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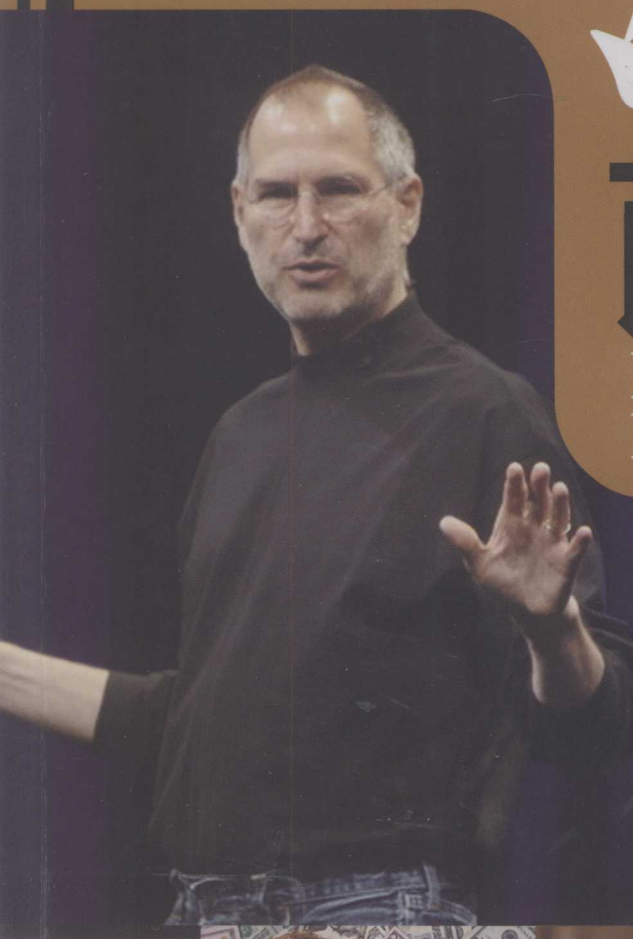


每天30分钟轻松
听懂读懂
名家访谈

刘芳◎主编

创业 领袖 面对面

In Conversation with
Entrepreneurial Leaders



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大连理工大学出版社

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大连理工大学出版社

图书在版编目(CIP)数据

创业领袖面对面 / 刘芳主编. —大连: 大连理工大学出版社, 2012.10

(每天30分钟轻松听懂读懂名家访谈)

ISBN 978-7-5611-7353-4

I. ①创… II. ①刘… III. ①英语—汉语—对照读物
②企业家—访问记—世界 IV. ①H319.4: K

中国版本图书馆CIP数据核字(2012)第232751号

大连理工大学出版社出版

地址: 大连市软件园路80号 邮政编码: 116023

发行: 0411-84708842 邮购: 0411-84703636 传真: 0411-84701466

E-mail: dutp@dutp.cn URL: <http://www.dutp.cn>

辽宁星海彩色印刷有限公司印刷 大连理工大学出版社发行

幅面尺寸: 168mm × 235mm	印张: 17.75	字数: 504千字
附件: 光盘1张		印数: 1~8000
2012年10月第1版		2012年10月第1次印刷

责任编辑: 高颖

责任校对: 王丽丽

封面设计: 嘉美和

ISBN 978-7-5611-7353-4

定价: 30.00元



前言 Preface

英语的学习不仅是脑力活，也是体力活，它不光需要用脑筋去“攻读”，更需要花时间去“熟练”。英语听力和阅读的输入训练是英语学习的关键环节，这是很多成功的英语学习者的亲身体会。有效地进行输入环节听和读的学习和积累，有助于我们对英语单词、句型及习惯用法的积累，有助于我们提高英语口语的流利程度，提高听、说、读、写、译多方面的能力。每天拿出来30分钟，走近名人，亲历访谈，与各界精英面对面，感悟他们的智慧，领略他们的风采。

本系列丛书《每天30分钟轻松听懂读懂名家访谈》，是精选自国外报刊、杂志、电视等权威媒体对各界精英的访谈实录选编而成，是您不可错过的具有“英语学习+人生励志”双重功用的英汉对照读物。

