分，比较容易理解，拥有丰富的哲理内容，帮助读者更好地提高生活质量。

在翻译过程中，本文主要就语言和思维这两方面存在的翻译问题进行了深度挖掘。除此之外，文中所涉及到的哲学道理，不能生搬硬套的望文生义，如何用中文更好地表达、进行释义都是本课题需要在翻译过程中探讨的。

# INTRODUCTION

The book selected for this translation practice is *How to Have a Good Day*. This book is an excellent teaching class by Caroline Webb. In *How to Have a Good Day*, Caroline Webb shows readers how to use the latest discoveries in behavioral economics, psychology and neuroscience to serve the people's daily work lives. This book consists of seven sections and twenty-one chapters in which the contents are interlocked and gradually, so that readers can be better connected to the daily work and life.

This essay on translation practice selected the first chapter *Choosing Your Filters*, and the second chapter *Setting Great Goals* as translation objects. These two chapters are the beginning of the whole book. It is easy to understand and have rich philosophical content to help readers better improve their quality of life.

In the process of translation, this paper mainly explores the translation problems existing in two aspects, divided into two categories, which are the translation problems in language and the different way of thinking. In addition, the philosophical truth involved in this article can't be translated literally. How to use Chinese to better express and interpret meanings is a topic that needs to be discussed in the translation process.

# 翻译实践原文

## Chapter One

We so often cruise through our busy days on autopilot, rolling from task to task without pausing to stop and think. We work hard and do our best, and we're glad if it all works out to our liking. Sometimes luck is on our side, and sometimes it isn't. "That's just life," we might tell ourselves.

But I'd like to make the case that we can do better than that, thanks to an important aspect of the way our brain makes sense of the world: the fact that we consciously notice only a small selection of what's actually happening around us, and filter out the rest. Because the things that get through the filters are strongly influenced by the priorities and assumptions we take into the day that gives us a huge opportunity. It means that with a few minutes of mental preparation—involving a quick check and reset of those priorities and assumptions—we can shift the way we experience the day, making it more productive and enjoyable. This mental preparation is a process that I call setting intentions, because it's about being more intentional about your approach to the day.

Before I talk about a quick daily intention-setting routine for you to try, let me explain why the reality we experience is so dependent on our filters.

### **OUR SUBJECTIVE REALITY**

As we learned in *The Science Essentials*, our brain's deliberate system (responsible for reasoning, self-control and planning) has only so much attention to give to our complex world. So as we go through the day, our automatic system prioritizes whatever seems most worthy of the deliberate system's attention, while screening out anything that doesn't seem important. This filtering happens without us being aware of it, and it's central to our brain's ability to cope with the complexity of the world. But this selective attention also leaves us experiencing an incomplete, subjective version of reality—one that may or may not serve us well.

Obviously, it's a good thing that our automatic system filters out things that are truly unimportant. Otherwise we'd be obsessively counting carpet fibers or getting mesmerized by the ingredients of our lunch, making it hard to get anything done. The downside, however, is that even potentially useful things can be tagged by our automatic system as "unimportant." For example, if we're intently focused on checking our messages, our automatic system might decide it's not worth diverting some of our attention toward understanding a question we've just been asked by a colleague. When she raises her voice and finally breaks through into our consciousness with a "Hey, did you hear me?" we might apologize and swear we hadn't heard her before. And we'd be technically correct. We *didn't* hear her—not consciously, anyway.

Now, we can't switch off our automatic system's filtering function—by definition, it's automatic. But we *can* adjust the settings, by being more proactive in defining what our brain sees as "important" each day. If we do that, we can affect what our conscious brain gets to see and hear. It's one of the most powerful ways to steer our day toward the reality we'd most like to experience.

### **On Autopilot, What Does Our Brain Treat as "Important"?**

Our automatic system uses several selective attention rules to decide what's important enough to bring to our conscious attention and what should be filtered out. If we can understand how some of those rules work, we have a better chance of hacking into the system and adjusting its settings.

The first thing to know is that if we've got a task that we're consciously prioritizing, our automatic system will make sure we see anything directly relevant to that specific task, and it will tend to blank out anything that seems off topic. *Anything?* "Surely," you're saying, "if something striking cropped up in front of us, off topic or not, we'd see it, wouldn't we?" Well, an enormous amount of research suggests we might not. Take this recent study, for example. Psychologist Trafton Drew and colleagues at Harvard's Visual Attention Lab asked some experienced radiologists to look closely at a bunch of medical images to spot abnormalities. The radiologists were given a stack of genuine lung scans to work with, some of them with sadly genuine nodules. But the last image was different: it showed a picture of a gorilla inserted inside the lung. Astonishingly, 83 percent of the radiologists failed to spot the gorilla, although the image was forty-eight times the size of the average lung nodule. Even

more remarkable is the fact that the Harvard researchers used an eye-tracking device that showed that most of the radiologists looked directly at the gorilla—and yet they still didn't notice it. It's not that they saw it and discounted or forgot about it. Their brains simply didn't consciously register the ape. In other words: because they weren't actually looking for it, they didn't see it.

This type of selective attention is what scientists call *inattentional blindness*—that is, we see what we've decided merits our attention, and we're remarkably blind to the rest. So the priorities we set for ourselves really matter.

We don't even have to be deeply focused on a task to encounter inattentional blindness. In fact, as soon as we have something on our mind, we become much more attuned to anything related to that concern and less attuned to everything else. In one study that was conducted by psychologist Rémi Radel in France, where mealtimes matter, volunteers who'd been forced to skip their lunch went on to see food-related words more clearly and quickly in a word-recognition test. That is, the hungry people noticed the word “gâteau” more readily than “bateau.” (If the researchers had taken their volunteers out on a boat, they might have seen “bateau” even faster than “gâteau.”) Our automatic system will generally prioritize information that resonates with anything that's top of mind for us.

Even our attitude can play a part in setting the perceptual filters we apply to the day. Joseph Forgas and Gordon Bower, professors at the University of New South Wales and Stanford, respectively, conducted an experiment designed to put volunteers into a slightly good or bad mood by giving them random positive or negative feedback about their performance on a minor test they'd just taken. After that, the volunteers were given some descriptions of fictional people to read. Those descriptions were carefully calibrated to be neutral: the volunteers could easily interpret the subjects as being either energetic or chaotic, calm or boring, depending on their reading of the text. And what did Forgas and Bower find? That their happier volunteers were significantly more likely to see the people described in a positive light, compared with the volunteers they'd deliberately put into a funk. And it's not just interpersonal judgments that are affected by our mood. Another research team found that sad people perceived a hill as being significantly steeper (and saw scaling it as a less pleasant prospect) than people who were feeling more upbeat.

So it really *is* possible to get up on the wrong side of the bed. Our perceptions of the world can be strongly influenced by our starting point, good or bad, because our brain's automatic system makes sure that we see and hear anything that resonates with our conscious priorities, our top-of-mind concerns, and even our mood. Meanwhile, it downplays everything else.

### **What Are Your Filters Doing to Your Reality?**

Now let's think about how we can apply this knowledge. Suppose you and I were sitting in the same room, participating in the same conversation. My priorities, concerns, and mood would shape my perceptions of what was going on, while yours would shape yours. As a result, it's entirely possible that I would miss things that matter to you, while getting hung up on things that don't register with you at all. With all this in mind, it's little surprise that my meeting with Lucas didn't seem like the pinnacle of my professional life, given my crankiness when I walked in. Meanwhile, of course, he had a blast. We're each living through our own private reality, a reality shaped by our hardworking automatic system's attempts to allocate our attention to the right things.

So what particular reality would you like your brain to pay a little more attention to? Take your next meeting. If your primary concern is to get your point across, you'll probably find yourself noticing every instance of being interrupted, and every moment of airtime that others take up. You'll probably lose some of the thread of the conversation, without realizing it, because you'll be focused on your desire to tell people what you want them to hear. You're not being willfully closed-minded; your automatic system is just efficiently prioritizing information that relates to your state of mind. Turn all this around, and the reverse is true, too. For example, if you instead decided to focus on finding new opportunities for collaboration or on hearing useful input from your colleagues, chances are you'd discover more of *that*. As we change our intentions, our brain's filters change, and the facts can appear to change with them.

### **SET YOUR INTENTIONS, SET YOUR FILTERS**

The point behind all of this is clear: we miss a big opportunity if we simply let the day happen to us.

We *can't* control everything. But we *can* tweak the way our working hours feel, by being more deliberate in setting our perceptual filters. And that's where it helps to

have an intention-setting routine, one that has us pay explicit attention to the priorities, concerns, and mood we're carrying into the day.

Here's an approach I like. It involves taking just a moment to look at something from three angles:

➡ **Aim:** Think about each of the most important of today's activities—the people you'll meet, the work you'll do. What really matters most in making them a success? That's your real aim.

➡ **Attitude:** As you think about the upcoming workday, take a moment to notice and acknowledge the concerns that are dominating your thoughts or your mood. Do these concerns help you achieve your real aim—and if not, can you set them aside for now?

➡ **Attention:** Given your real priorities, where do you want to focus your attention? Figure out what you want to see more of, and then make sure you look out for it.

Most people I've worked with find it's ideal to think about these questions before the day gets under way, either in the morning or even the night before. But because the whole routine takes no more than a couple of minutes, it's never too late to set your intentions as you're flying from one thing to the next.

For example, how differently might my meeting with Lucas have gone if I'd taken a moment to consider the “three A's” just before walking into that conference room? I might have had these things in mind:

➡ **Aim:** “What really matters to me is to help the team get off to a strong start with our new clients, by encouraging a collaborative tone and helping everyone feel good about the prospect of working together.”

➡ **Attitude:** “I admit that I'm feeling grumpy and tired right now. I can't make myself less tired. But I can decide to set aside my irritation at the way the project is set up, in favor of focusing on the real priority: making the team a success.”

