How to Look and Sound Confident | Cara Hale Alter | TED — 中英對照學習本

TED（講解者：Cara Hale Alter）· 發佈於 2026 年 11 月 8 日；中英對照學習本 · 每段約 100 字 · 段落開頭時間碼可點擊跳轉影片

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▶ 00:00:01 120 words 1 / 22

We all have a fundamental desire to be seen and understood. And to have other people see us the way we see ourselves: capable, competent, intelligent, playful, charismatic -- you get to choose the adjectives that fit you. But that's why when there's a disconnect, when we feel misjudged, it can be very disconcerting, even painful. Several years ago, when I was teaching at Stanford, one of my students, Lauren, came to me for help unraveling some confusing feedback she'd received at her new job. Lauren said of herself that she was painfully shy and timid, especially around new people, so she was taken aback when her manager told her that her new coworkers were finding her aggressive and judgmental.

> 我們每個人都有一種根深蒂固的渴望：想要被看見、被了解，也希望別人眼中的我們，和我們眼中的自己一樣——有能力、能幹、聰明、有趣、有魅力，這些形容詞由你自己挑選。也正因如此，當兩邊出現落差、當我們感到自己被誤解時，那種感覺可以非常不安，甚至很痛苦。幾年前我在 Stanford 教書時，我的一位學生 Lauren 找我幫忙，想弄清楚她在新工作上收到的一番令人困惑的評語。Lauren 說自己是極度害羞、怯生生的，尤其是在面對陌生人的時候，所以當她的上司告訴她，新同事都覺得她具攻擊性、又不留情面時，她大為吃驚。

(adj.) **fundamental**
根本的；至關重要的

(adj.) **disconcerting**
令人不安的；使人困惑的

(v.) **unraveling**
解開；理清

(adj.) **timid**
害羞的；怯生生的

(phr.) **taken aback**
大為吃驚；嚇了一跳

▶ 00:00:53 109 words 2 / 22

She could not wrap her head around how that could possibly be true. In observing Lauren, I did notice that when she was feeling particularly nervous or intimidated, she took on a pretty extreme poker face and her posture became rigid and locked down. So what felt to Lauren from the inside like deer-in-the-headlights panic, looked from the outside like a cold, hard stare. So I encouraged her to try to loosen up her facial features and try to literally reach out rather than close up when she was feeling uncomfortable. How we feel on the inside can be very different from how we come across on the outside.

> 她完全想不通那怎么可能。在觀察 Lauren 的過程中，我確實注意到：當她特別緊張或感到被威脅時，她會擺出一張極端的扑克臉，姿勢變得僵硬而封閉。所以，Lauren 內心裡感受到的、像是被車燈照住的鹿那樣的恐慌，從外面看來卻是一道冰冷、嚴厲的瞪視。於是我鼓勵她，當感到不自在時，試著放鬆面部表情，試著真的「伸出手」而不是「收起來」。我們內心的感受，可以跟外人看到的表現非常不同。

(adj.) **intimidated**
受威脅的；被嚇住的

(n.) **posture**
姿勢；體態

(adj.) **rigid**
僵硬；生硬

(n.) **panic**
恐慌；驚慌

▶ 00:01:40 116 words 3 / 22

There's a common misconception that how we come across to others is very subjective in the eye of the beholder. But I've spent 25 years studying nonverbal communication, researching the predominant cues that we as human beings use to assess credibility, confidence, leadership presence. And the bottom line is that there are ground rules, metrics. Certain behaviors lead to very predictable assessments on the part of the listener. So if you can better understand what behaviors lead to what types of assessments, you can just be more in charge of the image that you project. And today, I'd like to address two very specific behaviors that have an outsized impact on what I call visible credibility.

