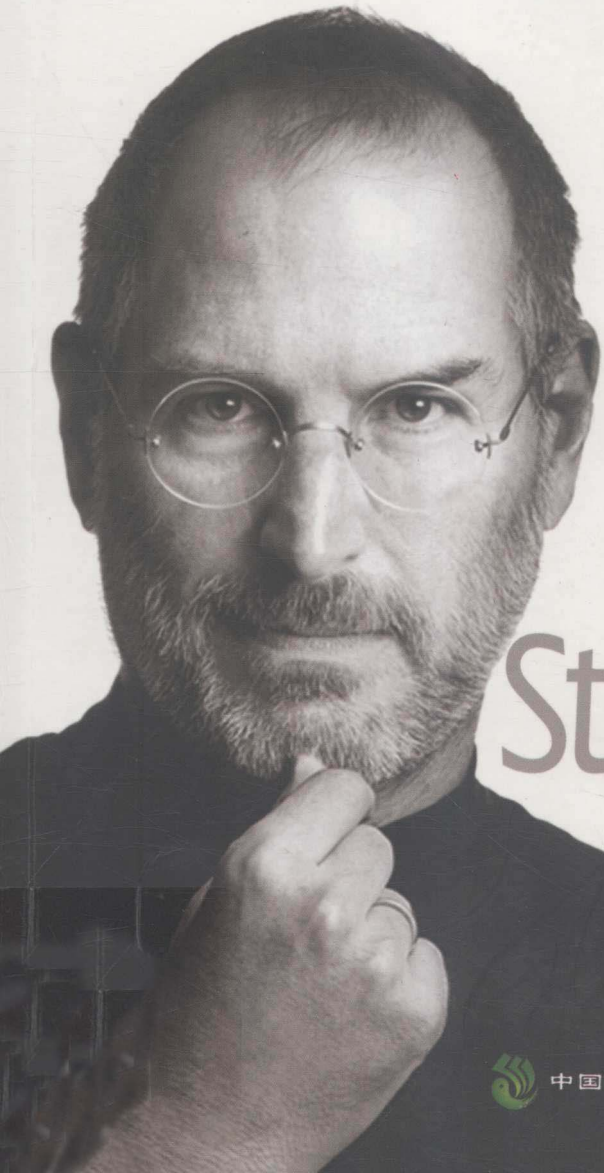
英汉对照

活着就为改变世界：乔布斯演讲全集

大师身影已去，但其音容和思想永在。



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Steve Jobs

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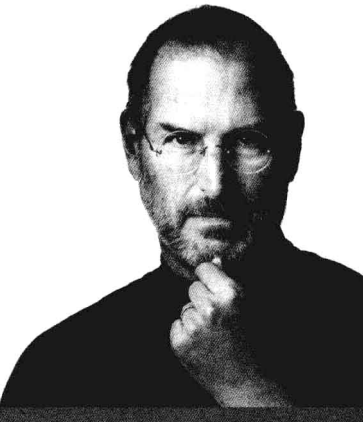

活着就为改变世界：乔布斯演讲全集

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Preface
前言

史蒂夫·乔布斯是一位伟大的梦想家（visionary）。在他20多岁的时候，他梦想着让个人电脑进入寻常百姓家，于是世界上有了第一台个人电脑——麦金塔（Macintosh）。在他30岁的时候，他梦想让电脑制作动画，于是世界上有了第一部全电脑制作动画电影——《玩具总动员》（Toy Story）。在他40岁的时候，他梦想让人们更快更便捷地畅游网络，于是世界上有了第一台将上网功能集成在一起的个人电脑——iMac，于是世界上有了最薄的笔记本电脑——iBook。在他50岁的时候，他的梦想越来越多，也越来越宏伟，于是世界上有了第一台将1000首歌放进口袋里的音乐播放器——iPod，有了第一部多点触控手机——iPhone，有了第一台集上网和娱乐于一体的平板电脑——iPad。遗憾的是，在他将近60岁的时候，他的梦想戛然而止。所以，当他在2011年10月5日逝世的时候，苹果公司说："苹果公司失去了一位有梦想和创新精神的天才"，而美国总统奥巴马说："世界失去了一位梦想家"。

