

Opening Remarks by Chief of Navy, ADM Tang, Hua for Bilingual Leadership Conference 2024

海軍官校第 2 屆領導統御雙語研討會 司令唐華上將開幕致詞

Distinguished guests, Superintendent Rear Admiral Liu, ladies and gentlemen, good morning. It's an honor and a great pleasure to join you today for the 77th anniversary of the R.O.C Naval Academy and the 2nd bilingual leadership conference. As we gather here to celebrate this milestone and explore the future of leadership, I'm thrilled to be part of such a meaningful occasion.

貴賓、校長劉少將、各位女士、先生，早安。非常榮幸今天能與大家一同慶祝中華民國海軍軍官學校成立 77 週年及第二屆領導統御雙語研討會。除了慶祝這個重要的里程碑，同時探索未來的領導統御，能夠參與這樣有意義的盛會，我感到無比興奮。



For the record, this is not an opening remarks of an official speech. It's just me sharing some of my humble thoughts about leadership which are based on the wisdom of the Bible.

在開始之前，我想先說明，這並不是一

篇正式的開幕致詞，而是我受到聖經啟發對領導統御的一些謙卑思考，與大家分享。

When I think of the word "leadership," I cannot help but break it down. It is made of two parts: "leader" and "ship." And what do we do with a ship? We steer it, we guide it, and we navigate it through stormy seas and calm waters. But let's take a step further. Leadership could mean "lead the ship," or "lead the sheep." Yes, sheep—S.H.E.E.P. I'll elaborate on it later.

當我想到「Leadership 領導統御」這個詞，我會將它拆成「Leader 領導者」和「Ship 船」這兩個字來切入。我們對船做什麼呢？不管是暴風雨也好，平靜的水域也好，我們掌舵、航行、前進。更進一步來說，「Leadership」除了意味「Lead the ship 掌舵開船」，也可能是「Lead the sheep 帶領羊群」。沒錯，就是「S.H.E.E.P 羊」。請容我稍後說明。

So, what is a leader? And what personality traits should a leader possess? Well, I'm sure you've heard or read plenty about that. The last thing I want to give you today is a cliché.



So I'll save you some time by giving you just one sentence to remember: Don't be a good guy, but be good.

什麼是領導者？一個領導者應該具備什麼樣的個性特質呢？我相信你們已經聽過或讀過很多關於這方面的內容，我不予贅述，我就用一句話來總結我的看法：不要想當好人，要想如何成為「好的」。

Every book tells you what a leader should be like, but seldom do those books emphasize the importance of knowing who you lead. And that, for me, is the essence of leadership. So now, let's dive into my favorite interpretation—lead the sheep.

訪問很多書籍都告訴你一個領導者應該是什麼樣的人，但很少強調「了解被你領導的人」，也就是「了解部屬」的重要性。對我來說，「了解部屬」才是領導統御的關鍵。接下來，讓我們深入探討我最喜歡

的詮釋—牧羊。

The Bible uses sheep as a metaphor for human beings about 400 times, and refers to God as a shepherd about 100 times. But why so many times, and why sheep and the shepherd? Well, most of us live in urban not countryside, so nowadays modern people seldom realize the nature of sheep. Sheep may look cute, but sheep are, frankly, dumb and weak. They get lost easily and are stubborn—they almost never change their

way once they've started wandering and scattering in all directions. And that's why we need shepherd dogs to force them into one path and go back to the sheepfold. Sheep cannot sense danger. They're nothing more than fast food for predators in the wildness. Sheep could exhaust food, even the grass root, and then sit in the grass field, doing nothing but waiting to die, because they can never find their ways for grass and water by themselves. In sum, sheep are stupid and helpless.



聖經中約有 400 次將羊作為人類的隱喻，並約有 100 次提到上帝是牧羊人。為什麼這麼多次，又為什麼是羊和牧羊人呢？大多數人生活在城市，而非鄉村，因此現代人很少意識到羊的本性。羊看似可愛，但坦白說，羊很愚蠢，也很脆弱。牠們很容易迷路，而且很固執，一旦開始走路，就不會改變方向，四處散開。這就是為什麼我們需要牧羊犬將羊群驅趕回正確的道路，回到羊圈。羊無法感知危險，羊群對於掠食性動物來說，無異於得來速。羊甚至會耗盡食物，連草根都吃掉，然後坐在草地上，什麼也不做，只等待死亡，因為牠們永遠無法自己找到草和水。總之，羊是愚蠢而無助的。