> 有個很常見的誤解，以為我們在別人眼中是什麼樣子，完全是見仁見智、主觀至極。但我花了 25 年研究非語言溝通，研究的是我們人類用來判斷一個人是否可信、是否自信、是否有領導者氣場的主要線索。最後的結論是：這裡面有其規則，有其指標。某些行為會令聽者作出非常可預測的評價。所以如果你能更清楚了解「哪些行為會帶來哪一類評價」，你就能更主動地掌握自己投射出去的形像。今天我想談的，是兩個非常具體的行為，它們對我所說的「可見可信度」有不成比例的巨大影響。

(n.) **misconception**
誤解；錯觀念

(adj.) **subjective**
主觀的；因人而異的

(adj.) **nonverbal**
非語言的（不用文字的）

(n.) **credibility**
可信度；可信賴

(n.) **assessments**
評價；評估

▶ 00:02:31 105 words 4 / 22

And that's your ability to project confidence and competence so that other people just immediately recognize your true potential. These two keystone behaviors are strong posture and strong voice. And I know that seems cliché -- sit up straight and speak up -- but it is precisely because these behaviors seem so much like common knowledge that we don't feel the need to actively cultivate these good habits. So let me be explicit. Strong posture means that if you are standing up, your weight is balanced equally over both feet. And whether you're standing or you're seated, your spine and your shoulders form a T.

> 而「可見可信度」就是你能夠投射自己的信心與能力，讓別人一眼就認出你真正的潛力。這兩項樞紐行為，就是「強健的姿勢」和「有力的聲音」。我知道這聽起來很老套——坐直、說大聲——但正因為它們看起來像常識，我們反而不覺得需要主動培養這些好習慣。所以我講得明確一點：強健的姿勢意思是，如果你站著，體重要平均分佈在雙腳上；無論你是站著還是坐著，你的脊椎和肩膀要形成一個「T」字形。

(n.) **keystone**
關鍵；支柱（基石）

(n.) **cliché**
老生常談的說法；陳腔濫調

(v.) **cultivate**
培養；養成

(n.) **competence**
能力；本領

▶ 00:03:12 101 words 5 / 22

This area has literal core strength. There's no wishy-washiness in my spine. Notice what happens to my appearance of leadership presence as soon as I allow more flexibility in my spine. So this has literal core strength, even if I take a couple of steps. Then your head moves independently on your shoulders, like a camera on a tripod, and your nose and eyes should align and track in the same direction. Which means that if I look at you, both my nose and eyes point directly toward you. And if I look at you, eyes and nose directly toward you.

> 這個部位真的有核心肌力。我的脊椎一點都不含糊、不鬆垮。你看，只要我讓脊椎多一點彈性，我那種領導者氣場的外觀立刻就變了。所以這是有實實在在的核心肌力，就算我走動兩步也一樣。接著，你的頭要在肩膀之上獨立移動，像架在三腳架上的攝影機，而你的鼻與眼睛要對齊、朝同一個方向追蹤。意思是說，當我看著你，我的鼻和眼都直接指向你；當我看著你，眼睛和鼻子都朝向你。

(adj.) **literal**
真正的；實實在在的

(n.) **flexibility**
彈性；靈活度

(adv.) **independently**
獨立地；各自分開地

(v.) **align**
對齊；成一線

▶ 00:03:46 107 words 6 / 22

Notice what happens right now when my eyes and nose move a little bit more independently. I'm very likely to look uncomfortable. But I could also look sneaky. Or mischievous. Or judgmental. Or skeptical. So here's the takeaway for posture. If you'd like someone to describe you as having a strong spine and a level head, I encourage you to have a strong spine and a level head. If you'd like someone to describe you as being straightforward and direct, try to be straight on. And if you'd like to create a closer connection to whoever you're speaking to, try to literally open up and reach out.