乔布斯还是一位语言大师。他的语言魅力和沟通能力让每一位和他接触过的人无不为之叹服。当19岁的乔布斯穿着拖鞋去游说风险资本的发明人亚瑟·洛克（Arthur Rock）时，比乔布斯大30岁毕业于哈佛大学的精明商人亚瑟·洛克居然被19岁的大学辍学生乔布斯打动，向苹果公司投下了第一笔风险资金。亚瑟·洛克后来回忆说："他穿着拖鞋，留着长发，非常长的头发，他留着络腮胡和小胡子，但是他口才极好。"当28岁的乔布斯说服大他16岁的时任百事可乐CEO的约翰·斯卡利（John Sculley）跳槽到苹果公司担任总裁时，犹豫不决的约翰·斯卡利被乔布斯的一番话所打动，乔布斯说："你想卖一辈子糖水还是想和我一起改变这个世界？"当然，这样的例子不胜枚举。

乔布斯更是一位舞台表演大师。专门研究乔布斯演讲风格的著名作家

卡迈恩·加洛（Carmine Gallo）在他的《乔布斯的魔力演讲》一书中这样评价乔布斯的舞台表演："史蒂夫·乔布斯是世界沟通舞台上最具魅力的大师级人物。没有人能够与其媲美。乔布斯的演讲往往会刺激听众大脑中多巴胺的分泌。而多巴胺尽情释放让听众倍感快乐。""大多数演讲者只是简单地传递信息，而乔布斯的演讲却能点燃激情。"加洛将乔布斯成功演讲的秘诀归结为如下几点：一、明确主题；二、列出大纲；三、激情演讲；四、抽象数字具体化；五、渲染视觉效果；六、反复排练。

乔布斯离开他心爱的苹果一周年了，但热爱他的人没有忘记他，也不会忘记他，因为他不但在过去改变了这个世界，他的创新精神在今天和未来还将继续改变着这个世界。我们怀着对乔布斯的崇高敬意编写了《活着就为改变世界：乔布斯演讲全集》和《深度对话：乔布斯访谈全集》，献给所有热爱乔布斯并想以他为榜样的梦想家。

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01 This Land Is Special to Me
我对这片土地一往情深

——2011年6月7日在库比蒂诺市政厅的作证演讲

背景介绍

2011年6月7日，56岁的乔布斯抱病走进了加利福尼亚州库比蒂诺市的市政厅，为苹果公司的扩建方案进行辩护。这位完美主义者不但要制造出世界上最好的电脑、最好的手机和最好的平板电脑，他还要为自己的公司建造世界上最美的办公大楼。尽管此时的他已经进入了生命的倒计时，可以想象他的身体是何等的虚弱，但是为了心爱的“苹果”，为了心爱的故乡，他拼尽最后一丝力气，给世人留下了最后的绝唱和微笑，真正做到了“春蚕到死丝方尽，蜡炬成灰泪始干”。

Gilbert: As you know,Cupertino is very famous for Apple Computer. And we are very honor to have Steve Jobs to come here tonight to give us special presentation. Mr Jobs? Welcome, Mr Jobs, you have a fan club here.

Jobs: Thank you. Apple's grown like a weed, and as you know, we've always been in Cupertino. Started in an office par, eventually, got the buildings, we are in now the corner of the ends of 280.And those buildings hold maybe 2600 or 2800 people. But we've got almost 12,000 people in the area. So we're renting buildings - not very good buildings, either at an ever-greater radius from our campus and we're putting people in those. It is clear that we need to build new campus, so we just add space. That doesn't mean we don't need the one we got, we do need it, but we need another one to augment it. So we've got a plan

