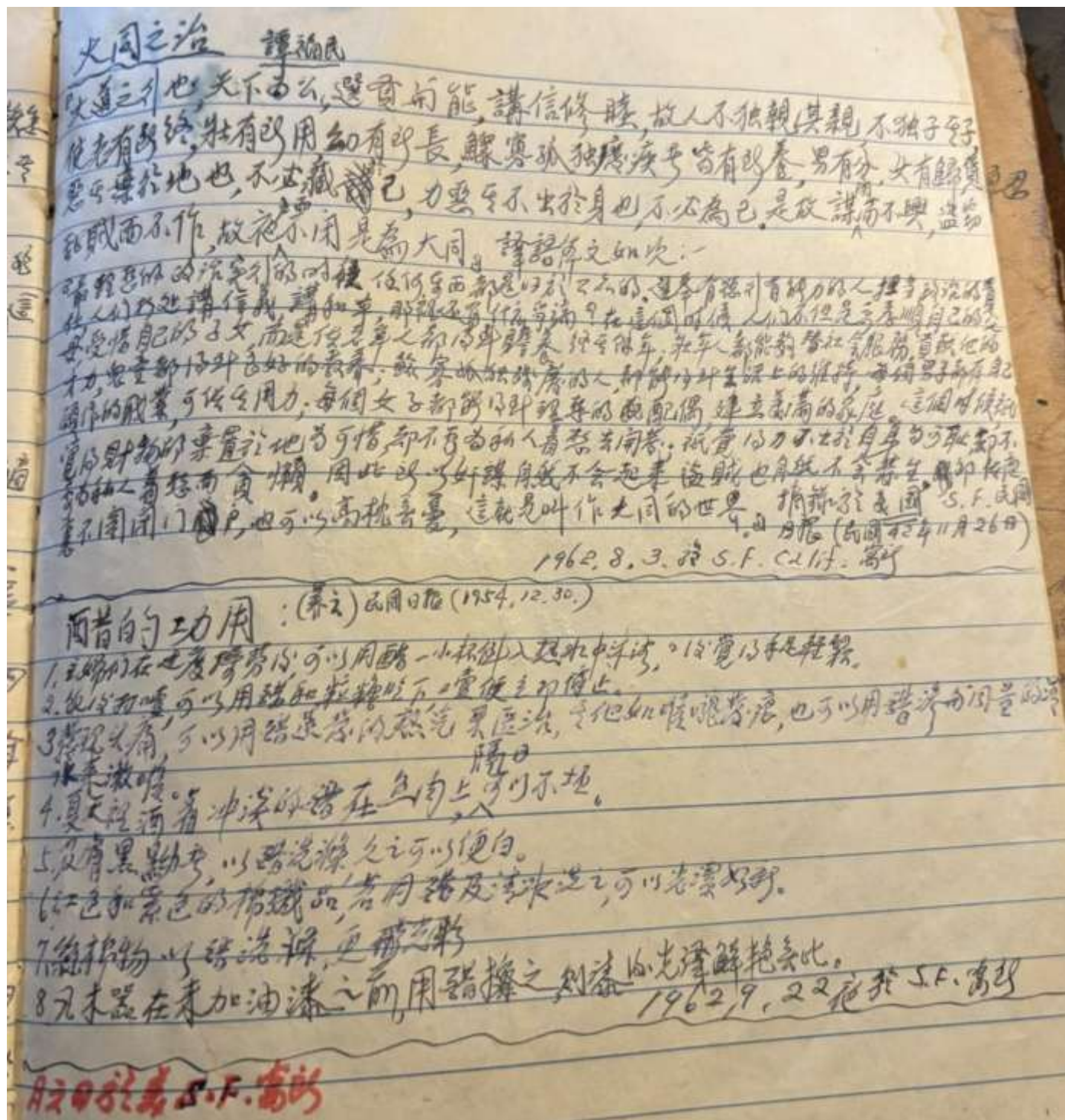




Fifth Chinese page at the end of Mr. Lee's (Krapivkin) manuscript / songbook. The pages were sent to me by Lunden Pizarro (Julie's grandson) at the behest of Julie (Pizarro) Krapivkin, who wanted me to find out what the pages were all about.

ChatGPT:

The page title appears to be “文團之治” (The Governance of Cultural Groups) and it continues in the same note-taking style.