> 你看，現在我的眼睛和鼻子各自多動一點點，會發生什麼事？我很可能看起來很不自在。但我也可能看起來鬼鬼祟祟、或者淘氣、或者在評斷人、或者滿腹懷疑。所以姿勢的重點在這裡：如果你希望別人形容你「腰骨硬、頭腦穩」，那我就鼓勵你真的有一副硬腰骨、一個穩定的頭；如果你希望別人形容你率直、直接，就試着把身體正面朝向對方；如果你想跟正在說話的人拉近一點關係，就試着真的打開自己、伸出手。

(adj.) **uncomfortable**
不自在的；不舒服的

(adj.) **mischievous**
淘氣的；惡作劇的

(adj.) **skeptical**
懷疑的；不大信任的

(n.) **takeaway**
重點；關鍵結論

▶ 00:04:34 100 words 7 / 22

So it's not accidental that we describe someone who has great influence as having a powerful voice. I like to demonstrate the power of the speaking voice on a scale from one to five. For volume, one on the scale would mean you can't hear a word I'm saying. So I'm actually not going to do that. Two is a bit like this. It's below average. Now you can hear me -- it's just that you're doing all the work. Level three is about like this. Level three is average, and most people, by the way, speak at average volume.

> 所以我們形容一個人影響力強，說他「聲音有力量」，這並非偶然。我喜歡用一到五級的刻度，示範說話聲音的力量。就音量而言，一級代表你一個字都聽不見，所以我其實不會那樣做。二級大概是這樣，低於平均值——現在你聽得見我了，只是你在做全部的功夫。三級大概是這樣。三級就是平均，而順帶一提，大多數人講話都是用平均音量。

(adj.) **accidental**
偶然的；意外的

(v.) **demonstrate**
示範；展示

(n.) **influence**
影響力

(n.) **volume**
音量；聲量

▶ 00:05:07 106 words 8 / 22

It's fine. It's adequate. But it's just adequate. I'm missing a lot of opportunities to make a connection and to have influence. Level four is hopefully where I've been speaking all along. Now at this volume, I'm trying to come all the way to you, but it's a sliding scale. It depends on the size of the room and the acoustics and the situation itself. But four means optimal for that situation. (Very loudly) Level five is that one step too far. (Laughter) Where if, at level four, I was really making a connection with you, at level five, you begin to put up some boundaries.

> 還可以。夠用了。但也只是夠用而已。我錯過了許多建立連結、發揮影響的機會。四級，希望我一直在這個音量說話。以這個音量，我是在盡量走到你面前去，但這是一條會浮動的刻度，要視乎房間的大小、聲學效果和當下的情境而定。不過四級就是該情境下的最佳值。（非常用力地）五級就是多走了一步。（笑）四級時我還在真正與你建立連結，五級時，你就開始豎起界線了。

(adj.) **adequate**
足夠的；還可以的

(n.) **acoustics**
聲學效果；場所的傳聲與吸音特性

(adj.) **optimal**
最佳的；最理想的

(n.) **boundaries**
界線；邊界

▶ 00:05:44 103 words 9 / 22

So it's a really big drop from four, getting you a perfect connection, to that one step too far, getting you the opposite of what you want. People will put up barriers. And most people intuitively know this. So most people gravitate to the safety of the average zone. And that is the most common mistake I see with any group that I work with -- people who are willing to be average. But this is a situation where good is the enemy of great. Because if your average with any one of your skills, you won't get any feedback because you're fine.

> 從四級的完美連結，到「多走一步」得到的相反結果，中間的落差非常大。人會豎起屏障。而大多數人憑直覺都知道這件事，所以大多數人都傾向留在「平均」這個安全區。而這是我跟任何團隊合作時最常見的錯誤——一群甘於普通的人。但這正是一個「良好是卓越的敵人」的情境：因為你在任何一項技能上只要是平均的，你就得不到任何回饋，因為你「還行」。

(v.) **gravitate**
傾向；被吸引而靠向

(adv.) **intuitively**
憑直覺地

(n.) **mistake**
錯誤；失誤

(n.) **enemy**
敵人；障礙（事物）

▶ 00:06:23 102 words 10 / 22

But you might miss the opportunity to be exceptional. It sometimes happens that someone will have what I call a meter issue, and that's that their internal meter or measure of how loud they are is out of sync with the external measure, so they just think they're talking far louder than they are. And this is a very common problem, but I experienced a pretty extreme case of this in one of my seminars. Eugene was frustrated that his ideas were not being acknowledged in meetings. He'd bring up a point that he thought was pretty important, but receive no reaction.