➡ **Attention:** “I want to spot opportunities to help the team gel, by highlighting common ground in their ideas. I want to look for chances to inject warmth into the meeting.”

Going over this mental “aim-attitude-attention” checklist would have taken me no more than a few moments as I stashed my coat on my way into the videoconference room. (And yes, ever since that day, I've made sure to do this before



embarking on anything that matters to me.) It simply doesn't take much effort to focus your filters more firmly on the kind of day you want—especially if you can make it a regular part of your daily schedule.

To see a great example of someone who knows the value of setting intentions, let's meet Martin, the strategy director of an aircraft manufacturer. Alongside this role, he somehow finds time to sit on the board of several technology companies and provide advice to high-tech entrepreneurs seeking to get their start-ups off the ground. He's thoughtful, focused, and successful—partly, he says, because he's learned to be as strategic about his daily personal intentions as he is about his business.

What led Martin to establish an intention-setting routine? “Well, I've always had a problem with concentration,” he says. “I'd get into the office and immediately get pulled into low-value tasks, chatting to colleagues, checking news websites, and so on. I started to realize my days weren't as good as they could have been because I was just drifting through them.” One morning, by accident, Martin discovered how to give his day more direction. “I was sitting on the bed before going to work, feeling kind of overwhelmed by everything I had on my plate,” he says. “For some reason I just started thinking about what really mattered to me. I picked up a notebook and I just wrote and wrote, about why I was doing what I was doing, and how I wanted to do it. I wasn't writing full sentences; it was more of a visual map of things that were important for me. It was incredibly clarifying.” He was struck by how much more upbeat and purposeful he felt afterward, with his intentions so much more crisply and constructively defined.

Naturally, Martin wanted to inject more of that intentional direction into each day. He realized he couldn't sit on his bed and write for hours every morning, but he came up with a short version of the routine that he could fit into every day. “Before leaving for the office, I spend a moment clearing my head, just breathing deeply. Then I ask myself what's most important today, given what I'm trying to achieve at work, and make a few notes about where I want to focus my attention. It's that simple. And things come to the surface that I hadn't realized were there until I stopped to think. Often it means deciding to take a particular approach to a challenge at work, like thinking longer-term and being more tolerant of delays.”

Martin says the payoff has been clear. “My first hour at work used to be all over the place, very unproductive. Now I'm 100 percent ready to go when I arrive. I'm

calmer and in a better mood.” Moreover, throughout the day, he makes a point of recalling his intentions, to help him stay on track. “It reminds me what my real priorities are for the day, if—*when*—I start to feel frazzled.”

### **Make Your Intentions Positive**

When you’re contemplating a particularly challenging day, it can be easy to find yourself coming up with intentions that are a little sarcastic or negative, like: “What really matters to me is never again creating a two-hundred-page document for a meeting.” Or perhaps you find yourself thinking that your real aim is to persuade one of your colleagues to understand that he made a stupid mistake last week.

But making sure a co-worker realizes his stupidity? It’s not the most uplifting way to articulate an intention. It’s a little petty—and that will have your brain subconsciously prioritizing petty observations. If you genuinely want to have a good conversation, it’s better to articulate a more generous intention that speaks to the bigger picture. Ask yourself what you *really* want to achieve. In the case of dealing with your error-prone colleague, a bigger intention might be to help him work out how to avoid making the same mistake again. Thinking bigger still, you might decide you want to improve your working relationship, so in the future you can be more honest with each other about how things are going.

Setting these more solution-focused intentions doesn’t mean avoiding challenging topics with your errant colleague. But a less combative approach will make it easier for you to spot ways to resolve the situation when you have that conversation. It will also make it easier to avoid triggering a defensive fight-flight-freeze response, whether in his brain or in yours—meaning you’ll both be smarter and better able to reach a useful outcome.

### **ONE MORE THING: CHECK YOUR ASSUMPTIONS**

To make our positive intentions an even stronger base for the day we want to have, there’s one more step we can take, which is to check and challenge any negative assumptions we’re carrying into the day.

Like our priorities, concerns, and moods, our assumptions are another selective attention filter that our automatic brain uses to simplify our experience of the world. It works like this: If we encounter some information or behavior that matches what we’re expecting, our automatic system will probably make sure we’re aware of it. If, however, we encounter something that runs counter to our expectations, our automatic

system will tend to disregard it. Known as *confirmation bias*, this is a cognitive shortcut that saves us considerable mental energy, since it stops us from having to develop a new mental model about the world every time we run into evidence that contradicts our beliefs.

### **It's Bananas**

In fact, confirmation bias doesn't just cause us to filter out information that might challenge our expectations; it can even distort the things we hear and see to match our expectations. Scientists have designed countless clever experiments to demonstrate this, and a favorite example of mine involves bananas. When volunteers looked at a black-and-white picture of a banana, tests showed they saw it as slightly yellow—even though in fact it was purely gray. The researchers demonstrated this by asking the volunteers to adjust the background on a screen until it was the same color as the banana shape. Without realizing it, the volunteers selected a background with a slight yellow tinge. They had such a strong presumption that the banana would be yellow that their brains decided it actually was.

If confirmation bias can affect how we see a tangible object like a banana, you can be sure it sways our subjective judgments of situations at work. In my case, it would have been a great start to set the right personal intentions for the project meeting with Lucas—for example, to inject warmth rather than frustration into the room, and to look for opportunities to build team spirit. But I also had a deeply held assumption that it's impossible for a new team to bond properly in a videoconference, as opposed to a face-to-face meeting, so my confirmation bias had me quietly looking for evidence that the videoconference wasn't working. Sure enough, that was a big negative factor in how I experienced the meeting; for Lucas, not so much.

Of course, this doesn't mean we should discount our past experience completely—we may have good reason to feel wary or worried. We just want to notice whenever we're feeling strongly attached to some negative expectations about a situation or a person, and recognize that our attachment may cause us to filter out any evidence to the contrary. That flash of self-awareness can be just enough to remind ourselves to be a little more open to taking in new information.

### **Absolute Language**

One helpful sign that you may be falling victim to confirmation bias is when you catch yourself using what I call *absolute language*: words like “never,” “always,”

“completely,” “totally,” “absolutely,” or “definitely,” perhaps with a dash of “terrible” or “awful.” The author Theodore Sturgeon once wrote, “Nothing is always absolutely so,” and he was right—very little in life is truly completely good or bad. So the use of absolute language is a flashing neon sign that you’re probably seeing only part of the picture. Martin, the aviation strategy director, agrees. “I tend to over exaggerate the negatives, saying things like ‘*Nothing’s* working.’ It feels so good to wallow in your extreme language. I’m getting better, though, at catching myself saying these sorts of things, and asking myself, ‘Hang on, is that really true? How about checking that?’ ”

So if you find yourself using strong words as you think or talk about the tasks ahead, or the people involved, take that as a helpful cue to check your perspective. Ask another “A” question:

➡ What negative **assumptions** do you have about this person or activity?

And then take one more step back, and ask yourself:

➡ What are you likely to focus on to **confirm** your assumptions?

➡ If you had to **challenge** your negative assumptions, what would you say?

➡ What **counterevidence** can you look out for, to help you keep an open mind?

Here’s how I would have answered those questions if I’d acknowledged my negativity on the morning of the ill-fated project meeting with Lucas:

➡ **Assumption:** “It’s going to be a terrible meeting because it’s a videoconference.”

➡ **Confirmation:** “There will probably be some technology glitches, and I’ll tend to get fixated by them (and any signs of annoyance in other people) if I’m not careful.”

➡ **Challenge:** “Lucas knows the clients and their preferences better than I do. It would probably have taken longer to find a date for us to meet in person. Video technology is better than it used to be.”

➡ **Counterevidence:** “I can choose to notice what actually works well in the setup. I can look for ways to get the meeting back on track if the technology stutters.”

And with that kind of small hike in open-mindedness, our positive intentions become far easier to bring to life—even when things don’t go to plan.

## **STARTING YOUR DAY THE NIGHT BEFORE**

Now let’s meet Audrey. She runs a widely respected government-funded agency that helps small companies get the advice and support they need to innovate and grow.

An average day might see her delivering a new training course, negotiating for more funds, or encouraging mom-and-pop firms to take full advantage of the resources her agency offers. She's deeply committed to her work and has a strong sense of what these businesses need, since her own parents have run a small business for some years. Like most leaders, she finds she has to be thoughtful about prioritizing her attention. Otherwise, she says, "I'd just end up doing whatever was most urgent."

So, like Martin, she has a daily intention-setting routine—but Audrey prefers to start her routine the evening before, on the train home. "I first reflect on the day I've just had. I go over what went well, what didn't, why, and what I could have seen coming. Then I look ahead to the next day, to think about what I want from it and what deserves the most attention." She jots down some notes, then starts the next morning by rereading them. "I remind myself of what's most important, and add anything that has occurred to me overnight. And as I go through the day, I refer back to them, especially just before I dive into the biggest things."

Audrey takes particular care to think ahead to the most demanding task of the next day. In her role, that's often a challenging conversation. She gives an example of how intentions have helped her there. "For a long time, I worked with someone who was passive-aggressive, though she could become 'aggressive-aggressive' if rubbed the wrong way," she laughs. "I'd often have to ask her to do things she wasn't keen to do, and she usually responded by listing all the things that could go wrong. When I didn't prepare mentally, I'd respond instinctively and see her behavior as a personal attack." Once Audrey started setting more positive intentions, her relationship took a turn for the better. "When I explicitly decided that collaboration was my aim, I'd see the same conversation quite differently. I found myself able to interpret her comments less personally, seeing them as an expression of her own frustrations or even of her desire to get things right. And you know, maybe she was still being a pain. But I found time and again that my state of mind made such a difference to my perception of her behavior, and therefore my reaction to her."