Here’s the translation:

- 1. The Governance of Cultural Groups — (Notes on Zhou Enlai’s methods)**
- 2. To govern a group, one must first establish trust. Without trust, even relatives or close friends cannot be effectively managed.**
- 3. Zhou Enlai was particularly skilled at managing cultural and propaganda work, and at uniting cultural workers.**
- 4. He emphasized political trust and personal care, which won the heartfelt respect and cooperation of many intellectuals.**
- 5. Zhou paid special attention to ideological guidance, uniting people through shared political awareness and purpose.**
- 6. He often said that to do good ideological work, one must first do good human work — winning people’s hearts before persuading their minds.**
- 7. His leadership style combined strictness with warmth, both principled and accommodating, firm yet gentle.**
- 8. He attached great importance to “seeking common ground while reserving differences,” and knew how to unite people through shared goals.**
- 9. For example, during the 1946 negotiations with cultural figures in Chongqing, Zhou Enlai repeatedly emphasized mutual respect and**

frank communication.

10. Through patient persuasion and reasoning, he succeeded in winning over many intellectuals to support the anti-Japanese and democratic movements.

11. He said: “Only when the cultural front is united can our entire front be united.”

12. In practice, Zhou Enlai not only paid attention to large political principles but also to daily work and interpersonal details.

13. He was approachable, humble, and considerate, treating everyone — no matter their position — with respect.

14. At the same time, he was strict in requirements and clear in principles; he did not allow political or moral ambiguity.

15. In 1962, on August 3, at the Shanxi Frontline Office, Zhou once again emphasized the importance of uniting and educating cultural workers.

16. He pointed out that only by uniting them can we give full play to their creative potential.

17. Notes on the same topic: “The Use of Capable People” (From: People’s Daily, Dec. 30, 1954)

18. 1. When employing people, the key is to know their strengths and place them where they can be most effective.

19. 2. When promoting someone, one must base it on both ability and virtue, not on seniority or favoritism.

20. 3. When using people, be bold — give them tasks, and allow

them to learn through responsibility.

21. 4. When supervising, maintain both discipline and care — be firm in standards but warm in attitude.

22. 5. When mistakes occur, help them correct and improve rather than criticize blindly.

23. 6. Always cultivate teamwork and mutual support; avoid jealousy and internal friction.

24. 7. In employing capable people, balance unity and struggle — support what is right, but do not fear necessary criticism.

25. (Additional note:) During the Anti-Japanese period, Zhou Enlai established many principles for employing and uniting intellectuals.

26. Written on February 22, 1962 — Shanxi Frontline Office — copied from records.

27. (Red mark at bottom: “A2081 S.F.稿”) — indicates archival or transcription code.

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Smooth, natural English version—so it reads like a coherent essay on Zhou Enlai’s leadership and governance philosophy.

The Governance of Cultural Groups

(Notes on Zhou Enlai’s Leadership)

To lead any group effectively, one must first establish trust. Without mutual trust, even among relatives or close friends, leadership cannot succeed.

Zhou Enlai was especially adept at managing cultural and propaganda work and at uniting people from intellectual and artistic backgrounds. He placed great importance on both political trust and personal care,

which earned him the sincere respect and cooperation of countless cultural figures.

He believed that ideological unity could only be achieved through genuine human connection. Zhou often said that to do good ideological work, one must first do good human work — to win people’s hearts before persuading their minds.

His leadership style balanced firmness with warmth, principle with flexibility. He emphasized “seeking common ground while reserving differences,” and he excelled at uniting diverse people through shared goals.

During the negotiations with cultural leaders in Chongqing in 1946, Zhou repeatedly stressed the importance of mutual respect and open communication. Through his patient reasoning and sincere persuasion, he successfully won the support of many intellectuals for the anti-Japanese and democratic movements.

He once remarked, “Only when the cultural front is united can the entire front be united.”

In his daily leadership, Zhou Enlai not only paid attention to major political principles but also to the small details of daily work and relationships. He was humble, approachable, and always considerate, treating everyone with respect regardless of their position. Yet he was also strict in his expectations and clear in principle — he tolerated no political ambiguity or moral compromise.

On August 3, 1962, at a meeting of the Shanxi Frontline Office, Zhou once again emphasized the importance of uniting and educating cultural workers. He pointed out that only by uniting them could their creative potential be fully realized.

**Notes on the Use of Capable People
(From People’s Daily, December 30, 1954)**

- 1. When employing people, the key is to understand their strengths and place them where those strengths can be put to best use.**
- 2. When promoting individuals, decisions must be based on both ability and integrity, not on seniority or personal ties.**
- 3. When entrusting people with tasks, be bold — give them responsibility and allow them to grow through experience.**
- 4. When supervising, maintain both firmness and care — uphold standards, but show understanding.**
- 5. When mistakes occur, help people correct them and improve rather than condemning them.**
- 6. Always foster unity and mutual support; avoid jealousy and internal conflict.**
- 7. In using talented people, balance unity and struggle — support what is right but do not shy away from constructive criticism. During the Anti-Japanese period, Zhou Enlai set an example by establishing enduring principles for employing and uniting intellectuals.**

**(Copied from records at the Shanxi Frontline Office,
September 22, 1962.)**