> 但你可能就錯過了做到卓越的機會。有時候某個人會出現我所說的「音量計問題」：他內心裡衡量自己聲音大小的尺，與外在的尺不同步，於是他以為自己講得比實際上大聲得多。這是一個非常普遍的問題，但我在其中一次研討營裡遇過一個相當極端的案例。Eugene 很沮喪，因為他在會議上提出的意見都得不到重視。他提出自己認為相當重要的論點，卻沒有任何反應。

(adj.) **exceptional**
卓越的；出眾的

(phr.) **out of sync**
不同步；對不上

(adj.) **frustrated**
沮喪的；受挫的

(v.) **acknowledged**
獲重視；得到回應

▶ 00:07:04 102 words 11 / 22

In giving him feedback, I asked him if he was aware that his volume was significantly soft, a level two or below on my scale, and that I was missing about 50 percent of everything he was saying. He looked up at the other participants and he said, "Is that true?" And every person in the room nodded yes. They had all noticed, but had been too polite to mention it. In that moment, Eugene had a realization. He'd been carrying around this burden, that the problem was his character, that his ideas were weak, or that he wasn't worth listening to.

> 在給他回饋時，我問他知不知道自己的音量明顯偏輕，按我的刻度只有二級或更低，我漏聽了他所說內容的大約一半。他抬頭看看在座其他人，問：「真的嗎？」房間裡每個人都點頭說是。他們全都早就察覺了，只是太客氣沒有說出口。就在那一刻，Eugene 恍然大悟。他一直背負著這個重擔：問題出在他的性格、他的想法很弱，或者他不值得別人聆聽。

(adv.) **significantly**
明顯地；大幅地

(n.) **participants**
參與者；出席者

(n.) **realization**
明白過來；領悟

(n.) **burden**
重擔；負累

▶ 00:07:47 108 words 12 / 22

But it finally clicked. They couldn't technically hear him. It's important to note that when we receive feedback, it often comes to us on the character-trait level. Even well-meaning mentors will offer advice like, “You need to show more confidence” or “Try to be more assertive” or "try to be more approachable." And then you're just left wondering what exact behavior you need to adjust. What I know as a coach is that what is often described as a character flaw is really just a straightforward skills gap. And if you could identify the specific behavior that needed to be addressed, it might be relatively easy to fix.

> 但他終於想通了：他們根本聽不清他講什麼。要留意的是，當我們收到回饋，迴饋往往是以「性格特質」的層次送到我們面前。即使是出於好意的導師，也會給你這樣的建議：「你要表現得更有自信一點」、「試着再果斷一點」或「試着親近人一點」。然後你就只能納悶，究竟要調整哪一個具體行為。我作為教練所知道的是，很多時候被形容為「性格缺陷」的東西，其實只是一個清清楚楚的技能缺口。只要你能指出究竟是哪一個具體行為需要處理，修好它或許相對容易。

(adj.) **assertive**
果斷的；堅定的

(adj.) **approachable**
親切的；平易近人的

(n.) **flaw**
缺陷；瑕疵

(n.) **gap**
缺口；差距

(v.) **addressed**
處理；解決

▶ 00:08:33 110 words 13 / 22

So, for example, so far in this conversation, I have been trying to follow the guideline of keeping my head and shoulders level. But if I were to change that behavior and have a lot of extraneous movement, it's possible that the feedback I'd get, that in order to show more leadership presence, I should tamp down my enthusiasm or my passion. (Laughter) And you can imagine what that would do to my psyche if my takeaway for how to show more leadership presence was be less enthusiastic. When the actual straightforward behavior that needed to be adjusted just then was" Can I speak with my head and shoulders level?