For Audrey, much of the breakthrough came from challenging her assumptions. "One of the big shifts for me was managing to get out of the habit of assuming ill intent. I used to have a very competitive mindset and expected everyone else to be competitive, too—which meant that was exactly what I saw. I'd pay a lot of attention to signs of potential sabotage, like someone sending a nasty email to my boss about

some work I was involved in,” she says. “But now, if I see bad behavior from someone, I don’t assume they’re a bad person—I consider the possibility that they’re just having a bad day. Your assumptions really color what you see and how you react.”

With practice, Audrey has also found she can reset her intentions in the middle of a tough situation. “I’ve realized that even when things are going down the wrong path, I can take a step back and do a version of what I should have done beforehand. That passive-aggressive colleague of mine used to tug her ear when she was getting stressed—so as soon as I saw that, I’d use it as a prompt to pause and say to myself, ‘Time to rethink.’ I’d shift in my seat to give myself a second to reset and remember what I really wanted from the conversation. I’d sometimes even say out loud, ‘Give me a second—what are we really trying to do?’ It didn’t always allow me to have the conversation I’d have had if I’d prepared beforehand, but it meant I could usually make the situation better.”

## Chapter Two

So far, I’ve discussed how taking a few minutes to deliberately set our intentions is a splendid way to prepare for a good day. Now, I want to talk about the next few minutes of preparation, which is all about complementing your big-picture intentions with specific goals for the day ahead.

If you’ve ever held down a job, you probably already do some sort of practical daily planning— whether it involves writing a to-do list or just looking at imminent deadlines and figuring out what they require of you. But whatever your current approaches, I’d like to share a few science-based tweaks that can add real power to your goal-setting routine.

First, I’ll make the case for complementing your usual task-oriented to-dos with a few behavioral goals to bolster your intentions. Second, scientists have found that the way you articulate your goals makes a surprisingly big difference to your chances of success —so I’ll show you four tips that will improve your hit rate. Third, if you manage your task list in a way that’s kind to your brain, your brain will learn to love your task list—or at least like it a little more—and yes, you’ll get more done as a result.

## SET BEHAVIORAL GOALS TO SUPPORT YOUR INTENTIONS

When it comes to setting specific goals for the day, most of us think about them like this:

- Get in touch with person
- Prepare for meeting
- Think about that thing

If you're an artist or an artisan, your goals might look a little different, but the essence is the same—it's stuff you need to get done. Conversations to have, things to learn, outputs to create. And getting clear on exactly what you want to do today is a very good idea. Four decades of research by Edwin Locke and Gary Latham (psychologists at the University of Maryland and Rotman School of Management, respectively) suggest that people who bother to articulate a specific goal boost their performance significantly, typically by 15 percent on tasks where it can be quantified. Clear-cut goals help us stay on track for at least a couple of reasons. They go even further than intentions in focusing our attention, helping us resist the distractions of the working day. And they encourage us to be more persistent, because making progress toward a goal feels highly satisfying for the brain's reward system. That small buzz when you tick something off your to-do list is your brain quietly saying, "Right on."

Given the power of goals to boost our performance, it makes sense to apply that power not only to your practical tasks but also to your broader intentions for the day, by asking yourself:

➡ **Personally:** What can I shift in my own behavior to help make my intentions a reality?

➡ **Specifically:** What does that shift look like in practice—and what actions will I take today?

Let's say, for example, that your intention for today involves finding a way to move a project forward. Progress has been inexplicably slow, and it's been irritating you. But today, you've set a more upbeat filter for your attention: you're going to look out for any opportunity in the day's meetings to take small steps forward, rather than focusing on the snags. Great. Now, what can you *personally* do to make progress more likely? Perhaps you could involve your colleagues more, rather than trying to push the project through on your own. Even more *specifically*? Perhaps you could use

your slot in the first meeting to lay out what you're seeing as the biggest roadblock, and ask for colleagues' ideas on how to get around it. Maybe you'll also bring donuts, to thank them for their input. Frankly, the things you can do to support your intentions are often obvious once you take a step back to think about it—but we often don't take the time to set these kinds of tangible behavioral goals.

In my own example of the videoconference with Lucas in the last chapter, I mentioned that my real priority had been to help the new team gel, so I should have been on the lookout for signs of common ground between people. When I took the time to set that more positive intention for subsequent team meetings, I also decided on two specific behavioral goals to support it. One was to make sure that I said something to appreciate each person's contributions at some point during the meeting. The other was to point out whenever someone's ideas nicely connected to something another person had previously said.

So when you're looking at your aims for the day, don't just set yourself task completion goals. Set at least one or two goals for your own behavior, and make them as specific as you possibly can, to magnify your chances of having the day you intended.

## **FIND A WINNING ARTICULATION OF YOUR GOALS**

Now let's shift to the evidence on how best to articulate our goals—whether they're task-related goals or behavioral ones—if we want to boost our chances of success. Research suggests that we should aim to describe them in a way that is positive, personally meaningful, feasible, and situation-specific. Let's take each of those four attributes in turn.

### **Approach Goals**

Our goals are usually framed in one of two ways. Either they're about doing more of something good, or they're about doing less of something bad. A wide range of research suggests that the first type (known as “approach” goals) are better than the second (“avoidance” goals) at encouraging high performance—even if they're pursuing the same broad outcome. In fact, when psychologists Andrew Elliot and Marcy Church worked with a large group of students at the University of Rochester to track the effects of different types of personal goals on the students' grades, they found that avoidance goals (“I want to avoid doing poorly”) *depressed* performance about the same amount as approach goals (“I want to do well”) improved it.



To see how this applies in the workplace, think back to Audrey, the director of the innovation agency we met in the last chapter. She says that she often finds herself setting an intention to stay focused on building constructive relationships, rather than scoring short-term points in her difficult conversations. What specific goals might she then set for herself? As she prepares for her next challenging meeting, here are two things she might say to herself:

➡ **Avoidance goal:** “If we go off track, I’m not going to lose my cool; I’m not going to get obsessed with his petty comments; I’m going to do my best to stop this meeting from going wrong.”

➡ **Approach goal:** “If we go off track, I’m going to remind myself what really matters; I’m going to remember to smile; I’m going to ask great questions, to make sure he feels heard.”

Both are ways of describing what she wants. But merely reading the words creates a different vibe, doesn’t it? The first makes me feel slightly worried about Audrey, frankly. The second leaves me feeling more optimistic about her chances of having a good meeting. And those instincts are correct.

Why? It goes back to the discover-defend axis that I described in *The Science Essentials*. When we’re thinking hard about something undesirable that we need to avoid—in Audrey’s case, the need to avoid getting into an argument with a colleague—it flags a potential threat that our brain needs to defend against. And since that defensive response is a drain on mental resources, it leaves us a little less smart and less capable of achieving our aims. But if we instead frame our goals as wonderful things that we want more of, it’s easier for us to stay in discovery mode—even if we’re doing something challenging. And by keeping us in a more open-minded, intelligent state of mind, that improves our chances of success. Martin, our airplane strategist, previously worked for a company where everyone seemed driven by fear of failure rather than excitement about possible success. “Everyone was constantly on the defensive. I kept on falling into what I call my ‘negative mind-trap’—telling myself, ‘If this fails, I’ll have no money.’ It had a big impact. I was often depressed coming to work, and it was hard for anyone to do their best work.” He was struck by the difference on days when he framed his goals more positively. “There were some days when I managed to think more about the prize, the

possibilities, and it would flip my mood and my productivity very quickly—things would move fast for a day or two. I'd really feel like I was getting things done.”

Here are some practical ways to reframe your goals to keep you in discovery rather than defensive mode:

➡ Ask yourself: “What positive outcome am I seeking? And what do I need to start doing, or do more of, to get that ideal outcome?”

➡ If any of your goals are about avoiding something, turn them around and ask what good thing you'd need to do more of to achieve the same outcome. (For example, instead of saying “Find a way to stop losing customers,” try “Find a way to make our customer proposition irresistible.”)

As a no-nonsense type, Martin is keen to add this advice on setting approach goals: “Framing things positively doesn't mean you have to be fake. I had a boss who was a horrible person but walked around with a big smile plastered on his face. That's not what this is about. It's just about articulating your goals in a way that helps you achieve them, in your own genuine style.”

### **Find a “Personal Why”**

In *The Science Essentials*, I mentioned that researchers have found a sense of autonomy to be a crucial component of human motivation. If we're to exert effort, we generally like feeling we have a degree of control in what we're doing, and some choices to call our own. Correspondingly, scientists have found that we're more likely to achieve a challenging goal if we've decided for ourselves why it's worth succeeding. Or to use psychological terminology: *intrinsic* motivation—where we're doing things because they feel personally meaningful or satisfying —tends to lead to higher performance than the kind of *extrinsic* motivation that comes from seeking to meet other people's expectations. In fact, extrinsic and intrinsic goals work so differently that they're processed in different parts of our brain. Requests from other people activate brain areas strongly associated with self-control and self-discipline; by contrast, goals we set for ourselves engage areas associated with our desires and needs. They feel like things we want, rather than things we have to do. The upshot? Not everything on our to-do list can be an act of personal passion. But the science tells us that we're more likely to get something done if we take a moment to think about why it matters to us personally. Going back to the example earlier in the chapter: if you've decided that you should ask your colleagues to help you unblock progress on a project,

you might first ask yourself “Why does it matter to me to get them involved?” Perhaps that question reminds you why you cared about the darned project in the first place—which in turn encourages you to take the leap and ask for help in this morning’s meeting. (Likewise: Why did it matter to me to help Lucas’s team gel? Because it’s my personal mission to help everyone have a good day at work. And so on.)

