(一) 個案評析 (占 50%)

(a) 假設您是公營運輸事業機構（如台北市公車處）之主管，
您的經營目標為何？有哪些經營策略可以運用？ (25%)

(b) 假設您是民营運輸事業機構（如統聯客運公司）之主管，
您的經營目標為何？有哪些經營策略可以運用？ (25%)

(二) 科技英文選讀 (占 50%)

(a) 請列出所附文章最重要的論點至少五點（應依照原作者觀點）。 (40%)

(b) 請將最後一頁 SUMMARY 全部內容翻譯為中文。 (10%)
Recipe for Success as a Leader and Manager

WHAT IS THE DEFINITION OF career success in the traffic and transportation field? The level of success one achieves throughout his/her career is often thought to be measured by the title of the job or the level of responsibility attained. However, only a small number of individuals will become department heads, a chief planner, or a chief engineer in public agencies, or a principal of a consulting firm. Does this mean that the rest of the traffic and transportation professionals are not successful? Not a chance! Success is measured throughout one’s career by the ability of each individual to 1) reach his/her own goals and 2) fully utilize his/her potential.

A career in the traffic and transportation area can extend 50 years. A minimum of four to five years of formal education is required to even begin a career. Often times, formal education extends another two to four years in a graduate program to reach a higher level of expertise. Subject areas within formal education often include calculus, chemistry, sciences, physics, micro and macro modeling, and numerous highly technical classes to prepare the transportation professional. These subjects are oriented toward problem solving. It is advisable to balance the technical subjects with humanities and communication subjects where possible.

Formal education has a substantial impact on an individual’s career, especially his/her outlook, approach and general skills. However, within five years of graduation from college, most technical skills necessary to complete a project have been attained. That’s not to say that many new projects in the future will not require additional research and learning. The technical background and skill required to perform the research and successfully complete the project will have already been developed.

Most of the skills needed beyond five years shift towards leadership and management skills, which are not obtained through formal education. Formal education, while teaching one to solve problems, does not prepare one for leadership and management. These skills must be acquired on the job or through additional training, seminars and continuing education.

How are leadership and management skills achieved? What skills are required to have a successful career in the traffic and transportation field? An attempt will be made to answer these questions and provide guidance on how to achieve success in your career.

SELF-EVALUATION AND SETTING GOALS

A traffic and transportation professional can be successful at all levels within any organization. An important element of success is self-evaluation. Each person must take inventory and understand his/her skill level, abilities, and likes and dislikes. Another more difficult inventory task, but an important one, is understanding limitations. Recognizing one’s limitations either allows avoidance of areas of responsibility beyond or outside those limitations or alternatively, working to overcome them. Understanding your likes and dislikes allows you to guide your career into an area that is both interesting and personally challenging.

In the area of self-evaluation, you need to choose the level of responsibility desired within your career. If managing many people and large projects is either beyond your limitation, or simply not what you prefer to do, then you should not accept that level of responsibility. Responsibility for a large staff does not define success. If one is not working within his/her abilities and in his/her areas of interest, then he/she is not successful! A high percentage of people would not be happy in the top levels of management. Some are not capable at that level. Many choose not to achieve high-level management positions and the stresses associated therewith. Successful people will guide their career to areas of interest and work within their limitations.

Setting goals is an important step in one’s career that requires many decisions. Once set, goals may need to be updated periodically. Decisions need to be made by each individual to identify his/her skills and preferences to select a career level for which he/she is best suited. Once goals are defined, individuals are better situated to make decisions about their careers and to develop the skills necessary to achieve their own level of success.

In many situations, an individual has been promoted to a position that he/she finds himself/herself ill equipped to handle. The technical skills that got him/her the promotion are not the skills needed to be successful in that position. If the level achieved corresponds to the individual’s goals, then it is necessary to achieve the needed skills.

WRITTEN COMMUNICATIONS

Writing skills are necessary for any level of success. Limited writing skills are achieved in formal education. Improvement and success in written communications is achieved through practice. Mentors, supervisors or supervisors, and/or in-house reviewers or proofreaders are all great sources for the development of writing skills. You should ask these individuals to help you learn how to improve your writing skills. A simple request for assistance provides a great learning opportunity. Most individuals are more than happy to help, and in fact, feel good about themselves when someone asks for their help. You should identify a good writer within your organization and work with them in improving your skills.

There is no substitute for practice. Becoming a better writer is an acquired skill, and you should take every opportu-
nity to write. Many computer programs are available today that assist in technical writing. Even the word processor used to type this feature makes suggestions.

One should write in a style consistent with the intended audience. Writing should flow in a conversational manner. It is important to write for the audience that will be reading the letter or report and to write at the level of understanding of the persons who will be reading the final product. If it is technical individuals on staff, then you can write technically. But, if it is citizens or even the council or mayor then you should not use technical terms, but explain in laymen's terms.