> 舉例說，到目前為止，我在這段對話裡都在努力遵守「頭和肩膀保持水平」這條指引。但如果我改變這個行為，讓身體多出很多多餘的動作，那麼我收到的回饋可能是：「為了展現更多領導者氣場，你應該收斂一點你的熱情或熱忱。」（笑）你可以想像，如果「展現更多領導者氣場」的結論是「要熱情少一點」，那對我的心態會造成甚麼影響。其實那一刻真正需要調整的、最直接不過的行為，只是：「我說話時能不能讓頭和肩膀保持水平？」

(n.) **guideline**
指引；原則

(adj.) **extraneous**
多餘的；不相關的

(phr.) **tamp down**
壓低；收斂

(n.) **psyche**
心態；精神

▶ 00:09:10 110 words 14 / 22

That's a relatively easy thing to do. These skills -- strong posture, strong voice -- they're not that complicated. And I'm not in any way suggesting that this is the only way to project credibility and confidence. If you cannot follow one of these guidelines for whatever reason, no worries. There are many ways to demonstrate visible credibility. It's just that most people find these behaviors relatively easy to adopt, and they can be game-changing. I had a young woman in one of my programs, Jamie, and she thought of herself as a real go-getter, highly capable, leadership material. But she wasn't advancing as fast as she thought she should.

> 那是相對容易做到的事。這些技巧——強健的姿勢、有力的聲音——其實並不複雜。我完全不是在說這是投射可信度與自信的唯一方法。如果你因為任何原因做不到其中一條指引，不用擔心。展現可見可信度有很多種方法。只是大多數人發現這些行為相對容易養成，而且可以帶來改變局面的效果。我其中一個課程裡有一位年輕女子Jamie，她認為自己是那種幹勁十足、能力很高、具備領導者潛質的人。但她的升遷速度，並沒有她以為的應該那麼快。

(adj.) **complicated**
複雜的；不簡單的

(v.) **adopt**
採取；養成

(adj.) **game-changing**
改變局面的；關鍵性的

(n.) **go-getter**
幹勁十足的人；有衝勁的人

▶ 00:10:00 102 words 15 / 22

The higher-ups just didn't seem to believe in her. When I sent her to the front of the room for some interactive, on-camera coaching, I noticed she was sending some pretty mixed signals. So let me demonstrate. She started in a very small, asymmetrical posture, eyes cast down, and she had a tendency to speak with a thin voice, using upward inflections. So I started by asking her to stand with her weight balanced over both feet and her shoulders level. And she did. Then I asked her to pick up her gaze so that her head was level. And she did.

> 上司們似乎就是不太相信她。當我讓她走到房間前面接受一對一、有鏡頭的互動指導時，我注意到她發出的訊號相當矛盾。我來示範一下：一開始她的姿勢很小、左右不對稱，眼神低垂，而且說話時習慣用一種扁薄的聲音，句末往上揚。所以我先請她站好，把體重平均分佈在雙腳上，肩膀保持水平。她照做了。接著我請她抬起目光，讓頭保持水平。她也照做了。

(adj.) **interactive**
互動的；有來有往的

(adj.) **asymmetrical**
不對稱的

(n.) **tendency**
傾向；習性

(n.) **inflections**
音調的升降；語氣起伏

▶ 00:10:40 104 words 16 / 22

Then I suggested she open up her gestures so they'd be a little more interactive. And she did. Then I encouraged her to use a full voice with downward inflections. And she did. And then finally, I suggested she really focus on eye contact and try to see the people in front of her. And she did. And in that moment, she looked like the self-assured, aspiring leader she thought herself to be. And I said, "Jamie, that looks great. How does it feel?" And she said, "Phony. This isn't me." When we step outside of our usual habits, it can feel so unnatural.