Of course, when we’re handed a task by someone else, the “why” may not be as immediately clear to us. But even then, it’s usually not too hard to find a way to link an assigned task to things that matter to *us*, even if it’s a tangential connection. We can still ask:

- ➡ “What bigger aspiration or value of *mine* does this task speak to?”
- ➡ “How does this request support something that matters to *me*?”

I once heard a nice example of this kind of “personal why” from a community hospital CEO. David was new to his organization and still not a familiar face to staff, so he decided to spend a day working undercover as an anonymous orderly to get some insight into how it felt on the front lines of his organization. David busied himself ferrying patients from the emergency room to wards and from wards to operating theaters, learning a little more about his hospital with every step. At one point he came across a guy who was prodding a swinging door with a screwdriver. David asked the handyman what he was doing. The man looked up and said, “I’m fixing the hinge so it opens more easily. It’s too stiff, so when you’re pushing patients on gurneys through the doors it gives them a nasty jolt. That’s not going to help them get better, is it?” Of course, the handyman had been handed a task list for the day by his boss, and he was steadily working through it. It could have been dull, a grind. But in his mind, the goal was not just to fix the door. It was to reduce harm to patients. And making the connection to something he cared about encouraged him to treat the tasks more like his own intrinsic goals, giving him more satisfaction and—all the evidence suggests—resulting in better performance, too.

### **Bite-Sized Chunks**

When you’re planning your day, it can be tempting to come up with a laundry list of ambitious to-dos. But research suggests we achieve more when our goals are focused and achievable. To see why, think back to how our brain’s reward system works. While achieving goals rewards us with a spike of motivating pleasure, *not*

achieving them does the opposite. So it's usually better to break your big audacious goals into a series of small step-by-step goals that are within your reach. That way, the neurochemicals in your reward system will motivate you to continue, rather than dousing you with de-energizing feelings of disappointment.

For example, having "learn French" as a goal is unlikely to result in much progress today; it feels too big and amorphous to be on anything but the "someday" part of your to-do list. But you could probably break the goal down into bite-sized chunks that are genuinely feasible today, such as "do fifteen minutes of Internet research to find best-rated local French classes" or "call Nicole to ask her advice on learning French." And this kind of disaggregation is a good recipe for getting things done.

Martin, the aviation strategist, has a bold vision for what he's trying to achieve in his work, and many of his projects are large and long-term in nature. But he's learned to set small daily aspirations that give his brain a constant flow of reward. "I have a spreadsheet that lists the projects I'm working on, and for each one I've identified the *very next thing* to do on each of them. So I always know the small next step that I need to take. I've found that if you break one goal down into three smaller ones, it feels more doable and you get three times the pleasure of scratching them off the to-do list." For example, Martin's work often involves writing project proposals, something he says is "the least fun part of my job." To keep himself motivated, Martin never just sets a goal to "write a proposal." He splits it into "gather data," "create budget," "do a rough outline," and so on. "And each tick, tick, tick gives me a sense of progress," he says, which neatly spurs him on to the next task.

### **Implementation Intentions**

Finally, to make sure we accomplish our goals, it helps to get very specific about what we'll do and when we'll do it. Just compare these two versions of Audrey's goal, for example:

- ➡ "I'm going to be more collaborative in my conversations today."
- ➡ "When the other person frowns or raises issues, then I'll stop to listen properly and then ask questions to find out more."

Which leaves you with the clearer idea about what she should actually do? The second is much more tangible, much easier to imagine her succeeding at, isn't it?

That's because it contains a clear "when-then" rule, which says, "*when X happens, then I will do Y.*" This kind of rule—known to scientists as an *implementation intention*—takes much less effort for our brains to handle than an abstract concept like "being collaborative," since it leaves no doubt about what to do when the time comes. By bridging the gap in our brain between abstract hopes and concrete steps, the "when-then" formulation creates a well-known recipe for meeting our goals. Psychologist Heidi Grant Halvorson, at Columbia's Motivation Science Center, found in a review of more than two hundred studies that setting implementation intentions makes people as much as *three times* more likely to achieve their aspirations.

Here's a small "when-then" example that has helped me achieve a daily goal. I'm not a morning person, and I've only ever been productive in the early hours because I had colleagues expecting me to show up. So when I set up my own consulting business and became my own boss, I knew there was a real risk I'd waste the first part of the day. My husband suggested that I get into a new habit of taking a brisk morning walk to wake up my mind before starting work. It sounded like a good new routine to adopt. But when I tried it, I'd often end up dawdling sleepily in the kitchen while reading email. So I wheeled out the "when-then" guns, and set myself some rules: "*When I wake up on a weekday morning, then I will throw on some clothes and go make coffee to put in my travel mug. When I leave the house, then I'll pick up the spare keys next to the door and go for a twenty-minute walk. When I get back, then I'll check email for the first time.*"

To you, this little routine may seem like nothing. But these extremely specific and practical "when-then" helped me to change the habits of a lifetime. And they're a wonderful way of making sure that your own goals get a little armor plating before going into battle.

### **CREATE A BRAIN-FRIENDLY TO DO LIST**

Once we've got positive intentions and clear goals, most of us choose to keep ourselves on track by writing ourselves a task list of some sort. And there are many ways to create a to-do list; you might favor a fancy app, a treasured notebook, or scribbles on the back of your hand. Whatever works for you, works for you. But there are some to-do list essentials that we should all know if we want to help our brains navigate the day, based on the science of working memory, motivation, and goal

pursuit. I don't always see people applying these brain-friendly essentials, so here's a checklist for you to consider:

➡ **Write it down as soon as it comes to mind.** Never waste your brain's precious working memory by trying to hold your tasks or ideas in your head. Use your intelligence for getting things done, rather than trying to remember what you need to do. That means having a process for capturing to-dos as soon as they occur to you, even if you then end up transferring them to a master list.

➡ **Only keep today's tasks in view.** You might have a grand list of tasks you'd like to complete in the coming weeks or months. But once you've decided what you really need and want to get done today, work off *that* list, and hide the rest. As long as your longer-term items are visible, they'll use up a little of your brain's processing capacity—and may even depress you a little if your long list is very long.

➡ **Make it satisfying to check off.** If you're online, give yourself a box to check, and a ping or a swoosh to hear. If you're working on paper, give yourself the satisfaction of a big bold line through everything you've done. The more rewarding it feels to track your progress, the more your brain will tend to spur you toward getting things done.

➡ **Be realistic about what you can do in a day.** Progress feels good to your brain's reward system; failure doesn't. Do you have five things you'd like to tackle today, but know you probably only have time for three? It's better to feel great about nailing three tasks. If you succeed and find you've got more time, you'll be flushed with motivation to seek out one or two more tasks.

➡ **Include mind-body maintenance.** Put exercise, rest, and other physical health goals on your list alongside your other tasks. If you take a moment to put "take a walk" on the list, you're way more likely to build it into your day rather than let it be crowded out by other demands—just as defining goals for anything makes it more likely you'll get it done.

# 翻译实践译文

## 第一章

我们通常不会停顿去思考，而是依靠大脑自动处理系统，从一个事情到另一个事情中度过忙碌的一天。我们努力工作，尽我们所能，如果一切顺利，我们会很高兴。有时运气在我们这边，有时不是。“这就是生活！”我们可能会告诉自己。

但我想说的是，我们可以做得比这更好，这要归功于我们大脑对世界认知方式上的一个重要方面：我们有意识地只注意到我们周围实际发生事情的一小部分，并过滤掉其余的。这给了我们一个巨大的机会，因为通过大脑自动过滤器系统的事情会深深地受到我们优先考虑和假设的影响。这意味着，通过几分钟的心理准备，包括快速检查和重置这些优先事项和假设，我们可以改变今天的生活方式，使其更加高效和愉快。这种心理准备是一个过程，我称它为设定意图，因为它会使你对当天的处理方式更有目的性。

在我谈论一个快速的日常意图设定例程给你尝试之前，让我先解释一下为什么我们的实际经验如此依赖于我们的过滤器。

### 我们的主观现实

正如我们在《科学精要》中所学到的，我们的大脑深度思考系统（负责推理，自我控制和计划）只会把更多观点投射到我们复杂的世界里。所以，当我们度过某一天时，我们的大脑自动系统优先考虑那些最值得关注的东西，同时排除任何看起来不重要的东西。这种过滤在我们没有意识到的情况下发生，这是我们大脑处理复杂世界能力的核心。但是，这种选择性的关注也让我们经历了一个不完整的、主观的现实版本，但这可能对我们有利或不利。

很明显，我们的大脑自动系统过滤掉了那些被认为不重要的东西是件好事，否则，我们会痴迷地数地毯纤维，或被我们午餐的原料迷住，因此我们很难完成

任何事情。然而，不利的一面是，甚至可能有用的东西会被我们的大脑自动系统标记为“不重要”。例如，如果我们专注于检查我们的信息，那么我们的大脑自动系统就有可能认为理解我们刚刚被同事问过的问题不值得转移我们的一些注意力。当她提高自己的声音，最后以“嘿，你听到我说话了吗？”突然进入我们的意识，我们可能会道歉，发誓我们刚刚没有听到她的话。而且我们在技术上是正确的。不管怎样，我们没有听到她的话。

现在，我们不能关闭自动系统的过滤功能。根据定义，它是自动的，但我们可以通过更主动地定义我们的大脑每天认为“重要”的事情来调整设置。如果这样做，我们可以有意识地影响我们大脑所看到和听到的东西。这是将我们的一天引向我们最想体验的现实的有力方式之一。

### **在自动处理能力上，我们的大脑如何处理“重要事情”？**

我们的大脑自动系统选择性地使用多种关注规则以决定哪些重要事项足以引起我们的有意识关注，以及应该滤除哪些事项。如果我们能够理解其中的一些规则是如何工作的，那么我们就有更好的机会“入侵”系统并调整其设置。