吉尔伯特：众所周知，库比蒂诺以苹果电脑而闻名于世。今晚我们荣幸地邀请到乔布斯莅临现场给我们作一次特殊的演示。乔布斯先生？欢迎你，乔布斯先生，这里有你的大批粉丝啊。

乔布斯：谢谢大家。苹果公司如野草一般地疯长着，而众所周知，库比蒂诺一直是我们成长的地方。我们从办事处开始，最终有了办公大楼，现在我们的办公大楼位于280号公路尽头的拐角处。这几栋办公大楼能容纳2600到2800名员工。可是我们本地区的员工数量几乎达到了1.2万人。因此我们现在租借的大楼——不是很好的大楼，离我们的园区很远，我们的人员在那里上班。显然我们需要建新园区，所以我想扩大空间。那不是说我们不需要已有的地方，我们确实需要，但我们需要新园区来扩充办公面积。所以我们的计划是我们继续留在库比蒂诺，同时我们

that let's us stay in Cupertino. And we went out and we bought some land and this land is kind of special, to me.

When I was 13, I think, I called up... Hewlett and Packard were my idols. And I called up Bill Hewlett, cause he lived in Palo Alto, and there were no **unlisted numbers**[1] in the phone book, which gives you a clue to my age. And he picked up the phone and I talked to him and I asked him if he'd give me some spare parts for something I was building called a frequency counter. And he did, but in addition to that he gave me something way more important. He gave a job that summer. A **summer job**[2] at Hewlett-Packard, right here (on) in Santa Clara, off 280, the division that built frequency counters. And I was in heaven. Well, right around that exact moment in time, Hewlett and Packard themselves were walking on some property over here in Cupertino, in Pruneridge, and they ended up buying it. And they built their computer systems division there. And as Hewlett-Packard has been shrinking lately, they decided to sell that property and we bought it. We bought that and we bought some adjacent property that all used to be apricot trees, apricot orchards and we've got about 150 acres. And we should like to put a new campus on that so that we can stay in Cupertino. And we've come up-we've hired some great architects to work

也走出去购买一些土地，因为这块土地对我有着特殊意义。

我记得13岁那年我打了个电话——休利特和帕卡德是我的偶像。我给比尔·休利特打电话，因为他就住在帕洛阿尔托市，当时的电话号码都列在电话薄上，这让你们猜到了我的年龄。他接了电话，我和他聊了起来，我问他是否能送我些零件做频率计数器。他答应了，不仅如此，他那年夏天还给了我一份工作。惠普就在280号公路旁边的圣克拉拉市，我的暑期工作就是在惠普的计频器部门度过的。我当时高兴得要命。就在那个时候，休利特和帕卡德正在觊觎库比蒂诺和普隆力奇的不动产，最终他们买了下来并在那里建立了计算机系统部。最近因为惠普一直在萎缩，他们决定出售那块不动产，于是我们就买了下来。除了买下那块不动产之外，我们还买下了周围的一些产业，它们原来是一片杏树，是一个杏园，我们得到了约150英亩的土地。我想在那儿建个新园区，这样的话我们就可以继续留在库比蒂诺了。我们提出了——我们请来了一些优秀的建筑设计师和我们一起工作，其中一些建筑师我认为是世界上最好的。我们提出的设计方案是建造一栋能容纳1.2万人的

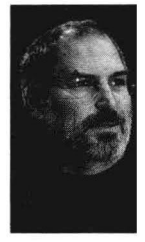
1. unlisted number：未列入电话簿的电话号码
2. summer job：暑假打工，暑期工

with, some of the best in the world, I think. And we've come up with a design that puts 12,000 people in one building. Think about that, that's rather odd 12,000 people in a building, in one building. But, we've seen these office parks with lots of building and they get pretty boring pretty fast. So we'd like to do something better than that. And I'd like to take you through what we like to do. So this is supposed to work here. Here we go. Can you see this? Great.So here is we are today, which is on **Infinite Loop Drive**[3], against the intersection of **D' Anza**[4] and the 280.