> 然後我建議她把手勢打開一點，讓它們更有互動感。她照做了。接着我鼓勵她用飽滿的聲音，句末往下收。她也照做了。最後，我建議她真正專注於眼神接觸，嘗試看見面前的人。她照做了。就在那一刻，她看起來就像她自以為的那個自信、有抱負的領導者。我說：「Jamie，這樣很好看。感覺如何？」她說：「很假。這不是我。」當我們踏出慣常的習慣，那種不自然的感覺真的會出現。

(n.) **gestures**
手勢；動作

(adj.) **self-assured**
自信的；篤定的

(adj.) **aspiring**
有抱負的；渴望成功的

(adj.) **unnatural**
不自然的；彆扭的

▶ 00:11:32 118 words 17 / 22

But there is nothing more natural about being in this position or being in this position. They're just habits. And also, I have to ask, what is you? Are you how you feel about yourself from the inside? Or are you what others perceive about you from the outside? Even though I guide people to use these nonverbal signals intentionally, I am a fierce advocate for authenticity. But I don't believe being authentic means you in your raw state, or you not trying very hard or not caring what other people think. My definition of authenticity is when the adjectives you would use to describe yourself are the very same adjectives someone else would use to describe you.

> 但那個姿勢也沒有比較「自然」，那個姿勢也一樣只不過是習慣。而且我也必須問：你到底是什麼？你是從裡面感受自己的那個樣子，還是從外面被別人感知的那個樣子？即使我引導人們有意識地運用這些非語言訊號，我始終堅定地捍衛「真實」這件事。但我不認為真實就是以最原始的狀態示人、就是你不努力、就是你不在乎別人怎麼看。我對真實的定義是：你用來形容自己的形容詞，跟別人用來形容你的形容詞，是同一批。

(v.) **perceive**
感知；認為

(adv.) **intentionally**
有意識地；刻意地

(n.) **advocate**
倡導者；支持者

(n.) **authenticity**
真實；本真

(n.) **definition**
定義

▶ 00:12:23 106 words 18 / 22

There's alignment. But if you see yourself one way, and let's just say that's brimming with potential and ready to take on more responsibility, but other people are not seeing that about you, changing your behaviors so that they would see that about you, that's not inauthentic. That's alignment. That's you representing yourself accurately. And there is no tool more helpful for getting this alignment than the video camera. When Jamie had a chance to see herself from the outside, both the before and after versions, she was very surprised, but she became immediately motivated to cultivate those new behaviors until they felt [like] second nature.

> 那就是對齊了。但如果你看見的自己是一個充滿潛力、準備好承擔更多責任的人，而其他人卻看不到你這一點，那麼你改變自己的行為，讓他們也看到這一點，並不是不真實。那是對齊。那是你準確地呈現自己。而要取得這種對齊，沒有什麼工具比攝影機更有用。當 Jamie 有機會從外面看見自己——改變前後的版本——她非常驚訝，但隨即充滿動力去培養那些新的行為，直到它們感覺起來就像第二天性。

(n.) **alignment**
對齊；一致

(adj.) **brimming**
滿溢的；充滿的

(n.) **responsibility**
責任

(adv.) **accurately**
準確地；如實地

(adj.) **motivated**
有動力的；積極的

▶ 00:13:11 117 words 19 / 22

It is fairly universal that people do not like to watch themselves on video, but the reason people show so much improvement with just a small amount of on-camera feedback is that it's not really about ability. It's about awareness. Nearly all of us are fully capable of changing a behavior. We just may not know that we need to. If we are not coming across at our best, it is usually because of a blind spot. And though it is a bitter pill to swallow, no one, including me, is immune to a blind spot. One day, many years ago, I played with my children in the morning and then I took them off to preschool.

> 人們普遍都不喜歡看自己的影片，但人們只靠一點點鏡頭前的回饋就能進步這麼多，原因並不在於能力，而在於覺察。我們幾乎所有人都完全有能力改變一個行為，只是我們可能不知道自己需要改。如果我們沒有展現出最好的自己，通常是因為有個盲點。雖然這有點難以下嚥，但沒有人——包括我在內——免疫於盲點。多年以前的某一天，早上我跟孩子玩耍，然後送他們去幼稚園。