我们将这些名人访谈分为四册：

《每天30分钟轻松听懂读懂名家访谈：财经名人面对面》：这里的每个人都是足以影响世界经济的财经领袖。他们中，有戴尔、谷歌、通用、宝洁、沃尔玛这些世界500强公司的CEO，也有美国财政部长、美联储主席、股神巴菲特这样对世界金融界举足轻重的人物。阅读他们睿智理性的分析，我们将经历一场头脑风暴。

《每天30分钟轻松听懂读懂名家访谈：大牌明星面对面》：这里星光熠熠，既有汤姆·克鲁斯、妮可·基德曼、安吉丽娜·朱莉、布拉德·皮特、尼古拉斯·凯奇等影视明星，也有里奥·梅西、大卫·贝克汉姆、林书豪、迈克尔·乔丹、科比·布莱恩特这样的体坛巨星。带您走进25位全球顶级明星的内心世界。

《每天30分钟轻松听懂读懂名家访谈：政界精英面对面》：这里是英美政坛精英的聚集地，17位英国和美国政界精英各自为您阐述对于全球政治的独特见解。

《每天30分钟轻松听懂读懂名家访谈：创业领袖面对面》：创业者是这个时代最闪耀的潮流引领者。24位举世公认的杰出创业成功人士，讲述他们创业中的艰辛，分享成功的经验教训。站在巨人的肩膀上，这是您不可错过的人生一课。

本套丛书具有以下特色：

1. 榜样的力量

本书所选的访谈对象世界知名、形象健康，都是大家公认的某一领域的精英人士，中国

读者非常熟悉。阅读他们的访谈，读者会有更多的亲切感和认同感，学习兴趣自然高涨。

2. 内容的力量

本书编选的访谈内容，尽量避免过于生僻的专业领域知识，着重选择体现被访者智慧、人生理念、社会价值观等方面的信息。另外，对于某些过于晦涩难懂的内容，也做了适当调整。更加便于广大读者进行英语学习。

3. 知识的力量

编者将访谈的内容详细梳理加工，精准控制每篇访谈的篇幅，便于读者更有计划地学习。同时把每篇访谈的英文都做了全文翻译，并将重点词汇标注于中、英文旁边。在正文后，还辅以本文内应知应会的知识点睛，使广大读者能学有所获。

4. 方法的力量

按照编者设置的学习时间段使用本书，学习效果将更好。

- 轻松输入十分钟：在仅有关键词（页面左栏）提示下，尽量不借助其他工具边阅读英文边听音频，了解文章大致主题思想（8分钟左右）。复习单词（2分钟左右）。

- 有效学习十分钟：对照中文译文和关键英文单词（页面右栏），边看中文译文，边听英文音频。可以根据自己的英文水平，以句子、句群甚至段落为单位停顿15~30秒。通过巩固和强化，听懂和读懂文章的意思（8分钟左右）。复习单词（2分钟左右）。

- 自由输出十分钟：每篇访谈之后都有关键知识点的提炼，编者以数十年的英语学习经历、海外见闻、教学经验针对每一个话题倾囊而出，这是全书的精华所在（10分钟左右）。即使前面环节未能达到我们预期的效果，只要认真学习本环节，都会有所收获。

5. 科技的力量

编者投入大量的资金、时间和精力，开发了iPhone、iPad平台的配套学习APP。相比纸质图书，APP可以更便捷地查询、记忆；有更丰富的内容和更生动的互动学习形式。有iPhone、iTouch、iPad的读者可以到APP Store搜索“名人访谈录”下载本书配备的互动APP应用，随时随地学习。

我们不希望您仅仅成为某个成功者的粉丝去了解他们，而是为了将他们身上独特的闪光点挖掘出来。他们的睿智、勇敢、持之以恒和敬业精神是广大读者学习的榜样。对比成功者，再对照自己，每个读者都会在人生的成长中获得更多的感悟。

祝大家每天都有新收获！

编者

2012年9月

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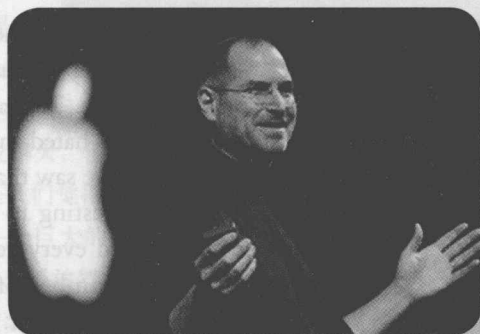
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苹果创始人之一： 史蒂夫·乔布斯