Gilbert: Mr Jobs, yeah, you can actually draw on the screen, that's how high tech we are. Use your finger. Just point in the air...

Jobs: I don't really need to draw on screen, you can see it clearly.

What we've done is we bought this land right here. We try to buy the apartments at the corner but they are not for sale, so we couldn't buy those. And we bought everything else. And the campus we like to build there is one building holds 12,000 people. And it is pretty amazing building. Let me show it to you. It's a little like a spaceship landed, there it is, and it's got this gorgeous courtyard in the middle, but a lot more. So let's take a close look at it. It's a



大楼。想想看，一栋楼容纳1.2万人是不是很奇怪？但我们看过一些分散在很多大楼里的办公园区，他们变得相当无聊相当快速。因此我们希望有所改善。我想让大家看看我们打算怎么做。这就是我们设想工作的地方。就在这里。你们能看清吗？很好。这里就是我们今天所在的地方，就在“无限循环车道”这个地方，和迪安萨学院与280号公路的交汇处相呼应。

吉尔伯特：乔布斯先生，你可以在屏幕上画出来，那是我们的高科技设备。用你的手指在空中划拉一下就行。

乔布斯：实际上我不需要在屏幕上画出来你们也能看清楚。

我们已经买下了这块地。我们试图把这拐角处的公寓也买下来，可人家不卖，所以我们只得放弃。我们把其余的都买了下来。我们打算建的园区是一栋能容纳1.2万人的建筑。它是一座让人叹为观止的建筑。让我给你们展示一下吧！它有点像一艘着陆的太空飞船，这个就是，中间有个漂亮的大院子，还有更多东西呢。让我们看看近景。它是一座圆环形建筑。环绕四周的都是有弯度的材料。假如你要

3. Infinite Loop Drive：苹果公司总部所在地
4. D' Anza：即De Anza College（DAC），迪安萨学院，是美国一流的社区大学，同时是苹果、康柏、Sun、Hewlett-Packard和其他高科技公司的摇篮。

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circle. It's curved all the way around. If you build things, this is not the cheapest way to build something. There is not a straight piece of glass in this building. It's all curved. We've used our experience making retail buildings all over the world now, and we know how to make the biggest pieces of glass in the world for architectural use. We can make it curve all the way around the building. And you can see what it looks like. It is pretty cool.

Again, today, about 20% of the space is landscaping, several big asphalt parking lots. So 20% of this is landscape, we want to completely change this. And we want to make 80% of landscape, and the way we're gonna do this is we're gonna put most of the parking underground. So we can have 80% of landscape, and you can see what we've in mind. I mean there is nothing like this in the property now. It's pretty bad. Today there are 3700 trees on the property we'd like to just almost double that. We've hired one of the senior arborists from Stanford actually who is very good with indigenous trees around this area. So we'd like to plant a lot of trees including some apricot orchards.

Again you can see what it might be like. This is some of the infrastructure. The main building, we have parking underneath the main building. That's not enough unfortunately. We have a parking structure here as well. The building's four stories high as is the parking structure. There's nothing high here at all.

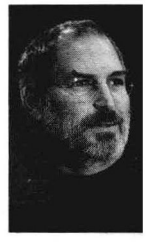
建造什么东西的话，这可不是最便宜的方法。这座建筑里的所有玻璃都不是直来直去的，都是弯曲的。我们在世界各地建造苹果零售店的经验在这里派上了用场，我们知道如何制造建筑用的最大块的玻璃。我们能够让它把这座建筑围绕起来。你们可以看看它的样子。真是美不胜收。

目前景观美化率大概占到整个园区的20%，有几个大型的沥青停车场。因此景观美化率为20%，我们想彻底改变这种情况。我们想把景观美化率提高到80%，方法就是把大部分停车场弄到地下。这样我们的景观美化率就会达到80%，你们可知道我们在想什么。我是说，我们现在的产业一点都不是这个样子。这很糟糕。目前园区里有3700棵树，我们想再种将近3700棵。我们已经聘请了一位斯坦福大学的高级园林设计师，他对本地区的树木颇有研究。因此我们愿意栽植大量的树木，当然包括杏树。