(adj.) **universal**
普遍的；人人皆有的

(n.) **improvement**
進步；改善

(n.) **awareness**
覺察；意識

(n.) **blind spot**
盲點；看不見的地方

(adj.) **immune**
免疫的；不受影響的

▶ 00:14:02 112 words 20 / 22

And that day, as I went around running all of my errands, everyone I came upon greeted me with these big beaming smiles. It's like magic dust had been sprinkled over the Earth and everybody was in a fantastic mood. But they seemed especially happy to see me. When I got home, I caught a glimpse of myself in the mirror, and I had forgotten that when I was playing with the children in the morning, I [had] drawn a kitty nose and whiskers on my face. (Laughter) So I had been going around all day long with a kitty nose and whiskers on my face, and no one had mentioned it.

> 那天我四處跑辦各種雜事，遇到的每一個人都笑逐顏開地跟我打招呼。彷彿有人往地球灑了一把魔法塵埃，人人情緒都棒極了，但他們見到我時似乎格外高興。回到家時，我在鏡子裡瞥見自己，才想起早上跟孩子玩耍時，我[曾]在自己臉上畫了貓咪的鼻子和鬍鬚。（笑）原來我一整天頂著貓咪鼻子和鬍鬚走來走去，卻沒有一個人提起。

(n.) **errands**
差事；跑腿的活

(v.) **greeted**
打招呼；迎接

(v.) **sprinkled**
灑；撒

(n.) **glimpse**
一瞥；瞥見

▶ 00:14:43 119 words 21 / 22

Not a single person. And why do you think? Because they assumed I knew. I mean, so obvious a signal on my face could not have been accidental on my part. So it taught me a couple of lessons that apply very well to our conversation here today. First, you cannot trust that you will get outside feedback because more often than not, people assume you know. But second, people react to the signals that we send out, whether we are aware of them or not. And it can create a reciprocal reaction. By the time I got home that day, I was kind of bubbling over with positive energy, and my rationalization was that the world had changed.

> 一個人都沒有。你覺得是為什麼？因為他們以為我知道。臉上這麼明顯的訊號，在我身上不可能是意外。所以這件事教了我兩個道理，跟今天我們談的內容非常貼切。第一，你不能指望一定會得到外界的回饋，因為大多數人會以為你自己知道。第二，人會對我們發出的訊號作出反應，不管我們自己是否察覺到，而這可以產生一種互相回饋的反應。那天回到家時，我整個人都冒著正能量，而我還替自己找了個合理的解釋：是世界變了。

(v.) **assumed**
假定；以為

(adj.) **obvious**
明顯的

(adj.) **reciprocal**
互相的；相互作用的

(n.) **rationalization**
自我合理化的解釋

▶ 00:15:33 111 words 22 / 22

Not that I had anything to do with it. So this brings me to my call to action. Be courageous. Seek out outside feedback. Intentionally get an outside view of yourself. Even if it's on your cell phone, in your living room. And now that you know some of the key signals for projecting visible credibility -- grounded stance, strong spine, level shoulders, level head, full voice -- you have some tools to guide you. Because the good news is that qualities like leadership presence, credibility, confidence, these are not special talents that some people have and some don't. These are skills. Skills that any one of you can develop. (Applause)

> 而不是我做了什麼才令它變成這樣。所以這就帶到我的行動呼籲：要勇敢。主動尋找外界的回饋，有意識地取得自己外在的視角——就算只是用手機、在家裡的客廳拍一段也可以。而現在你知道了投射可見可信度的幾個關鍵訊號——穩紮的站姿、挺直的脊椎、水平的肩膀、水平的頭、飽滿的聲音——你就有了一些可以依循的工具。好消息是，領導者氣場、可信度、自信這些特質，不是某些人有、某些人沒有的特殊天賦，它們是技巧。是任何一個你都可以培養的技巧。（掌聲）

(adj.) **courageous**
勇敢的；有勇氣的

(n.) **stance**
站姿；站立的姿態

(v.) **projecting**
投射；表現出

(v.) **guide**
引導；指導

(n.) **talents**
天賦；才幹