要知道的第一件事是，如果有一项任务是我们有意识地优先考虑的，那么我们的大脑自动系统将确保我们看到与该特定任务直接相关的任何内容，并且倾向于消除似乎与主题无关的任何事情。“任何事情？”“当然”“你的意思是，如果在我们面前突然出现什么东西，无论有无关系，我们都会看到它，是吗？”“好吧，大量的研究表明我们可能不会。以最近的一项研究为例，哈佛大学视觉关注实验室的心理学家特拉夫顿德鲁及其同事要求一些有经验的放射科医师密切关注一组医学图像来发现其中的异常。放射科医生给了一堆真正的肺部扫描来处理，其中一些真的患有可悲的小瘤。但最后一张图像却不同：它是被插入的一张大猩猩肺部图片。令人惊讶的是，尽管图像是平均肺小瘤大小的四十八倍，但83%的放射科医师未能发现这是大猩猩的肺部图片。更为显著的是，哈佛大学的研究人员使用了一种眼动追踪装置，显示大多数放射科医师直接看着大猩猩的肺部图片，而没有注意到大猩猩，这不是他们看到它后不重视或忘记了它，而是他们的大脑根本没有意识到它的存在。换句话说：因为他们实际上并没有特意在寻找它，所以他们没有看到它。



科学家称选择性注意力为“无意失明”，也就是说，我们只看到了我们已经确定的值得我们关注的东西，而且我们对其余的东西视而不见。由此可见，我们为自己设定的优先事项非常重要。

我们甚至不必将注意力集中在无意错失的任务上。事实上，只要我们有一些想法，我们会更加关注与这种涉及有关的任何事情，而对其他事情则不那么重视。在法国的心理学家雷米拉德尔进行的一项研究中，吃饭时，那些被迫不吃午餐的志愿者继续在文字识别测试中能够更清楚快速看到与食物相关的单词。也就是说，饥饿的人更容易注意到“奶油蛋糕”这个词，而不是“平底船”。（如果研究人员把他们的志愿者带到船上，他们可能比“奶油蛋糕”更快地看到“平底船”。）我们的大脑自动系统通常会优先考虑那些与我们首要考虑的事情相关的信息。

我们的态度甚至可以在设置适用于当天的感性过滤器方面发挥作用。来自新南威尔士大学的约瑟夫·福加斯教授和斯坦福大学的戈登·鲍尔教授采集数据后进行了一项实验，旨在让志愿者的心情好或不好，让他们对自己的表现给予随意的正面或负面反馈。在那之后，给志愿者一些虚构人物的描述。这些描述经过仔细校准以保持中立：志愿者可以根据他们对文本的阅读情况，轻松地将对象解释为精力充沛或混乱，冷静或无聊。福加斯和鲍尔教授会发现什么呢？相比那些他们故意使之沮丧的志愿者，那些快乐的志愿者更能看到人们描述的积极情绪。这不仅仅是受我们情绪影响的人际判断。另一个研究小组发现，悲伤的人认为一座山比那些感觉更乐观的人要陡峭得多。（并且认为这是一个不太愉快的前景）

如果你起床后心情就不好，那接下来的一天都有可能会有不好的事情开始。我们对世界的看法可能受到我们出发点的强烈影响，或好或坏，因为我们的大脑自动系统可以确保我们看到并听到与我们的意识优先事项、头脑关注点，甚至是我们的情绪产生共鸣的一切事物。与此同时，它淡化了其他一切事物。

### **你的大脑过滤系统对你的现实生活做了什么？**

现在让我们思考一下如何应用这些知识。假设你和我坐在同一个房间里，参加同样的谈话。我的优先事项、关注点和情绪会塑造我对发生事情的看法，而你的这些则塑造你的想法。因此，我完全有可能错过对你很重要的事情，同时搁置那些根本没有登记在案的事情。考虑到这一切，当我进入房间时感到不适，我与

卢卡斯的会面似乎并不像是我职业生涯的巅峰就毫不奇怪了。同时，他当然也有一些不适。我们每个人都按照个人的习惯生活，这也是我们努力工作的自动系统试图将我们的注意力分配给正确事情的一个计划。

所以，你想让你的大脑多关注一下什么样的现实情况呢？提前准备吧。如果你主要关心的是如何解决你的问题，那么你可能会发现自己注意到每一个细节而不会被打断，甚至会注意到其他人的讲话时间。你可能会失去一些在对话中得到的信息，但你不会意识到这一点，因为你只会专注于告诉人们你想让他们听到什么。

你并不是故意封闭自我。你的“大脑自动系统”只是有效地优先处理与你的精神状态相关的信息，把所有这些都传输过来。反之，过滤也是如此。例如，如果你决定专注于寻找新的合作机会或听取你同事的有用意见，那么你会发现更多的信息。当我们改变了我们的意图时，我们的大脑过滤器也发生了变化，情况也会随之改变。

### **设置你的意图，设置你的“过滤器”**

所有这一切背后的一点是很清楚的：如果我们仅仅只看眼前，那我们会错过一个巨大的机会。虽然我们无法控制所有事情，但我们可以通过更有意识地设置我们的感性过滤器来调节我们的工作感受。这就是帮助我们制定意图的一个例行程序，这个程序让我们清楚地认识到我们今天正在进行的优先事项、关注点和心情。

这是我喜欢的一种方法。它需要花一点时间从三个角度来分析：

► **目标：**想一想今天最重要的活动、你会遇到的人，以及你将要做的工作。让他们取得成功最重要的因素是什么？这是你真正的目标。

► **态度：**当你考虑即将到来的工作日时，花点时间注意并认识一些控制着你的想法或心情的忧虑因素。这些忧虑是否有助于你实现真正的目标。如果不能，你现在可以将它们放在一边吗？

► **注意项：**确定你真正的优先事项，你想在哪里聚焦你的注意力？找出你想要看到的更多内容，然后确保你注意到它。

我的大多数同事发现，在一天的早晨或前一天晚上，提前做准备，思考这些问题是理想的。但是，由于整个过程不过几分钟，所以当你从一件事情想到另一件事情时，确定你的意图永远不会太晚。

例如，如果我在走进会议室之前花了一些时间考虑上述这三个方面，我和卢卡斯的谈话是否会有不同？我可能会记住这些事情：

► **目标：**“对我而言，真正重要的是帮助我们的新客户有一个良好的开端。通过鼓励合作的语气，帮助每个人对合作前景感到满意。”

► **态度：**“我承认我现在感到脾气暴躁和疲倦。我不能让自己不那么累，但我可以决定不让我对这个项目的设置感到恼火，赞成把重点放在真正的优先事项上：让团队取得成功。”

► **注意项：**“我想通过找到他们想法的共同点，以找到帮助凝聚团队的机会。我想寻找机会给会议注入热情。”

当我在进入视频会议室的途中将我的外套存放了起来的时候，“从目标到态度再到注意事项”的关键点让我仔细考虑了很多时间。花费我很多时间。（是的，从那天开始，我已经确定要在做任何重要的事情之前好好想想这一点）。简单地说，如果你能把它作为你日常生活的一部分，那么，在你想要的那一天，你不需要花费太多精力了。

为了让大家知道一个懂得设定意图价值的人的好例子，我们来认识一家飞机制造商的战略总监—马丁。除了这个角色之外，他还会找时间到几家科技公司的董事会上，为那些寻求启动新创企业的高科技企业家提供建议。他有思想、做事专注、事业成功。他说，这在一定程度上是因为他学会了在日常生活中对自己的个人意图进行战略性调整。

是什么让马丁建立了一套意图制定的程序？“嗯，我一直在注意力方面存在问题，”他说：“我会进入办公室，立即进入低价值的工作，与同事聊天，检查新闻网站等等。我开始意识到，我的日子并没有想象的那么好，因为我只是随波逐流。”一天早上，马丁无意中发现了如何给他的一天更多的指导。他说：“我在上班之前坐在床上，感觉自己被所要做的一切压垮了。”出于某种原因，我开始考虑对我而言真正重要的事情。我拿起笔记本，写了一篇文章，写下了我为什么要做我在做的事情，以及我想如何做。我没有写完整的句子，对我来说，它更

像是很重要事物的直观地图——一个简单的说明。令他吃惊的发现，他后来感到非常乐观和有目的性，他的意图更加清晰明确。

当然，马丁希望每一天都能注入更多有意识的目的方向。他意识到自己不能每天早上都坐在自己的床上写几小时，但他想出了一个每天都能适应的日常生活的简短版本。“在离开办公室之前，我花了一点时间清空了脑袋，深深地吸了一口气。然后我问自己今天最重要的是什么，考虑到我在工作中想要达到的目标，并就我想集中注意力的地方做一些笔记。就这么简单。事情已经明了，我还没有意识到，直到我停下来去思考。通常这意味着决定在工作上采取一种特殊的方法来应对挑战，比如更长远的思考，更容忍拖延。”

回报是显而易见的。马丁说，“以前我工作的第一个小时常常是非常没有工作效率的。现在，当我上班时，我已经做好百分百的准备了。我能更平静，心情也更好。”此外，他整天都在牢记他的意图，以此来帮助他保持工作动力。“当我开始感到疲惫时，我会想起今天真正优先考虑的重点是什么。”

### **使你的意图积极**

当你细想一个特别具有挑战性的日子时，很容易发现自己的意图有点消极。比如：“对我来说真正重要的是永远不要再为会议创建一个 200 页的文件。”或者你发现自己在想，你的真正目的是说服你的一个同事明白他上周犯了一个愚蠢的错误。

