

# 安而不逸

僕人領袖如何為現在鞏固團隊互信(building trust)  
為未來而勇於冒險(risk-taking)

張文彪回應

# 安而不逸

- ◆ **安**：平靜安穩、安寧、安歇，因有信心和定見；團隊的安也來自信任、互信
- ◆ **不逸**：繼續勤勞、負軛、不躺平，因有異象（願景 / 目標 / 使命），並敢於冒險創新，以達成目標（個人和團隊皆如是）
- ◆ 安而不逸是個需拿捏得好的 **paradox**

# Building Trust

- Trust: from the *trustworthiness* (values-in-action) of the leader
- From trust to *mutual* trust
- *Listen* first: generate empathy, understanding & trust
- Do the *right* things, not everything - have vision and foresight; don't waste precious energy on useless things
- Do as you *promise*; don't over-promise, but under-promise, over-deliver; walk your talk
- Practice 3 Es (*Enabling, Empowering & Ennobling*)

# Risk-taking

- Not taking any kind of risks, but the *right* risks and *calculated* risks
- Risks involve *change* and insecurity; education generally risk-averse
- Change needs *purpose* (focus on T & L, students, school, staff) - the why's
- Change also good *preparation*, sensible *planning*, effective *implementation* and responsive *improvisation*

**No trust, no stability.  
No risk-taking, no growth!**