

英语沙龙系列读物

英汉对照

英语文摘

ENGLISH DIGEST

第3集



- 男人为何对女人不忠
- 好经理行为规则
- 美国大学学费不再猛升
- 女儿的生命礼物

英語文摘

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The Value of Silence

By Benedetto Buffoli

沉
默
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价
值

During the happiest moments of love or friendship, we are silent. In extremes of worry and preoccupation, words come with difficulty. The value of silence can be measured by what we can gain from it, and we know that the greatest thoughts are conceived and born in silence. We must therefore fight for silence and work hard to gain it in order to make it a presence rather than an absence, a fullness rather than an emptiness.

爱到深处或友情到了极点，人是不说话的。焦虑到了极点或精神集中到了极限，也是难以用语言表达的。沉默的价值可以用从沉默中获取的东西来衡量。我们知道，最伟大的思想是在沉默中孕育和诞生的。因此，我们必须为沉默而战，必须努力争取沉默，使其出现而不使其缺失，使其充实而不令其空虚。

(王兆飞 摘译)

English Digest

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Childhood,

Slowly Shifting

“There’s a new girl in school,” Tim told me over dinner recently. Going on 12, he has lately developed a way of talking about girls that suggests the dusk of an era. No more easy chats about longer-haired peer playmates. Subtle nuances of tone real a different and more self-conscious interest.

“What’s she like?” I asked with studied nonchalance. Tim saw right through me, and smiled broadly. His hook had been effective.

I love listening to my son, who is a natural, even resplendent talker. Admittedly, though, I have limits to how much I can absorb and respond to. Tim is undaunted by my regular lapses in attention--but he clearly sensed this wasn’t one of them. He squared his shoulders and looked me straight in my watchful eye.

“She’s nice, but she wears way too

much makeup.”

Now he had me completely.

“Makeup? Already? In sixth grade?”

“Mom, that starts in about fourth grade.”

This I thought was an exaggeration, but I had noticed some pretty mature faces on my visits to his school. Tim explained that many girls wear and carry cosmetics to class--at ages when my only “blush” consisted of grass stains heavily concentrated about my elbows and knees.

“Gosh, no one I knew wore makeup when I was in the sixth grade,” I mused aloud. ►



[参考译文]“学校新来了位女同学。”前几天吃晚饭时儿子蒂姆对我说。蒂姆快12岁了，最近他谈论女孩子的那副样子，表明他从童年走向成人的趋势。谈起长头发的玩耍伙伴时，他显得不那么自然了。语气微妙的变化透出他有些难为情，对女孩子有一种不同以往的兴趣了。

“她长得怎样？”我问道，故意装出不关心的样子。蒂姆一下子看透了我的心思，咧嘴笑了。他引我上钩的小把戏又得逞了。

儿子天生能说会道，口才不凡，我很喜欢听他讲。不过，

我承认并非总能完全理解他并作出反应。我常走神不太答理，可蒂姆会自顾自地说下去。而这次，他看出来我并非如此。

“她人挺好，只是太爱涂脂抹粉了。”

一听这话我不能再装出不在意了，而这正中他的下怀。

“涂脂抹粉？才六年级，就开始打扮了？”

“妈妈，四年级女孩子就开始打扮了。”

我想这话有些夸张，不过我去学校时，在走廊中确实看到了一些孩子的面孔像是大人。蒂姆说，许多女同学上学时化了妆，并带着化妆品——想想看，我这个年龄时，惟一的“化妆品”不过是蹭满肘部和膝盖的草汁染色剂。

“哟，我上六年级时，没有一个同学化妆。”我自言自语道。▶

“That’s because there wasn’t any back then, except maybe paste from olive leaves.” Tim was wholly matter-of-fact. Having once asked my own mother what it was like to bounce along on square wheels, I didn’t take offense, but I corrected him. There was indeed commercial makeup available in the 1950s, but it is something mothers put on occasional evenings out. None of my peers bothered about their skin and lip tone before high school.

OK, things might be different now. Kids mature more quickly; preteens are smarter, more sophisticated than we ever were and as such they are much more aware of the opposite sex. So goes the modern mantra.

What 12-year-olds are not is solidly committed to either childhood and its passing. My son may look at girls with a newly critical eye, but I still have to scoop action figures from the tub before I shower. Tim is on a strange and shifting ground, a fact brought home to me anew on a recent Sunday evening. I’d told him we were dining out with a new friend of mine and her two children: a preschool-age boy, and his sister who was also in the sixth grade, though at a different school.