你们看看，这是大体建成后的样子。这是我们的一些基础设施。看看我们的主楼，在它的下面建有地下停车场。可惜不够大。我们这里还有一个停车场。新建筑有四层楼那么高，和停车场一样。这里根本没有高层建筑。我们想要整片地方都符合人类的感观要求。实际上它基本上和我们现在位于库比蒂诺的园区风格一致。

We want the whole place human scale. It's actually about the same as we have in Cupertino right now. An energy center. We deal with-people using, sitting at computers all day writing software. And if the power goes out on the grid we get to send everybody home. So we have to have backup power to power the place **in the event**[5] brownouts and stuff. And I think what we're gonna end up doing is making the energy center our primary source of power. Because we can generate power with Natural Gas and other ways that can be cleaner and cheaper and use the grid as our backup. We think that makes more sense. We've got an auditorium because we put on presentations. Much like we did yesterday but we have to go to San Francisco to do them. Fitness center and some R&D facilities, these are just things that where we do testing and we need some buildings to test in and there's hardly any people in them.

So this is roughly the kind of thing we're thinking about. We think about 12,000 people, I put 13,000 on the slides, just because we may make a little luckier than 12,000. We're up roughly 40% in people V.S. what the site has been used for already and we're increasing space to 3.1 million square feet. So 20% increase in space. The landscaping though increases by 350%, which is nice, trees by 60%. The surface parking goes down by 90%. And so I think the overall feeling of the place is gonna be zillion times better than it is now with



看看能源中心。我们面对的情况是，人们整天坐在电脑前面写程序。要是电网里没了电，我们只能打发人们回家。所以我们需要后备电源以备发生停电等事故时为园区供电。我想我们最终将会把能源中心作为我们主要的能源供应基地。因为我们能够用天然气以及其他更清洁更便宜的方式发电，而把电网作为后备电源。我们认为那样更有意义。我们在这里将修建一个大礼堂，因为我们要进行演示，就像我们昨天做的那样，但再也不用跑到旧金山去演示了。看看健身中心和一些研发设施，这些是我们作测试的地方，我们需要有作测试的建筑，里面几乎没人。

这就是我们的初步设想。我们考虑的是1.2万人，但我在幻灯片里放了1.3万，只是因为我们也许有幸超过1.2万人。我们在人数上比这个地方一直容纳的人数多出近40%，我们将面积增加到310万平方英尺，这样在空间上增加了20%。但景观美化率增加350%，这就很好啦，植树量增加60%。地上停车面积减少90%。因此我认为你对这个地方的总体感觉比现在看到到处是沥青的感觉要好上几万倍。实际建筑面积将减少30%。我们在很多方面想让这块空间变得更小一点。我们把更多令人

5. in the event：如果

all the asphalt. And the building footprint actually goes down by 30%. So, we wanna take the space and in many cases making it smaller. We're putting more of desirable things on the space and that's what we like to do. So just wanna give you a look at it. This is a cafe. We have cafe as our facilities. And this cafe will, you know, feed **the better part of**[6] the 3,000 people sitting. That's what you need when you 12,000 people in the campus. So that's what we're looking at. I'd love to answer your questions if you have any.

Gilbert: Thank you, Mr jobs. And we're really excited that you call Apple our home. If you go to your shop they have a T-shirt that says the mothership has landed, and if you look at this picture, definitely the mothership has landed here in Cupertino. Is there any questions or comments from council colleagues, council

Wang: Hi, Steve. **Quick question**[7], I think people are curious to know what the city residence can benefit from this new campus.