This metaphor is interesting, because it highlights human tendencies: we, too, can be stubborn, easily lost, not only physical but spiritual, and unaware of the dangers around us. Just like sheep, we need guidance, protection, and someone to rescue us when we stray. It's a humiliating realization of our own vulnerability and dependence on higher powers—or on those leaders in our lives who guide us. And this is precisely why the Bible uses this analogy to describe human nature,

reminding us how hopeless we are without proper leadership. But let's not be too harsh on the sheep—after all, they're just doing what comes naturally to them. But a good leader should know that, just as sheep rely on shepherds, we humans, like sheep, are creatures of habit, who may resist change, hesitate at the unfamiliar, or follow the crowd without questioning where we are going, but never reach consensus without the authority. We too, depend on a higher power to lead us through life's challenges.

這個隱喻非常有趣，因為它突顯了人類的缺點：我們也會固執、容易迷失，不僅在肉體上，精神上也是，對周圍的危險缺乏察覺。這樣的隱喻從另一個角度來看，是一種具有侮辱性的真理，企圖讓我們人類理解，我們其實就像羊一樣，也很脆弱，也依賴比自己更強大的力量，也就是「領導者」。這正是聖經為何使用這種類比來描述人性，意在提醒，我們在缺乏適當領導的情況下，是多麼的無助。但我們也不要對羊過於嚴苛，畢竟羊群也只是依照本能行動罷了。一位好的領導者應該知道，正如羊依賴牧羊人一樣，我們人類也是習慣的生物，可能會抗拒改變，對陌生事物感到猶豫，或盲目的隨波逐流，如果



沒有更高階的指導，就無法達成共識。和羊群一樣，我們人類同樣依賴更高的力量來引導我們渡過生活的挑戰。

Now let's go to leaders. Leaders are like shepherds, but your job is not only to guide but to protect. You must anticipate the dangers they might not see, steer them away from paths that could lead to harm, and sometimes use your staff like a shepherd to stab the sheep away from the cliff. It needs patience, persistence, and a deep understanding of your flock—what motivates them, what scares them, and what they truly need, even when they themselves don't realize it. Leadership is far beyond "follow me," because it is not just leading from the front; sometimes it means walking alongside, ensuring no one gets lost or fallen. And sometimes, it means being at the back, quietly watching and ready to step in when needed.

現在讓我們來談談「領導者」。領導者就像牧羊人，但領導者的工作不僅是引導，還要保護被領導的人。你必須預見他們可能看不見的危險，引導他們遠離可能造成傷害的道路，有時甚至需要像牧羊人

一樣，用你的杖去刺羊的身體，趕牠們離開懸崖。這需要耐心、堅持，還有對你的羊群的深刻理解。你必須了解什麼可以激勵他們，什麼讓他們害怕，以及他們真正需要什麼，即便連他們自己都沒有意識到。領導統御遠超過「follow me 跟我來」，因為領導不僅是站在部屬前面，有時你需要和部屬並肩而行，確保沒有人迷失或跌倒，有時你則是站在他們後面，靜靜地觀察他們，只在必要時隨時準備介入。

However, as an officer, you have to be more than just a shepherd who guides the flock and protects the sheep. You must also train your sheep to be clever and strong, to turn them into wolves who can stand firm in the face of adversity. Because in our line of work, we're not just guiding—we're preparing to confront challenges head-on, to defend and protect what we hold dear. It is essential to remember that our role as leaders extends beyond just care and guidance. We're tasked with forging strength, resilience, and a fighting spirit within our ranks. You must inspire confidence and courage, ensuring that when the time comes, your "sheep"

can rise on, not just following the path, but blazing new trails when necessary.

然而，身為一名軍官，光是引導羊群和保護羊群是不夠的，你還必須訓練你的羊，讓他們變得聰明和強大，變成得以克服逆境的狼。因為我們的工作不僅是引導，還會面對許多挑戰，捍衛和保護我們所珍視的事物。作為領導者，我們的角色不僅需要關心和指導部屬，我們的任務是鍛煉我們隊伍的力量、韌性和戰鬥精神，你必須激發隊伍的自信和勇氣，確保在關鍵時刻，你的部屬不僅能跟隨你走正確的道路，更能在必要時開創新的路徑。

You see, the metaphor of sheep and shepherd serve well in understanding leadership. Finally, we return to "leadership" and "leading the ship." Many of you may know C.S. Lewis's The Chronicles of Narnia and the character of Aslan quote, "the great

Lion.""Ooh," said Susan. "I'd thought he was a man. Is he quite "safe"? I shall feel rather nervous about meeting a lion." "Safe?" said Mr. Beaver. "Who said anything about safe? "Course he isn't safe. He is a lion. But he's good. He's the King, I tell you." Now, I hope you can tell the difference between "good guy" and "good" through the story. C.S. Lewis really caught the most fascinating part of leadership.