“What’s she look like? Is she taller than me? Is her hair blond?” My son pressed for a visual preview, but I could offer him nothing. I hadn’t met Debbie’s daughter myself. En route to the pizzeria, Tim scanned his clean face in the rearview mirror and (whoa!) tucked in his shirt. We arrived first and took a window table.

In fact, Cece had wavy brown hair that fell along her face to her shoulders--past some braces but no makeup, I was happy to note. Her complexion glowed with pure unadorned youth, surely the least unappreciated of all toners by those who still possess it.

She and Tim ducked their heads behind menus at the first sight of one another, and did not reemerge until we two moms were into exchanged enthusiasms for the IU women’s basketball team and recent movies. Cece was pulled in by ►

“那是因为当时没有化妆品，最多只有橄榄叶制的橄榄膏。”蒂姆说，完全是就事论事。我没有生气，因为我妈妈曾告诉过我以硬碰硬不会有什么好结果，我只是更正了他的错误：50年代确实有化妆品卖，但那是母亲们晚上有应酬外出时用的，我的同龄人在上中学前没人在皮肤和唇色上费心思。

也许今非昔比了吧。现在的孩子比我们那时更早熟、更聪明，更老练了，因此对异性更敏感了。这就是对现在孩子的普遍看法。

12岁的孩子似乎不那么单纯了，这是由于他们的童年正在悄然逝去，可他们毕竟还处于童年。儿子开始以一种新的评论的目光打量女孩子，但是我洗澡前还

是不得不先把他丢在澡盆中的变形金刚拾起。蒂姆正处于一个微妙的过渡阶段，这是我在最近一个周日的晚上重又意识到的。那天我告诉他，我们要和一位新结识的朋友戴比一起吃饭，她的两个孩子也要去，一个是还没上学的小男孩，另一个是和蒂姆同年级但不同校的女孩。

“她长得怎么样？比我高吗？是金色的头发吗？”儿子急于让我先给他描绘一下女孩的外表。可我无能为力，我自己也从未见过戴比的女儿。在去比萨屋赴宴的路上，蒂姆从车子的后视镜里扫视了一下自己洁净的脸蛋，（哇！）还把衬衣下摆塞进了裤腰里。我们是先到的，在一个靠窗的桌旁坐下。

戴比的女儿叫塞西，一头波浪似的褐色卷发顺着脸的两侧垂下，搭在肩头。我高兴地注意到，她戴着牙齿矫形器，但脸上没有化妆，焕发着清新自然的光泽——毫无疑问，拥有这种光泽的人对于任何润肤霜之类的化妆品是最不欣赏的了。


蒂姆和塞西刚见面时，都把头缩在菜单后。直到我们两位母亲谈论IU女子篮球队的战况以及最近的电影非常投入时，两个孩子▶

“Titanic,” Tim by “Blues Brothers 2000.” Before long, Debbie and I sat back, outclassed. Cece, it turns out, is as effusive a conversationalist as Tim is. We adults and little Julian barely got a word in edgewise.

As for our sixth-graders, both had entirely forgotten any initial concern over how they might appear to one another. They shared wacky senses of humor, similar likes and disgusts, and a rapport wholly natural.

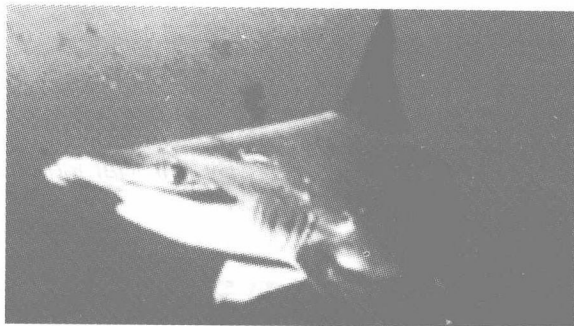
才伸出脑袋。塞西被《泰坦尼克号》的话题吸引，而蒂姆则是被《布鲁斯兄弟 2000》的话题所吸引。不一会儿，我和戴比只好闭嘴，“靠边站”了。原来，塞西和蒂姆一样能说会道，滔滔不绝。我们两个大人和小朱林只好偶尔插上一句话。



When they began making rude noises with a blob of stretch putty Cece pulled out from her pocket, I knew Tim had found a soul-mate--who happened to be a girl. Both kids still center their gravity in the terra firma of childhood. I hope they'll keep homing to it a good while yet. 