但是要确保让一名同事认识到他的愚蠢行为。这不是表达意图的最令人振奋的方式。这有点小儿科！这会让你的大脑下意识地观察进行排序。如果你真诚地想要进行一次愉快的交谈，那么最好是表达一个更积极的意图去说明更大的问题。问问你自己，你真正想要达到的目标是什么。在与你易犯错的同事打交道时，一个更大的意图可能是帮助他解决如何避免再次犯同样的错误。更重要的是，你可能会决定要改善你的工作关系，所以在未来，你可以更加诚实地告诉对方事情的进展。

设置这些更注重解决方式的意图并不意味着要避免与你犯错误的同事一起讨论具有挑战性的话题。但是，当你和他交流时，一个减少争斗的方法会让你更容易找到解决这种情况的方法，这也将避免更容易地在他人脑海或者你的大脑中

触发防御性的战斗本能反应！这意味着你们都会更聪明，更能够达到一个有用的结果。

### **还有一件事：检查你的假设**

为了使我们的积极意图成为我们完美一天中的坚实基础，我们还可以采取更多措施，即检查和挑战我们今天遇到的任何负面假设。

就像我们的优先事项、关注和情绪一样，我们的假设是另一种选择性关注过滤器，我们的自动化大脑用它来简化我们对世界的认识。它的工作原理是这样的：如果我们遇到一些符合我们期望的信息或行为，我们的大脑自动系统可能会确保我们意识到它。然而，如果我们遇到与我们的期望背道而驰的事情，我们的自动系统往往会倾向于忽视它。这被称为确认偏见，这是一种认知捷径，它为我们节省了相当大的大脑思考能量，因为每当我们遇到与我们的信仰相矛盾的证据时，它就阻止我们发展出一种新的思维模式。

### **主观偏见**

事实上，确认偏差不仅可能会导致我们过滤出不符合我们预期的信息，甚至会歪曲我们听到和看到的信息以符合我们的期望。科学家们设计了无数有说服力的实验来证明这一点，而我最喜欢的例子是“香蕉”实验。当志愿者看到一张香蕉的黑白照片时，测试显示他们看到的是微黄色，尽管实际上这香蕉是纯灰色的。研究人员通过要求志愿者在屏幕上调整背景直到与香蕉形状相同的颜色来证明这一点。没想到的是，志愿者们选择了一种淡黄色的背景。他们强烈的推测，认为香蕉是黄色的，因为他们的大脑认为香蕉现实中是黄色的。

如果确认偏见会影响我们看待一个像香蕉那样的有形物体，那么可以肯定它会影响我们对工作环境中主观判断的决定。就我而言，为与卢卡斯的项目会议设定正确的个人意图是一个很好的开始。例如，为会议室注入热情而不是沮丧的气氛，并寻找机会建立团队精神。而我也深信，一个新团队不可能在视频会议中正确地结合，而需要面对面会议，所以我的确认偏见让我默默地寻找证据，证明视频会议没有发挥作用。当然，这是我参加这次会议的一个很大的负面因素，而对于卢卡斯来说，这不是那么重要。

当然，这并不意味着我们应该完全低估过去的经验，我们可能有充分的理由感到谨慎或担心。我们只是想注意到，当我们对某个情况或某个人产生强烈地消

极的期望时，并认识到我们的内心依赖心理可能会导致我们筛选出一切相反的证据。这种自我意识的闪现可以提醒我们多接受一些新的信息。

## 绝对语言

一个有用的迹象表明，当你用自己所说的绝对语言来抓住自己时，例如“永远”、“总是”、“完全”、“一定”、“绝对”或“无疑”，也许带着一些“可怕”或“糟糕”，你可能成为确认偏见的受害者。作者西奥多·斯特金曾写道：“没有什么东西是绝对的。”他是对的。在生活中很少有人是真的完全好或坏。绝对语言像是一个闪烁的霓虹灯，你可能只看到它的一部分。航空策略总监马丁对此表示赞同。“我倾向于过分夸大消极因素，说一些话，像‘没有什么事可做’，感觉沉溺在极端的语言很好。不过，我越来越擅长这样说，然后问自己：‘等等，这是真的吗？检查一下怎么样？’”

因此，如果你发现自己在思考或谈论之前的任务时，或涉及到相关人员时使用绝对化的词，请将其作为有用的线索来检查你的观点。问另一个关键问题：

你对这个人或活动有什么负面看法？

然后再退一步，问自己：

你最有可能关注什么来确认你的假设？

如果你不得不挑战你的负面假设，你会怎么说？

你可以注意什么反证，帮助你保持开放的心态？

如果我在与卢卡斯的令人反感的晨会上承认我的消极情绪，我会如何回应：

假设：“这将是一个糟糕的会议，因为这是一个视频会议。”

确认：“可能会出现一些技术故障，如果我不小心，我会被他们所困扰（以及其他人的任何烦恼迹象）。”

挑战：“卢卡斯比我更了解客户和他们的偏好。找到双方都空的约会可能花费更长的时间，而且视频技术比以前更好。”

反驳：“我可以选择注意设置中的实际效果。如果技术出现问题，我可以寻找方法让会议回到正轨。”

通过这种开放式的小规模自我反思，我们的积极意愿变得更加容易实现，即使事情没有按我们认可的计划进行。

## 提前做准备

现在让我们来认识奥黛丽，她经营着广受尊敬的政府资助机构，帮助小公司获得他们创新和发展所需的建议和支持。为获得更多资金而谈判，或鼓励母子公司充分利用其机构提供的资源，她几乎每天都会去看新提供的培训课程。她深深地致力于自己的工作，并对这些企业需求有强烈的意识，因为她的父母多年来一直在经营一家小企业。像大多数领导人一样，她发现她必须考虑把注意力放在首位。另外，她说，“我只会做最紧急的事情。”

所以，和马丁一样，她每天都会做日常事务的计划，但奥黛丽喜欢在前一天晚上，坐火车回家时开始自己的日常工作。“首先我反思当天。一切顺利的事、工作中缺乏了什么、为什么会缺乏这些，以及我以后能做什么。然后，我展望第二天，思考我想要什么，以及最值得关注的的事情。”她记下一些笔记，然后在第二天早上重新阅读。“我提醒自己什么是最重要的，并且把任何发生在我身上的事情添加到我的脑海中。。当我度过这一天的时候，我会回顾他们，尤其是在我去做最重要的事情之前。”

奥黛丽特别关心第二天最艰巨的任务。在她看来，这是一场具有挑战性的对话。她举了个例子，说明意图如何帮助了她。“很长一段时间，我和一个消极的人一起工作，如果和她发生一些摩擦的话，她可能会变得咄咄逼人，”她笑着说：“我经常不得不请她做一些她不想做的事情，而她通常会列出所有可能出错的事情。当我没有做好精神上的准备时，我会本能地回应，把她的行为视为一种个人攻击。”一旦奥黛丽开始设定更积极的意图，她与同事的关系就会好转。“当我明确地决定合作是我的目标时，我会完全不同地看待之前相同的谈话。我发现自己能把她的评论解释得少一些，把它们看作是她自己的挫折感，甚至是她想把事情做好的愿望。而且你知道，也许她还在痛苦中。但我一次又一次地发现，我的思想状态对我和对她行为的看法产生了很大的不同，因此我对她的反应也不同。”

对于奥黛丽来说，许多突破来自挑战她的假设。“对我来说，最重要的一个转变点就是设法摆脱养成意图不良的习惯。我过去有很强的竞争意识，并且期望每个人都有竞争力，这也正是我所看到的。我会很注意潜在的威胁迹象，就像有人向我的老板发送了一封讨厌的电子邮件，内容涉及我参与的一些工作，”她说：

“但现在，如果我看到某人的不良行为，我不认为他们是一个坏人，我会认为他们只是度过了糟糕的一天。你的假设会决定你看到什么以及你的反应如何。”

通过实践，奥黛丽还发现，她可以在困境中重新调整自己的意图。“我意识到，即使事情走上了错误的道路，我也可以退后一步，做一些我应该事先做好的事情。我那个消极同事过去常常在她受到压力时拉扯她的耳朵，所以当我看到那个时，就用它来提醒自己：“该重新考虑了。”我会在我的座位上换个姿势，给自己一秒钟的时间重新调整，记住我真正想要从谈话中得到什么。有时我甚至大声说，“给我一秒钟，我们到底想干什么？”“并不总是允许我有这样的谈话，但如果我事先准备好的话，这就意味着我通常可以使情况变得更好。”

## 第二章

到目前为止，我已经讨论过如何花几分钟来确定我们的意图，这是一个准备好美好一天的绝妙方式。现在，我想谈谈接下来几分钟的准备工作，这一切都是为了补充你在未来一天的目标。

如果你曾经做过一份工作，那么你可能已经做了一些实际的日常计划。无论是写一份待办事项清单，还是只看迫在眉睫的最后期限，并弄清楚他们对你的要求是什么。不过，无论你目前的做法是如何，我都想分享一些基于科学的调整，这些调整可以为你的目标设定程序增添真正的动力。

首先，我将通过一些行为目标来补充你通常的任务处理方式，以加强你的意图。其次，科学家已经发现，人们表达目标的方式与他成功的机会大不相同，所以我将向你展示四个提高你命中率的技巧。第三，如果你以一种对你的大脑有益的方式来管理你的任务列表，你的大脑就会认真对待你的任务列表，或者至少是喜欢它，而且你会得到更多的结果。

### 设置行为目标来支持你的意图

当谈到为当天设定具体目标时，我们大多数人会这样想：

- 1 与人取得联系
- 2 为会议做准备
- 3 想想一些事



如果你是一个艺术家或工匠，你的目标可能看起来有点不同，但本质是一样的，这是你需要完成的东西。要有谈话、要有学的东西、要有创造的产出，明确你今天想做什么是一个非常好的主意。由马里兰大学、罗特曼管理学院的心理学家埃德温·洛克和加里·莱瑟姆进行了四十年的研究表明，那些努力表达特定目标的人会显着提升他们的表现，通常会在可量化的任务上增加 15%，明确的目标帮助我们保持正轨，至少有几个原因。他们甚至比意图更能集中我们的注意力，帮助我们抵御工作日的干扰，他们鼓励我们更加坚持不懈，因为朝着一个目标前进的过程会让我们对大脑的奖励系统感到非常满意。当你在你的待办事项清单上划掉一些东西时，你的大脑会悄悄地说：“很棒”。