ORAL COMMUNICATIONS

The ability to communicate orally is also a very important skill. Oral presentations can be improved in many ways. Again, experience is a crucial element. Many individuals are very intimidated by having to stand in front of groups and make presentations. Without practice, good oral communications can never be developed, but there are many opportunities to make presentations that are often forgotten. The best way to begin improving oral communications is to make presentations before small, friendly groups. First, take the opportunity to make presentations, and then prepare those presentations in a way that can later be applied to more formal presentations. Sources of friendly groups include church groups, school groups on non-controversial items, civic activities, in-house "brown bag lunches" and even family members. It is much easier to make presentations before people that you know than people who are strangers. You can work up from the small, friendly group presentations to more difficult presentations as confidence is gained.

A second very important way to develop oral communications skills is listening to other presentations. Within one's organization, individuals who make good presentations should be identified and used as mentors. Every opportunity possible should be taken to go to presentations being made by these individuals. Do not be afraid to ask these individuals for assistance in developing oral communication skills. Ask them what their secrets are! The results will be the same as mentioned for written communications. Most likely these individuals will be eager to assist in the development of your skills.

Some of the most successful oral communicators include certain styles in their presentations. The presentation is generally upbeat and friendly. It is as if the presenter is talking to each person individually. Additionally, eye contact with the audience is important.

Remember that communication is a two-way exercise that requires both speaking and listening. For public meetings and hearings, an important skill is knowing when not to speak. Many questions do not need to be answered and many comments do not require responses. Responses that are defensive or argumentative detract from presentations. Understanding when not to speak often is as important to success as the presentation, especially in highly charged meetings.

LEADERSHIP AND MANAGEMENT

Leadership and management skills are important throughout one's career. The level of necessary management skills is directly proportional to the career level one is seeking. A certain amount of leadership is important irrespective of the level. Management is usually defined as the use of resources in an effective and efficient manner. Management skills can be developed through seminars and professional development workshops. These include activities within ITE as well as those provided by third-party management firms. It might be as simple as a one-day, time-management seminar or a week-long workshop.

Opportunities to acquire leadership skills exist within professional organizations, such as local sections, chapters, districts or even at the International level of ITE. Volunteering to be on a committee is a first step. Being the committee chair provides an excellent opportunity to lead! Other levels might include becoming officers within these professional organizations. Developing leadership skills outside of the job provides the opportunity for failure with minimal consequence, and it also provides the opportunity to work with experienced leaders. The skills learned within professional organizations can then be applied to the employer's organization.

All good managers or leaders exhibit certain qualities. The first is the ability for the individual to see the big picture at all times. Often, projects or activities can get bogged down in the detail simply because nobody is looking at the big picture. By looking at the big picture one can analyze what is important and what is not important towards the success of the project or activity.

The second important quality of a good leader is the ability to delegate responsibility. The ability to delegate not only develops the individual, but also benefits the organization. Once this ability to delegate is developed, the manager must trust the person to succeed in the delegated activity. A manager generally delegates to someone with less experience, who will make mistakes. How these mistakes are handled is a key element in the development of leadership skills. If failure occurs and the activity is taken away from the individual and completed by the manager, nothing will be accomplished. For the individual to be successful, he/she must be allowed room for mistakes and the manager must have the ability to work with the person. One person cannot do everything.

A key leadership quality is empowerment. Responsibility must be given to other individuals to accomplish major tasks. Along with the responsibility, the individual also must be given the authority to accomplish the task, which may be the authority to manage other people within the organization or it may be the authority to talk with other departments within the organization or even the citizens. If the authority does not accompany the responsibility, then there is no empowerment. Without empowerment, the chances of success are greatly reduced.

The successful leaders and managers are team leaders. They coach the people under them to all work towards success. They become mentors, sharing their skills and experience in a positive way. In the long term, leaders who develop teams and can direct the teams to work together to achieve the common goal generally achieve greater success. A leader is one who sees a better future and has the ability to convince others that the vision is both worthwhile and achievable.
A leader learns to negotiate. Successful leaders use their skills to negotiate with others. A successful leader also facilitates negotiations between other individuals within the group. Compromise is a key element. Often, for fear of failure, one perceives there is no room for compromise. A successful leader will see all sides of a situation and is capable of negotiating a settlement. The only real "win-win" situations are ones in which everyone has to give up a little, but feels like they come away with the majority of what they went in with. The skill to accomplish this as a leader is invaluable!

**SUMMARY**

Success is not in a title or how many people one manages! Success is unique to each individual. To be successful, you must be aware of your own limitations and strive to improve in areas of deficiency. You must define your desires, likes and dislikes. Individuals should seek a level that fits with their likes and their abilities. To be successful, you have to develop skills to excel at the level chosen.

Success should be constantly measured throughout one's career. It requires self-evaluation and being one's own critic. Everyone can be successful. Success is not a level obtained, but it is the ability to work in an area of interest at a level within one's limitations and abilities, to the fullest potential for that individual. Be successful in all of your endeavors. Work to your fullest potential, strive to improve and enjoy the trip along your path of success.

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