这两个六年级的孩子，完全丢掉了最初如何面对对方的顾虑。他们的想法稀奇古怪，逗人发笑，有着相同的好恶，彼此的默契是那样地自然。当他们无所顾忌地吵闹着玩弄塞西从口袋中掏出的一团橡皮泥时，我知道蒂姆找到了一位意气相投的小伙伴——恰巧是个女孩。两个孩子仍徜徉于童年的天地中。希望他们久一些时间回归此种状态。

(柴艳娜 摘译)



By Mclaine Ryther

Hobgoblins of the Deep

Maybe the ugliest of all sharks, the SHARK was named by Japanese fishermen who discovered it in 1898. With a long horn pointing like a dagger from its forehead and a mouthful of tiny, needlelike teeth, the grotesque shark reminded them of a storybook monster.

Humans, however, have little reason to fear this shark. It is extremely rare and lives in deep waters. Scientists believe the strange snout helps locate prey, not stab enemies.

Like all sharks, the goblin is a necessary link in the ocean food chain, helping to maintain the balance of life in the dark depths near the ocean floor. ◀

[参考译文]鬼鲨可能是所有鲨鱼中最丑陋的。1898年,一位日本渔夫最早发现了它,并给它起了这个名字。它额头上有一只很长的角,像一把匕首;满嘴都是细小的、像针一样的牙齿,鬼鲨使人想起故事书中的妖怪。

但是人类没有任何理由害怕它。它数量很少,并生活在深海。科学家们认为,那个奇怪的“鼻子”是帮助它定位猎物的,而非用来刺杀敌人的。

与其他鲨鱼一样,鬼鲨也是海洋食物链中必不可少的一环。它们使靠近海底的深海生物圈保持平衡。

(蔡伟 摘译)



The Big Ideas

By Ann Harrington

of Management

(本文前半部分请见《英语文摘》第2集第116页)

Management guru If Peter Drucker's name comes up frequently in these pages, it might be because he has chronicled or anticipated almost every major management landmark, from GM at the close of the Sloan era to knowledge workers (a term he coined 40 years ago). *The Practice of Management*, first published in 1954, is still going strong.

Labor rights Not all big ideas about managing have come from managers. No one has fought harder in this century than labor unions to make work safer and more fair. And no one better personifies the nobler side of labor's struggles than Walter Reuther. He negotiated the 1955 merger of the Congress of Industrial Organizations ▶

[参考译文]管理专家 彼得·德鲁克的大名在本文中出现了不止一次,这也许是因为他记述了,或者说预见管理中的几乎所有重大里程碑,从斯隆领导末期的通用汽车公司到知识工人(他在40年前发明的新词)。最早出版于1954年的《管理实践》在今天仍被誉为经典名作。

劳工权利 并非所有伟大的管理思想都出自管理者。本世纪为了使工作更加安全更加公平而付出最大努力的非工会莫属。沃尔特·吕特尔最好地体现了工人斗争的崇高的一面。他促成了由他领导的产业工会联合会和美国劳工联合会1955年的合并,而且扩大了工人的影响力。在▶

伟大的管理思想

(which he led) with the American Federation of Labor and broadened labor's influence. In 34 years with the United Auto Workers, he championed the rights of workers to medical coverage, pensions, and unemployment benefits. The boss was still the boss, but the workers had found a voice.

Managing by the numbers

Add. Subtract. That pretty much sums up 30 years of finance-driven management. The '60s brought the conglomerate era, when companies like ITT branched out into rental cars, hotels, and bakeries. It was no drawback to be ignorant about these new businesses, the gods of finance proclaimed--with good data, you could manage anything. Bigger was better, and being on top of the FORTUNE 500 was best. But the conglomerate strategy did not stand the test of time. Harold Geneen, the king of the conglomerators, managed to ►



W. 爱德华兹·戴明

他领导美国汽车工人联合会的34年中,他捍卫了工人获得医疗保险、养老金和失业救济的权利。老板依然是老板,只是工人有了发言权。

数字管理 加、减,这几乎就是30年财务驱动型管理的全部。60年代是个联合的年代,国际电报电话公司(ITT)等很多公司将业务扩展到汽车租赁、旅店和面包烤制行业。财务之神宣称,不了解这些新行业不是什么障碍——有了充足的数据你就可以管理任何企业,越大越好,而高居《财富》500强之首就是登峰造极了。但是联合战略未能经受住时间的考验。联合之王哈拉德·吉宁在他1977年退离总裁职位前 ►

hold ITT together until he stepped down as CEO in 1977. Disassembly followed.

By the 1980s the momentum had reversed, so the equation $2 + 2 = 5$ was now $5 - 2 = 7$. What fueled the frenzy of the Deal Decade were new fads in financing--leveraged buyouts and their new currency, junk bonds. By piling on debt, takeover artists aimed to force managers to eliminate waste and reawaken the entrepreneurial impulse in bloated businesses. Although investors saw gains, often such deals left companies strapped for capital to invest in the future or sent once stable businesses into bankruptcy.

