

Administrators



English Transcript	Tradução
Administrators	Administradores
<i>By Max Gehringer</i>	<i>Por Max Gehringer</i>
During my professional life, I've come across some people whose success surprises many.	Durante minha vida profissional, eu topei com algumas figuras cujo sucesso surpreende muita gente.
People without a flashy academic resume, without a great technical differential, without much networking or personal marketing.	Figuras sem um vistoso currículo acadêmico, sem um grande diferencial técnico, sem muito networking ou marketing pessoal.
People like Raul.	Figuras como o Raul.
I've known Raul since college days.	Eu conheço o Raul desde os tempos da faculdade.
At that time, we had a classmate, Pena, who was a genius.	Na época, nós tínhamos um colega de classe, o Pena, que era um gênio.
When it came time to do a group project, we all wanted to be in Pena's group because Pena did everything himself.	Na hora de fazer um trabalho em grupo, todos nós queríamos cair no grupo do Pena, porque o Pena fazia tudo sozinho.
He chose the topic, researched the books, wrote very well, and even designed the cover of the project - with India ink.	Ele escolhia o tema, pesquisava os livros, redigia muito bem e ainda desenhava a capa do trabalho - com tinta nanquim.
Raul, on the other hand, didn't even give his opinion.	Já o Raul nem dava palpite.
He stayed in a corner, saying that his role in the group was only one, to support Pena.	Ficava ali num canto, dizendo que seu papel no grupo era um só, apoiar o Pena.
Anything Pena needed, Raul was already providing, before Pena finished his sentence.	Qualquer coisa que o Pena precisasse, o Raul já estava providenciando, antes que o Pena concluísse a frase.



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It turned out as it did.	Deu no que deu.
Pena graduated top of our class.	O Pena se formou em primeiro lugar na nossa turma.
And the rest of us kind of rode on Pena's coattails - who, in addition to giving us a break in the projects, still allowed us to cheat off him during exams.	E o resto de nós passou meio na carona do Pena - que, além de nos dar uma colher de chá nos trabalhos, ainda permitia que a gente colasse dele nas provas.
On graduation day, the school director called Pena a "paradigm of the student who ennobles this educational institution."	No dia da formatura, o diretor da escola chamou o Pena de "paradigma do estudante que enobrece esta instituição de ensino".
And there was Raul, in the third row, just applauding.	E o Raul ali, na terceira fila, só aplaudindo.
Ten years later, Pena was the star of the planning area of a multinational.	Dez anos depois, o Pena era a estrela da área de planejamento de uma multinacional.
Brilliant as always, he made admirable strategic projections for five and ten years.	Brilhante como sempre, ele fazia admiráveis projeções estratégicas de cinco e dez anos.
And who was Pena's boss?	E quem era o chefe do Pena?
Raul.	O Raul.
And how had Raul managed to get to that position?	E como é que o Raul tinha conseguido chegar àquela posição?
Nobody in the company could quite explain.	Ninguém na empresa sabia explicar direito.
Raul kept repeating that he had subordinates better than him, and no one there seemed to disagree with such a statement.	O Raul vivia repetindo que tinha subordinados melhores do que ele, e ninguém ali parecia discordar de tal afirmação.
Moreover, Raul continued to do what he did in school, he supported.	Além disso, o Raul continuava a fazer o que fazia na escola, ele apoiava.
Someone had a problem?	Alguém tinha um problema?
Just talk to Raul and he would find a way.	Era só falar com o Raul que o Raul dava um jeito.
My last contact with Raul was a year ago.	Meu último contato com o Raul foi há um ano.
He had been transferred to Miami, where the company's headquarters is located.	Ele havia sido transferido para Miami, onde fica a sede da empresa.
When he spoke to me, Raul said he was surprised by the invitation.	Quando conversou comigo, o Raul disse que havia ficado surpreso com o convite.
Because, there at the headquarters, the least intelligent had already been an astronaut.	Porque, ali na matriz, o mais burrinho já tinha sido astronauta.
And I asked Raul what his role was.	E eu perguntei ao Raul qual era a função dele.
A moot question, because I already knew the answer.	Pergunta inócua, porque eu já sabia a resposta.
Raul supported.	O Raul apoiava.
He directed here, facilitated there, those things that, in theory, no one would need to send a Brazilian to Miami to do.	Direcionava daqui, facilitava dali, essas coisas que, na teoria, ninguém precisaria mandar um brasileiro até Miami para fazer.
It was then, at an event in São Paulo, that I met the vice president of human resources of Raul's company.	Foi quando, num evento em São Paulo, eu conheci o vice-presidente de recursos humanos da empresa do Raul.
And he told me that Raul had an invaluable skill: ... he understood people.	E ele me contou que o Raul tinha uma habilidade de valor inestimável: ... ele entendia de gente.