Jobs: Well, as you know, we're the largest tax payer in Cupertino, so we'd like to continue to stay here and pay taxes. That's number one. Because if we can't, then we go have to somewhere like Mountain View. And we take up people with us, we give up and over years sell the land here, and the largest tax

惬意的东西放到这个地方，我们想做的就是这件事。这里我只想让你们感受一下。这是咖啡厅。我们把咖啡厅作为我们的设施。它能容纳近3000人同时就坐。当你的园区里有1.2万人的时候，你需要那样的咖啡厅。我的介绍到此为止，我愿意回答各位的问题。

吉尔伯特：谢谢你，乔布斯先生。听到你把苹果公司称为“我们的家”，我们感到无比的激动。假如你到商店去，他们那里有印着“航母已经着陆”字样的T恤。如果你们看看这张图片，显然“航母”已经在库比蒂诺着陆了。各位议员还有什么问题要问吗？王议员？

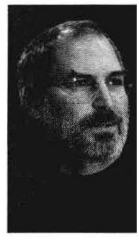
王：你好，史蒂夫。我有一个大问题：我想大家都比较关心本市居民能从新园区中得到什么好处？

乔布斯：是这样，正如你知道的那样，我们是库比蒂诺最大的纳税人，我们很高兴能留下来继续缴税。这是其一。因为如果我们不能留下来，我们不得不另找他处，比如山景城。我们只有带着员工离开，把地卖掉，最大的纳税人会离开此

6. the better part of：大多数
7. quick question：大问题，需要详细回答的问题。这是一个带有欺骗性的短语，就像black tea不是“黑茶”是“红茶”一样。

base[8] would go away. That wouldn't be good for Cupertino. And wouldn't be good for us either, so that's number one.

And number two, we employ some really talented great people and across the whole age spectrum. A lot of people right out of collage, hire a lot of Stanford grads, etc, and you know people in their 50s and even 60s, like me I'm in my 50s. So I think there's a lot of them wanna live around where they work. We have a lot of people riding bikes to work now. We also run a bus service. We got 20 buses that run on bio-diesel fuel. They are the cleanest bus that you can buy. We've got 20 of them doing routes all the way from San Francisco to Santa Cruz bringing people in. So, those are the kinds of things could benefit Cupertino. And influx of tax base, and influx of very talented people who are, you know, getting paid. We put them in a fairly affluent group of people, and many of them would choose to make Cupertino their personal home as well as professional home. I think there is a lot there plus a whole lot of trees.



Wang: Sure. Those are great things. Thank you be more specific. Do we get free Wi-Fi or something like that?

Jobs: Well, see I'm always-I'm a simpleton. I've always had the view that we pay taxes and the city should do those things. Now, if we can get out of paying taxes, I'd be glad to put up Wi-Fi.

地。那对库比蒂诺不是一件好事。那对我们也没有好处，所以这是第一条。

第二，我们雇用了一些真正优秀的人才，各个年龄阶段的人都有。我们雇用了很多刚毕业的大学生，雇用了很多斯坦福大学的毕业生，等等，还有五六十岁的员工，像我就已经50多岁了。所以我想有很多人想在这里安家立业。现在我们有很多员工骑自行车上班。我们也提供班车服务。我们有20辆烧生物燃料的班车，是目前你能够买到的最为环保的车。这20辆班车的行进路线是从旧金山到圣克鲁兹，把人们拉过来上班。这些都能让库比蒂诺受益。我们给库比蒂诺带来大量的税收，大量的优秀人才涌入进来，这些人能够得到报酬。我们使他们进入到一个生活相当富有的阶层，当然他们中的很多人会在库比蒂诺安家立业。我想那里有很多人还有大片的树木。

王：当然，那确实不错。谢谢你这么详细地回答问题。我们会从你那里得到免费的Wi-Fi或类似的东西吗？

乔布斯：哦，你们知道我一直就是个书呆子。我一直认为既然我们交了税市政府就该做那些事情。如果你给我们免税，我很高兴提供免费的Wi-Fi。

8. tax base：[税收] 课税基础

Wang: Wish you use our sales tax, part of that to provide iPad of something to our residence and then get a free Wi-Fi.

Jobs: Yeah, I think we bring a lot more than free Wi-Fi and so.