Quality W. Edwards Deming hated American management style, and by the 1980s American managers came to love him for it. Deming, the traveling evangelist of quality, had been ignored by American corporations in the late 1940s when he tried to interest them in his statistical methods for process control. So in 1950 he took his tent show to Japan, where he railed against American evils like competition (cooperation was more constructive), production quotas (which sacrificed quality for quantity), and end-of-the-line inspections (which in ef- ▶

一直设法使国际电话电报公司(ITT)作为一个整体运作。他一下台,ITT便解体了。

到了80年代形势倒转,于是 $2 + 2 = 5$ 的等式变成了 $5 - 2 = 7$ 。新融资狂热者助长了交易时代的疯狂——举债通买及其新货币,即垃圾债券。接管的大师们试图通过债务堆积迫使管理者根除浪费,并重新唤起过于庞大的企业的创业动力。尽管投资者看到了收益,但这样的交易使公司资金匮乏,无法进行未来投资;使原本稳定的企业陷入破产。

质量 W. 爱德华兹·戴明不喜欢美国的管理方式。到了80年代,美国的管理者却因此而喜欢上了他。戴明是质量的旅行狂热鼓吹者,40年代后期他试图以他的程序控制统计理论激起美国公司的兴趣,但却没有受到重视。于是1950年戴明来到日本传教,在那里他指摘美国人的种种错误,如竞争(合作更具有建设性)、生产定额(牺牲质量换取数量)以及生产线终端检查(这实际上为残次品做了考虑,而不 ▶

fect plan for defects rather than design processes to prevent them). Having lost everything in the war, Japanese manufacturers proved receptive and soon were taking market share from American companies. When an American television program “discovered” Deming in 1980, business was finally ready to listen.

Reengineering

Michael Hammer and James Champy set the business world on fire in the early '90s, selling two million copies of their manifesto, *Reengineering the Corporation*. And FORTUNE, we admit, helped to fan the flames. Now that reengineering is about as popular as Linda Tripp, it's fair to ask, what were we thinking? First, Hammer and Champy's vision was no mere cost-cutting tool but the first large-scale, systematic application of information technology to manage- ▶




是设计防止残次品出现的程序)。战争使日本制造商一无所有,他们乐于接受建议,不久便开始争夺美国公司的市场份额。1980年戴明在一个美国电视节目中“亮相”后,美国企业最终愿意倾听他的传道了。

再造 90年代初期迈克·哈默和詹姆斯·尚皮在商界轰动一时,他们的宣言《公司再造》售出了200万册。我们承认《财富》当时曾为他们推波助澜。现在再造几乎像琳达·特里普一样家喻户晓。您当然可以问我们当时是怎么想的。首先,哈默与尚皮提出的不只是降低成本的工具,而是首次提出了大规模地、▶

ment. By re-imagining business processes, companies could put back together tasks that Taylor and Co. had pulled apart, building responsibility into jobs that used to pass the buck. Second no one said reengineering would be easy. In fact, one critic has compared it to chemotherapy--a radical treatment that destroys a lot along the way. Half-hearted attempts pretty much guaranteed failure.

And there were plenty of failures, not to mention that companies used the idea to justify willy-nilly downsizing. As the authors later acknowledged, they hadn't paid enough attention to the people.

Knowledge management If the Internet economy has taught us anything, it's that the physical world Frederick Taylor lived in determines less and less of what we value. A good idea, especially one that is well timed, has almost unprecedented worth. It follows, then, that the stuff between workers' ears, obviated by Taylor and barely tolerated by Ford, becomes treasure to today's managers. Now the challenge for managers is how to capture, harness, and develop that knowledge profitably. 

系统地将信息技术应用于管理领域。通过重新构造企业流程，公司可以把泰勒曾经一步步分解开来的工作恢复成一个整体，使原先推诿责任的人承担起责任。其次，没有人说再造是容易的事情。事实上，一位评论家把再造比作了化学疗法——一种同时具有很大破坏性的根治方法。三心二意的尝试注定要以失败告终。

失败的例子很多，就姑且不提那些用这一思想作藉口的无奈的裁员了。两位作者后来也承认，他们没予老百姓以充分的考虑。

知识管理 如果因特网经济给了我们某种启示，那就是弗雷德里克·泰勒所生活的物质世界对于我们看重什么的影响力越来越小了。一个好的想法，特别是正合时宜的想法，具有空前的价值。那么，也就是说，在泰勒看来应该消除、而福特勉强能容忍的工人之间的交头接耳成为了当今管理者的财富。现在管理者面临的挑战是怎样通过捕捉、利用和发展这些知识来赚钱。

(风铃 摘译)