你看，羊和牧羊人的隱喻很好地幫助我們理解領導統御。最後，我們回到「Leadership 領導統御」和「Lead the ship 掌舵開船」的主題。許多人可能知道 C.S. 路易斯所寫的《納尼亞傳奇》，小說裡面，主角亞斯藍 Aslan 是一隻獅子，他象徵著領袖的力量與威嚴。其中一個角色是人類，叫做蘇珊。蘇珊一開始並不知道亞斯藍是一隻獅子，所以她問水獺先生「我以為亞斯藍是一個人，他『安全』嗎？我對見到一隻獅子，感到有點緊張。」水獺先生反問：「Safe 安全？誰說過亞斯藍安全了？他當然不安全，他是一隻獅子啊！但是，我可以保證，He's good 他是好的，He's the King 他是君王。」我希望你們能夠透過這個故事，分辨出「good man 好人」和「good 好的」的差異。納





尼亞傳奇的作者，真的捕捉到領導統御中最迷人的部分。

I challenge everyone in this room to embrace this: don't strive to be "safe" or just a "good guy," but be "good." A good guy leads with love and tenderness, which is admirable. But to be a good leader, you must force those who you lead to see their vulnerability, weakness, shortfalls and inadequacy, having them gain self-awareness, so they could improve and change. Don't forget when you use staff to stab the sheep, from sheep's view, you seem harsh, mean and even cruel. You become an adversary when you discipline your sheep. However, love without truth, love is blind; truth without love, truth becomes burden. As a leader, you must provide both—"love and truth"—to lead your sheep, even when it exposes terrible reality. It may not make you a "good guy," but it will make you "good." You should not be a tamed lion.

我挑戰在座的每一位，去接受這一點：不要追求「安全」或僅僅成為一個「好人」，而是「好的」。好人以愛與溫柔引導，當然值得讚賞，但要成為一名好的領

導者，你必須強迫部屬，去看到自己的軟弱、弱點、缺陷和不足，使他們有所自覺，從而能夠改進和變化。不要忘記了，當你用杖去戳羊時，從羊的角度看，你是殘忍和冷酷的，在你懲罰你的羊時，你與羊是對立的。然而，沒有真理的愛，是一種盲目；沒有愛的真理，則成為負擔。作為一名領導者，你必須同時提供「愛」與「真理」，即使這會讓人看到殘酷的現實。這可能不會讓你成為一個「好人」，但它會讓你成為「好的」領導者。切記，你不該是一隻溫馴的獅子。

Last but not least, as I stand here and encourage you to be "good," I have to remind you that every one of us is also like sheep as well, not God. That means all leaders often make mistakes. So, we need to listen to those you lead, understand their needs, and even let them correct you. After all, sheep is only metaphor in the Bible. We are human beings and that's the major difference from the sheep.

當我站在這裡鼓勵你們成為一個好領導者時，我同時提醒大家，我們每個人也都是像羊一樣，而不是神。這意味著所有的領導者都有可能犯錯，因此，我們需要傾

聽被我們引導的人，理解他們的需求，甚至讓他們來糾正我們，畢竟，羊只是在聖經中的隱喻。我們是人類，這是與羊最大的區別。

Leadership is not just about you, but the ship and the sheep you lead, that makes "teamwork." You and your team should understand, trust, and respect each other, that's how I lead the ship. One individual cannot be perfect, but together, we can build a perfect team.

領導統御不僅是關於你個人，還關於你所引導的船和羊，這才是「團隊合作」。你和你的團隊應該彼此理解、信任和尊

重，這就是我帶船的方式。單靠一個人無法完美，但全船同心，我們就可以建立一支完美的團隊。

"Learning to lead." Let's embark on this journey together, and may you leave here not just as better leaders, but as leaders who create more leaders. God bless you all. Thank you.

「Learning to lead 學會領導」。讓我們共同踏上這段旅程，願你們在這裡不僅成為更好的領導者，也成為能夠培養更多領導者的領導者。願上帝祝福你們。謝謝大家。🇹🇼