Wang: Totally agree, well, thank you so much.

Jobs: Sure.

Gilbert: Council member Mahoney?

Mahoney: Yeah, so, first of all, it was interesting, you throwback to HP. As 35-year HP employee, most of it on the Cupertino campus in those buildings there, obviously felt sorry when I heard that they were consolidating moving. But now that we've seen your plans, you know, the word 'spectacular' would be an understatement, and I think that everybody is gonna appreciate what's clearly is gonna be the most elegant headquarters, you know, at least in the US that I've seen. So we definitely appreciate that the work is gone into it and look forward to working with you moving through the process.

Jobs: Thank you. I think we do have a shot of building the best office building in the world. And I really do think architecture students will come here to see this. I think it could be that good.

Mahoney: Appreciate.

王：希望你利用我们的销售税，一部分销售税为我们的部分居民提供iPad，然后再让我们得到免费的Wi-Fi。

乔布斯：是，我认为我们带来的东西比免费的Wi-Fi多得多。

王：完全同意，非常感谢。

乔布斯：却之不恭了。

吉尔伯特：马哈尼议员呢?

马哈尼：好的，首先，有意思的是你回首了惠普的往事。我在惠普工作过35年，多数时间待在惠普位于库比蒂诺园区里的那些建筑里，所以当我听说惠普执意离开库比蒂诺时感到很遗憾。但现在看到你的蓝图，任何华丽词藻会相形见绌，我想所有人都将欣赏到这座显然将会成为最优雅的总部的建筑，至少它将是我在美国见到过的最优雅的建筑。所以我们对工作进入实施阶段绝对持欣赏态度，并期待和你们一起来完成。

乔布斯：谢谢你。我们力争建造全球最好的办公楼。我真的认为建筑专业的学生届时会过来参观。我想它会是那么好的。

马哈尼：非常感谢。

Gilbert: Council member Chang?

Chang: Yeah, Mr. Jobs, thank you very much for coming. We met the city manager and I met Mr. Cook, and Mr. Miner, and also Terri on your campus, uh, and see the concept. It's very good one. I do have question about at the time they mentioned about the current Infinite Loop will remain the same. The employee will stay there, right?

Jobs: Yeah, we need both to hold everybody.

Chang: So now host about 8000 to 9000 people?

Jobs: No no no, about 2600.

Chang: 2600. Okay. And then this one will hold 13,000?

Jobs: 12,000. That's our current.

Chang: Alright. And then my concern is last time I forgot to ask Terri about the safety issue. Because you know you have only one building and have so many people there. So all the safety will be put into consideration like fire and everything.

Jobs: Oh, of course. We spend a ton of time identifying and hiring who we think are best people in the world and doing what we do. The last thing we want is for anybody to get hurt. Yeah, of course, we're gonna. I mean the whole building has to be designed with pretty precise requirements for safety. But we'll

吉尔伯特：张议员？

张：好的，乔布斯先生，非常感谢你来到这里做陈述。我们和城管见过面，也在你的园区和库克先生、麦纳先生以及泰瑞见过面，了解了你们的概念。确实很好。他们提起目前的“无限循环”将保持不变的时候我就有一个问题。员工将待在那里，对吗？

乔布斯：对，我们需要两个地方来容纳所有员工。

张：这么说现在的园区有大约8000到9000人？

乔布斯：不是的，大约2600人。

张：2600。好的。那么这个园区将容纳1.3万人？

乔布斯：1.2万。那是我们当前的人数。

张：好的。那么我关心的就是安全问题了，上次我忘了问泰瑞。因为你想啊，这么多人在一座建筑里。因此你们要考虑安全问题，比如火灾什么的。

乔布斯：噢，那当然。我们费尽心思去物色我们认为世界上最优秀的人，也费劲心思做我们的工作。我们绝对不想看到任何人受到伤害。我们当然会全力以赴了。我是说整座建筑的设计都符合相当精细的安全要求。但我们将会做得更好。

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