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He understood so well that he didn't mind staying in the shadow of his own subordinates to make them feel better, and be more productive.	Entendia tanto que não se preocupava em ficar à sombra dos próprios subordinados para fazer com que eles se sentissem melhor, e fossem mais produtivos.
And, to explain Raul to me, the vice president quoted Samuel Butler, who I'm not exactly sure who he was, but who has a great quote: "Any fool can paint a picture, but only a genius can sell it."	E, para me explicar o Raul, o vice-presidente citou Samuel Butler, que eu não sei ao certo quem foi, mas que tem uma frase ótima: "Qualquer tolo pode pintar um quadro, mas só um gênio consegue vendê-lo".
That was the seemingly simple skill Raul had, of facilitating relationships between people.	Essa era a habilidade aparentemente simples que o Raul tinha, de facilitar as relações entre as pessoas.
Near Raul, every normal buyer felt like an expert, and every common painter, a genius.	Perto do Raul, todo comprador normal se sentia um expert, e todo pintor comum, um gênio.



Contagem de palavras

A tabela abaixo exhibe as palavras encontradas neste texto, bem como o número de vezes em que aparecem.

Veja também: [Para que serve esta tabela?](#)

Freq.	Palavra	Freq.	Palavra	Freq.	Palavra
23	the	19	raul	19	a
18	to	16	he	13	and
12	was	11	pena	11	of
11	in	9	that	8	had
7	who	6	I	5	s
5	people	5	it	5	his
5	did	4	there	4	an
3	without	3	with	3	us
3	one	3	on	3	not
3	me	3	group	3	genius
3	do	3	company	3	because
3	at	3	already	2	years
2	would	2	when	2	what
2	well	2	we	2	vice
2	understood	2	time	2	ten
2	supported	2	subordinates	2	skill
2	school	2	role	2	project
2	president	2	only	2	no
2	my	2	miami	2	like
2	just	2	him	2	headquarters
2	have	2	great	2	explain
2	every	2	even	2	during
2	can	2	by	2	but
2	better	2	been	2	be
2	as	1	year	1	wrote
1	whose	1	where	1	way
1	wanted	1	very	1	turned
1	transferred	1	topic	1	top
1	told	1	those	1	this
1	third	1	things	1	theory
1	then	1	them	1	than
1	technical	1	talk	1	surprises
1	surprised	1	sure	1	support
1	such	1	success	1	student
1	strategic	1	still	1	staying
1	stayed	1	statement	1	star



Freq.	Palavra	Freq.	Palavra	Freq.	Palavra
1	spoke	1	someone	1	some
1	so	1	since	1	simple
1	shadow	1	sentence	1	send
1	sell	1	seemingly	1	seemed
1	saying	1	são	1	samuel
1	said	1	row	1	rode
1	resume	1	rest	1	resources
1	researched	1	repeating	1	relationships
1	quoted	1	quote	1	quite
1	question	1	providing	1	projects
1	projections	1	professional	1	productive
1	problem	1	position	1	planning
1	picture	1	personal	1	paulo
1	paradigm	1	painter	1	paint
1	own	1	out	1	our
1	other	1	or	1	opinion
1	off	1	normal	1	nobody
1	networking	1	needed	1	need
1	near	1	multinational	1	much
1	moreover	1	more	1	moot
1	mind	1	met	1	max
1	marketing	1	many	1	managed
1	make	1	made	1	located
1	life	1	least	1	later
1	last	1	known	1	knew
1	kind	1	kept	1	is
1	invitation	1	invaluable	1	intelligent
1	institution	1	ink	1	india
1	human	1	how	1	himself
1	here	1	has	1	hand
1	graduation	1	graduated	1	giving
1	give	1	get	1	gehringer
1	for	1	fool	1	flashy
1	five	1	finished	1	find
1	felt	1	feel	1	facilitating
1	facilitated	1	expert	1	exams
1	exactly	1	everything	1	event
1	ennobles	1	educational	1	disagree
1	director	1	directed	1	differential
1	designed	1	days	1	day
1	cover	1	could	1	corner



Freq.	Palavra	Freq.	Palavra	Freq.	Palavra
1	continued	1	contact	1	common
1	come	1	college	1	coattails
1	classmate	1	class	1	chose
1	cheat	1	came	1	called
1	buyer	1	butler	1	brilliant
1	break	1	brazilian	1	boss
1	books	1	between	1	before
1	astronaut	1	asked	1	area
1	applauding	1	anything	1	any
1	answer	1	am	1	always
1	allowed	1	all	1	ago
1	admirable	1	administrators	1	addition
1	across	1	academic		