考虑到目标能提高我们绩效的能力，将这种能力应用于实际任务中，同时也适用于你当前更广泛的意图是有道理的，通过问自己：

**个人方面：** 我可以用自己的行为来改变我的意图吗？

**具体来说：** 这种转变在实践中看起来如何，我今天会采取什么行动？

比方说，你今天的目标是找到一种方法来推进一个项目。进展速度令人难以置信得慢，这让你感到恼火。但是今天，你将你的注意力设置了一个更加乐观的过滤器：你将在今天的会议中寻找任何机会向前迈进一小步，而不是专注于障碍。

好，现在，你个人能做些什么来取得进展？也许你可以更多地邀请你的同事加入，而不是试图通过你自己推动项目。更具体地说呢？也许你可以在第一次会议中利用你的机会来阐述你所看到的最大障碍，并询问同事如何解决它的想法。也许你还可以带些甜甜圈，感谢他们的帮助。坦率地说，一旦你退后一步思考它，你可以依据你的意图所做的事情来往往是明显的，但我们往往不花时间来设定这些具体的行为目标。

在我上一章与卢卡斯举行的视频会议的例子中，我提到我的真正优先考虑是帮助新团队有凝聚力，所以我应该注意人们之间的共同点。当我花时间为后续的团队会议设定更积极的意图时，我还决定了两个具体的行为目标来支持它。其中一个确保我在会议期间的某个时候我会说一些赞赏每个人贡献的话。另一个是要指出某人的想法与其他人之前说过的东西很好地联系在一起。

所以，当你审视你今天的目标时，不要只设定自己的任务完成目标。为自己的行为设定至少一个或两个目标，并尽可能具体地设定目标，以此扩大你想要这一天的机会。

### 找到完成你目标的关键

现在，让我们转向关于如何最好地表达我们的目标的证据，不管它们是与任务相关的目标还是行为目标，如果我们想增加成功的机会的话就要去做。研究表明，无论它们是与任务相关的目标还是行为目标，如果我们想提高我们的成功机会，我们就应该以积极的、有个人意义的、可行的和针对具体情况的方式来描述它们。我会依次选取四个属性中的每一个来说明。

### 方法目标

我们的目标通常以两种方式其中的一种来设定的。要么是要做更多的好事情，要么做更少的坏事情。广泛的研究表明，第一种类型（“接近方法”目标）在鼓励高绩效方面比第二类（“回避”目标）好，即使他们追求的是同样的结果。事实上，当心理学家安德鲁艾利奥特和马西教会与罗切斯特大学的一大群学生一起跟踪不同类型的个人目标对学生成绩的影响时，他们发现回避目标（“我想避免做很差”）的表现与方法目标（“我想做得好”）的表现差不多。

要了解这在工作场所如何应用的，请回想一下我们在上一章中遇到的创新机构总监奥黛丽。她说，她经常发现自己的目标是设立一个意图去专注于建立积极性的关系，而不是在她陷入僵局的谈话中得到短期的分数。她会为自己设定什么具体目标？当她准备参加下一次具有挑战性的会议时，她可能会对自己说两句话：

**避免目标：**“如果我们偏离轨道，我不会失去冷静；我不会被他琐碎的评论所困扰；我将尽我最大的努力来阻止这次会议出错。”

**接近目标：**“如果我们偏离轨道，我会提醒自己什么是真正重要的；我会记得微笑，我会问一些很好的问题，以确保它能被听到。”

两种方法都是她想要的方式。但只是阅读这些文字会产生不同的感觉，不是吗？坦率地说，第一件事让我有点担心奥黛丽。第二件事让我对她举办一次好会议的机会感到更加乐观。那些直觉是正确的。

为什么？它回到我在《科学概要》中描述的发现——自我防御反应。当我们正在努力思考我们需要避免的不需要的事情时，以奥黛丽的情况为例，我们需要避免与同事发生争论，这标志着我们的大脑需要抵御的潜在威胁。由于防御性反应是对头脑精神资源的消耗，它使我们缺乏思考，也不能实现我们的目标。但是，如果我们将目标定为我们想要的更多美妙的东西，那么即使我们正在做一些具有挑战性的事情，我们仍然可以更容易地保持在探索模式中，这会持续地保持我们更开放、更聪明的状态，也将提高我们成功的概率。我们的飞机战略家马丁曾经就这么做过。

对于一个公司来说，每个人似乎都被失败的恐惧所驱使，而不是兴奋于可能的成功。每个人都在防守。我不断地陷入我所谓的“消极心理陷阱”——告诉自己，“如果失败了，我就没有钱了”，它产生了巨大的影响。我经常沮丧地工作，对任何人来说都很难做到最好。有好几天，我想更多地考虑奖金和可能性，它会快速地影响我的情绪和工作效率，事情会持续一两天。我真的觉得我已经把事情做好了。”

这里有一些实用的方法来重新构建你的目标，让你保持探索模式而不是防御模式：

问问自己：“我正在寻求的是什么积极的结果？为了得到理想的结果，我需要做什么或做更多的事情？”

如果你的任何目标都是为了避免出现问题，那就把它们转过来，问问你需要做什么更好的事情来达到相同的结果。（例如，不要说“找到一种方法来阻止失去客户”，请尝试“找到一种方法吸引我们的客户”。）

直截了当地说，马丁渴望在设定方法目标时加上这样的建议：“积极构建并不意味着你必须伪装。我有一个老板，他是一个糟糕的人，但他的脸上挂满了灿烂的笑容。这不是这个问题。它只是以一种可以帮助你实现目标的方式，以你自己的真正风格来帮助实现你的目标。”

### **找到“个人为什么”**

在《科学概要》中，我提到研究人员发现自我意识是人类动机的重要组成部分。如果我们要付出努力，我们通常会觉得我们对自己所做的事情有一定程度的控制力，并且有一些我们自己的选择。相应地，科学家们发现，如果我们自己决

定什么是值得去做的，我们更有可能实现一个具有挑战性的目标。或者使用心理学术语：内在动机——我们正在做的事情是因为他们个人感到有意义的或令人满意的，往往会比寻求满足其他人期望的外在动机有着更高的绩效。事实上，外在和内在目标的工作方式不同，以至于我们在大脑的不同部分进行处理。来自其他人的请求激活了与自我控制和自律密切相关的大脑区域；相比之下，我们为自己设定的目标涉及与我们的愿望和需求相关的领域。它们感觉我们想要的东西，而不是我们必须做的事情。结果呢？并非我们待办事项清单上的所有内容都是个人激情的行为表现。但是科学告诉我们，如果我们花点时间思考为什么它对我们个人来说很重要，我们更有可能完成一些事情。回到本章前面的例子：如果你已经决定请求你的同事帮助你解决项目进展，你可能首先问自己：“为什么我让他们参与？”也许这个问题会提醒你为什么你把这该死的项目放在首位，这反过来又鼓励你在今天的晨会中寻求帮助。（同样的，为什么我要帮助卢卡斯的团队凝聚在一起？因为我的个人使命是帮助每个人在工作中度过愉快的一天等等）。

当然，当我们被别人交予一项任务时，“为什么”可能不会那么清楚了。但即使这样，也很难找到一种方法来将一项分配的任务与我们所关心的事情联系起来，即使它是相切的连接。我们仍然可以问：

“这个任务对我来说有什么更大的愿望或价值？”

“这个请求如何帮助对我很重要的事情？”

我曾经听过一个来自社区医院首席执行官的“个人原因”的好例子。戴维对他的组织来说是新手，对员工而言他仍然不是一个熟悉的面孔，所以他决定花一天时间，以匿名的方式卧底工作，以便了解他在组织前线的感受。戴维忙着把病人从急诊室送到病房，从病房到手术室，每走一步都要多了解一下他的医院。有一次，他遇到一个正在用螺丝刀捅着门的人。戴维问这位勤杂工他在做什么。该名男子抬头说，“我正在修理铰链，以便它更容易打开。它太僵硬了，所以当您将病人推到轮胎上通过门时，会给他们带来讨厌的震动。这不会帮助他们变得更好，是吗？”当然，这位勤杂工已经被老板安排了一天的任务清单，他正在不断地完成这项任务。它本来可能是枯燥乏味的苦差事。但在他看来，目标不仅仅是修理门。这是为了减少对患者的伤害。与他所关心的事情联系起来，鼓励他像

对待他自己的内在目标那样对待任务，让他更满意，并且所有证据都表明，这个工作也导致了更好的影响。

## 分解任务

当你在规划你的一天时，你会忍不住想要一份清单，上面列出了雄心勃勃的计划。但研究表明，当我们的目标更集中，更容易实现时，我们会取得更多成就。想知道为什么，回想一下我们的大脑奖励系统是如何工作的。在实现目标的过程中，我们得到的是一种激励的快感，而不是实现目标。所以，把你的大冒险目标分解成一系列在你力所能及范围内的循序渐进的小目标通常会更好。这样，你奖励系统中的神经化学物质就会激励你继续，而不是产生让你沮丧的失望情绪。

例如，以“学习法语”为目标，一天里是不会取得很大进展；除了待办事项列表中“某一天”的部分之外，你觉得什么东西都太大了。但是，你可能会把目标分解成今天真正可行的小目标，比如“做十五分钟的互联网研究，以找到当地最好的法语课程”或“电话妮可尔咨询学习法语的建议”。这种分解是完成任务的好方法。

