

ChatGPT said:

Here's the literal, line-by-line English translation of the page

(title: 用人之道 — “The Way of Employing People”):

1. The Way of Employing People — Notes from reading “Zhou Enlai’s Leadership Art” — Volume 1

2. Zhou Enlai’s art of employing people is extremely rich; his approach to selecting and using talents is broad-minded and deeply thought out.

3. He always started from the overall situation, from the needs of the revolution and the people’s cause, not from personal likes or dislikes.

4. He valued ability but also emphasized moral character, combining virtue and talent, and putting moral character first.

5. He had a deep understanding of people’s strengths and weaknesses, and he could make use of everyone’s advantages.

6. He emphasized “knowing people and making good use of them,” and had the courage to use those who were different from himself.

7. Even if someone had shortcomings, as long as they were useful to the cause, he would employ them appropriately.

8. Zhou Enlai once said: “No one is without shortcomings; what matters is to see their strong points and make use of them.”

9. In employing people, he was impartial, open-minded, and selfless, always basing decisions on the work’s needs.

10. He was good at uniting people of different opinions and making them work together for common goals.

11. He treated subordinates with sincerity, respect, and trust, which inspired their enthusiasm and creativity.

12. He would listen patiently to different opinions, and he was good at absorbing various views.

13. He knew that only when people feel trusted and respected will they fully contribute their abilities.

14. For example, in the period of the Anti-Japanese War, Zhou Enlai faced very complicated situations, yet he could always handle relationships properly.

15. Whether with comrades in the Party or people from other parties, he could maintain unity through sincerity and principle.

16. On February 22, 1942, the S.F.E. (Shanxi Frontline Eighth Route Army Office) held a meeting — Zhou Enlai emphasized again that employing people should be based on the cause, not on feelings.

17. He pointed out: we must “appoint people according to their abilities, put the right person in the right place.”

18. He opposed both “using only those who are close to oneself” and “rejecting those who are distant.”

19. He advocated to “use strengths and avoid weaknesses, use everyone’s strong points to complement each other.”

20. Today, in studying Zhou Enlai’s art of employing people, we should learn his broad-mindedness and his ability to unite people.

21. In real work, we should not only look at people’s temporary shortcomings, but more at their potential and long-term value.

22. We must be good at discovering talent, cultivating talent, and providing an environment where talent can grow.

23. We must also have the magnanimity to tolerate people’s shortcomings and allow room for correction and growth.

24. In using people, we must adhere to the principle of “appointing on merit,” not “appointing by relationship.”

25. We must not be jealous of talent, nor suppress capable people because of personal prejudice.

26. Zhou Enlai said: “When people are willing to work and can work, we must support them fully.”

27. This spirit of selflessness and dedication to the cause is worth our lifelong study.

28. (Note: red arrow at bottom) — When studying the art of employing people, one must first correct one’s own mentality — only with fairness and sincerity can one use people well.

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Natural English Version:

The Way of Employing People (Notes from reading “Zhou Enlai’s Leadership Art – Volume 1”)

Zhou Enlai’s art of employing people was rich and profound. His approach to selecting and using talent reflected a broad vision and deep wisdom.

He always began from the needs of the overall situation — the revolution and the people’s cause — rather than personal feelings or preferences. Zhou valued both ability and moral integrity, believing the two must be combined, with character taking precedence.

He had a keen understanding of people’s strengths and weaknesses and could make the best use of each person’s talents. He emphasized “knowing people and making good use of them,” and had the courage to employ those who held different views from his own.

Even if someone had flaws, as long as they could contribute to the cause, Zhou would use them appropriately. He once said: “No one is without shortcomings; what matters is to recognize their strengths and put them to use.”

When appointing people, Zhou Enlai was impartial and selfless, always basing his decisions on the needs of the work. He excelled at uniting individuals of differing opinions and guiding them toward a shared goal.

He treated his subordinates with sincerity, respect, and trust, which in turn inspired their enthusiasm and creativity. He listened patiently to different viewpoints and was open to absorbing diverse ideas. Zhou understood that only when people feel trusted and respected will they fully give of their abilities.

During the Anti-Japanese War, Zhou faced extremely complex circumstances but always handled relationships with skill and principle. Whether dealing with Party comrades or members of other groups, he maintained unity through honesty and respect.

At a meeting of the Shanxi Frontline Eighth Route Army Office on February 22, 1942, Zhou once again stressed that the use of people must serve the cause, not personal emotion. He pointed out that we should “appoint people according to their abilities and put the right person in the right position.”

He opposed favoritism — both the tendency to use only close associates and the rejection of those who were distant. Instead, he advocated “using strengths to offset weaknesses and allowing everyone’s advantages to complement one another.”

Today, as we study Zhou Enlai’s leadership, we should learn from his broad-mindedness and his ability to unite people. In practice, we should look beyond temporary shortcomings and recognize each person’s potential and long-term value.

We must be skilled at discovering and cultivating talent, and at creating an environment where people can grow. At the same time, we should be tolerant of others’ flaws and give them room to improve.

In employing people, we must adhere to the principle of appointing on merit, not by personal connections. We should not be envious of others’ talent, nor suppress capable individuals out of prejudice.

As Zhou said: “When people are willing and able to work, we must fully support them.”

This spirit of selflessness and dedication to the cause is something we should strive to learn throughout our lives.

(Note at the bottom: “To truly learn the art of employing people, one must first correct one’s own mindset — only with fairness and sincerity can one use people well.”)