航空战略家马丁对他在工作中想要实现的目标有着大胆的梦想，他的许多项目都是大型和长期的。但他学会了设定每天的小愿望，让他的大脑不断获得奖励。“我有一张电子表格，列出了我正在进行的项目，并且我已经确定了每个项目的下一步要做的事情。所以我总是知道我需要采取的下一步。我发现，如果你将一个目标分解为三个小目标，那么感觉更加可行，你有三倍的乐趣把它们从待办事项列表中删除。”例如，马丁的工作经常涉及编写项目建议，他说这是“工作中最没有乐趣的部分”。为了保持自己的动力，马丁从不设定一个目标来“写提案”。他将其分为“收集数据”、“计算预算”、“做一个粗略的大纲”等等。“每一个小步骤的完成都让我有一种进步的感觉。”他说，这让他接下来的任务中得到了良好的激励。

## 执行意图

最后，为了确保我们能够实现我们的目标，有必要弄清楚我们将要做什么以及何时做到。比较这两个版本的奥黛丽的目标，例如：

“今天我的谈话会更协调。”

“当另一个人皱眉或提出问题时，我会停下来正确听取，然后提出问题以了解更多信息。”

这让你更清楚自己应该做什么？第二个更有形，更容易获得她的成功，不是吗？

这是因为它包含了一个清晰的“当-然后”规则，该规则说：“当甲发生时，然后我会做乙。”这种规则被科学家们认为是一种执行意图。通过在抽象的希望和具体的步骤之间减少我们大脑的处理量，“当-然后”的公式为实现我们的目标创造了一个众所周知的秘诀。哥伦比亚大学动机科学中心的心理学家海蒂·格兰特·霍尔沃森在一份对 200 多项研究的回顾中发现，制定实施计划的目的是使人们实现抱负的可能性增加三倍。

这是一个小的“当-然后”的例子，它帮助我实现了一个每日目标。我不是一个早起的人，而且我只有在早起后几个小时里才有工作效率。因为我有同事期待着我出现。所以当我成立自己的咨询公司，并成为自己的老板时，我知道我会浪费一天的早晨时间的真正风险。我的丈夫建议我在开始工作之前养成早晨散步的新习惯以唤醒我的想法。这听起来像是一个很好的新例程。但是当我尝试它时，我经常会在阅读电子邮件的同时，在厨房里打瞌睡。于是我采用了“当-然后”的办法，并为自己制定了一些规则：“当我在一个工作日的早晨醒来时，然后我会穿上一些衣服，然后把咖啡放进我的旅行杯。当我离开家的时候，我会拿起门旁边的备用钥匙，走二十分钟的路。当我回来时，我会第一次查看邮件。”

对你来说，这个小例程可能看起来没有什么。但是这些非常具体和实用的“当-然后”帮助我改变了一生的习惯，而且这是确保你自己的目标在进入战斗之前得到一点装备的好方法。

### **创建一个大脑友好的名单**

一旦我们有了积极的意图和明确的目标，我们大多数人都选择通过自己编写一份任务清单来让自己走上正轨。有很多方法可以创建待办事项清单，你可能会喜欢花哨的应用程序、一个人珍贵的笔记本，或手背上的涂鸦。无论你做什么工作，这都适合你。如果我们想根据工作记忆、动机和目标追求的科学来帮助我们的大脑驾驭一天，那么有一些待办事项清单要点，我们应该都知道。我并不总是看到人们使用这些适合大脑的必需品，所以这里有一个清单供你考虑：

**一想到就写下来。**不要试图把你的任务或想法藏在脑子里，浪费你大脑宝贵的工作记忆。用你的智慧来完成任务，而不是试图记住你需要做的事情。这意味着，即使你最终将它们转移到主列表中，也会有一个尽快捕获待办事项的过程。

**只保留今天的任务。**在接下来的几周或几个月里，你可能会有一大堆你想完成的任务。但是，一旦你决定了你真正需要的东西，并且想要今天完成，那么请清除那个清单，然后隐藏其余部分。只要你的长期项目是可见的，它们会用掉你的大脑的一些处理能力；如果你的名单很长，甚至可能会让你感到压抑。

**核对你的进步使人满意。**当你工作时，空一点时间来做进步检查。如果你在写总结，就让你自己对你所做的每一件事都感到满意。当你的大脑感觉到你的进步越有价值时，就会越倾向于把事情做好。

**对于你一天能做的事情要现实一点。**你的大脑奖励系统对进步感觉良好，而不是失败。你今天有五件事要解决，但知道你可能只有时间做三件事情吗？最好能感觉良好地完成三项任务。如果你成功了，并发现你有更多的时间，你就会被激发去寻找一两个更多的任务。

**包括对身心的维护。**将锻炼、休息和其他身体健康目标与你的其他任务一起放在你的清单上。如果你花一点时间把“散步”列在名单上，你就更有可能把它融入你的生活，而不是让它被其他的需求排挤出去——就像为任何事情设定目标一样，你更有可能完成它。

# Essay on Translation Practice

## 1. Introduction

*How to Have a Good Day* is an excellent teaching book by Caroline Webb, showing us how to use the latest scientific discoveries in behavioral economics, psychology, and neuroscience to improve the quality of our daily lives. The book applies narrative realistic approach to explain how to promote our lives and work better through scientifically proven and effective tips. This book has twenty-one chapters. This essay on translation practice selected the first chapter *Choosing Your Filters*, and the second chapter *Setting Great Goals* as translation objects. Teaching book focuses on the accuracy and authenticity of information and its language is objective and logical. For this essay, translator needs to put himself into specific situation, using simple words, because unnecessary words can only lead to the loss of its readability. Only in this way can we translate better.

## 2. The process of translation

In the process of translation, there are many problems. For example, there are many pun words in this article which give me a lot of troubles in the process of translation. I can't understand the meaning of these sentences at all by means of literal translation. Only after reading and understanding the original text many times can we find that the sentence can't be translated literally. And some sentences can be understood after translation, but they are uncomfortable reading because they do not conform to readers' habit of reading and thinking. This essay divides these problems into two categories, which are the translation problems in language and the different way of thinking.



### 3. Problems arising from translation and solutions to them

In term of language translation, translators can't only translate the essay according to literal meaning. There are many English proverbs in the book which can't be literally translated into Chinese based on the meaning of words (Wangchangyong, 2015:02). Otherwise, the meaning of the translation will be very strange and abrupt. For example, Take your next meeting is an English slang term that translates directly to 接受你的下一次会议. The meaning of this translation is very confusing, so the translators need to be able to understand what this proverb really means and then express it in the most appropriate Chinese language. It is much better to translate the sentence Take your next meeting as 提前准备吧 in So what particular reality would you like your brain to pay a little more attention to? Take your next meeting. If your primary concern is to get your point across. It's a little petty in the text is translated directly 这有点小. After understanding the original, I think It's a little petty. in It's not the most uplifting way to articulate an intention. It's a little petty—and that will have your brain subconsciously prioritizing petty observations should be translated into 小儿科. The translation is more appropriate.

In addition, there are some words or phrases in a phrase with a double meaning. The translators need to understand the meaning of the word or phrase in the whole sentence before it can be truly translated. The author used some English words in the title of the article, resembling Chinese expression in a phrase with a double meaning. If the translator directly blindly translates the word, it will make the reader unable to understand it. For example, the sentence in It's Bananas is directly translated as 这是香蕉. However, there is no relationship between this title and the contents of the paragraph. And the Chinese readers will not understand the meaning of the title. After reading through the passage, I found that the whole paragraph is about a person's subjective understanding leads to some misunderstanding, which leads to prejudice. So I translate the sentence in the original text It's Bananas into a 主观偏见. The sentence in the original text Bite-Sized Chunks in the article also can't be translated directly into bite-sized Chunks and should be translated into 分解任务. Another example is the same. The sentence in STARTING YOUR DAY THE NIGHT

BEFORE is literally 开始你的一天的前一天晚上. The reader can't understand it directly. After reading the meaning of the sentence in the paragraph, I translated it as 提前做准备.

In term of the way of thinking, when translating, translators should pay attention to the different modes of thought when translating English articles. Due to different cultures, English and Chinese people have formed their own modes of thought. Chinese languages often pay attention to people-oriented, usually people are at the beginning of the sentence, and the important part of the expression is generally put in the end. But English often puts the important content on the head of sentence, so the difference of this way of thinking needs to be emphasized by the translator. Translators should transform thinking into translation through a mode. This mode includes understanding stage in which the original is interpreted in English thought, then a “meaning group” is formed, and expressing stage in which English thought is changed into Chinese thought, the “meaning group” is expressed in Chinese (Yuxiaoming, 2004:03). For example, It simply doesn't take much effort to focus your filters more firmly on the kind of day you want—especially if you can make it a regular part of your daily schedule. literal translation is 简单地说, 你不需要花太多精力在你想要的那一天, 尤其是如果你能把它作为你日常安排的一部分。 . When considering the differences between English-Chinese thinking, I think that translating into 简单地说, 如果你能把它作为你日常日程的一部分, 那么你不需要花太多精力在你想要的那一天。 is more in line with the thinking of Chinese readers. This is the key point of thinking transformation, from understanding stage to expression stage.

#### **4. Conclusion**

The translation of literary works is an art of language reproduction. Literal translation and the different ways of thinking in Chinese and foreign languages are difficult points in the translation of foreign books. Translators cannot translate literally when translating. Literal translations work sometimes, but many mistakes occur. The translator should make an in-depth study of the original text and then translated by understanding it. People are accustomed to solving problems in a familiar way. When

translating between English and Chinese, some translators are always accustomed to Chinese thinking to explain English, and tend to use their mother tongue to answer and express. In translation, translators should try to overcome the habitual thinking and transform the way of thinking so as to achieve the original translation.

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