Co-founder of Apple:
Steve Jobs

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史蒂夫·乔布斯（1955~2011），1955年2月出生于美国加利福尼亚州的旧金山。他是发明家、企业家、美国苹果公司联合创始人、前行政总裁，同时也是前皮克斯动画工作室的董事长兼行政总裁。1976年，乔布斯和朋友成立苹果电脑公司，他陪伴了苹果公司数十年的衰落与复兴，先后领导和推出了麦金塔计算机、iMac、iPod、iPhone等风靡全球的电子产品，深刻地改变了现代通讯、娱乐乃至生活的方式。2011年10月5日，他因病逝世，享年56岁。

乔布斯是改变世界的天才，他凭着敏锐的触觉和过人的智慧，勇于变革，不断创新，引领全球资讯科技和电子产品的潮流，把电脑和电子产品变得简约化、平民化，使曾经是昂贵稀罕的电子产品成为现代人生活的一部分。



Apple Has Lots of Capable People



轻松输入十分钟

Reporter: Let's start with the birth of the iPhone. How did you get the idea to create it?

Jobs: We all had cellphones. We just hated them, they were so awful to use. The software was terrible. The hardware wasn't very good. We talked to our friends, and they all hated their cellphones too. Everybody seemed to hate their phones. And we saw that these things really could become much more powerful and interesting to license. It's a huge market. I mean a billion phones get shipped every year, and that's almost an order of magnitude greater than the number of music players. It's four times the number of PCs that ship every year. It was a great challenge. Let's make a great phone that we fall in love with. And we've got the technology. We've got the miniaturization from the iPod. We've got the sophisticated operating system from Mac. Nobody had ever thought about putting operating systems as sophisticated as OSX inside a phone, so that was a real question. We had a big debate inside the company whether we could do that or not. And that was one where I had to adjudicate it and just say, "We're going to do it. Let's try." The smartest software guys were saying they can do it, so let's give them a shot. And they did.

Reporter: How did Apple connect with its customers?

Jobs: We did iTunes because we all love music. We made what we thought was the best jukebox in iTunes. Then we all wanted to carry our whole music libraries around with us. The team worked really hard. And the reason that they worked so hard is because we all wanted one. You know? I mean, the first few hundred customers were us. It's not about pop culture, and it's not about fooling people, and it's not about convincing people that they want something they don't. We figure out what we want. And I think we're pretty good at having the right discipline to think through whether a lot of other people are going to want it, too. That's what we get paid to do. So you can't go out and ask people, you know, what the next big thing is.

awful *adj.*
糟糕的，可怕的

hardware *n.*
硬件，装备

magnitude *n.*
大小，量级

miniaturization *n.*
(尤指电子装置)
微型化，小型化

sophisticated *adj.*
精密的，富有经验的

adjudicate *v.*
决定，判决

jukebox *n.*
自动点唱机，媒体柜

discipline *n.*
方法，准则



苹果公司人才辈出



有效学习十分钟

记者：我们先从iPhone的起源谈起吧，您是怎么想到发明它的？

乔布斯：我们都用过手机。我们都不喜欢用手机，因为它们并不好用。软件¹烂得一塌糊涂，硬件²也不怎么样。我们和朋友聊天，他们也都非常痛恨自己的手机。似乎每个人都痛恨自己的手机。于是我们觉得，这些东西完全可以变得更加强大³，摆出来也会很有意思。这是一个巨大的市场，我是说每年有10亿部手机被卖掉，这单生意在数量上可比音乐播放器庞大多了，是每年个人电脑⁴销量的四倍。这是个巨大的挑战。我们要做出一款可以让我们自己都一见钟情⁵的手机。我们手中有技术，有源于iPod的微型制造工艺⁶，还有来自Mac电脑的精密操作系统⁷。从没有人想过往手机里放进一个如OSX般精密的操作系统⁸，这看来确实是个问题。关于我们能否做到这点，我们公司内部进行过激烈的讨论⁹。我不得不当机立断地做出决定：“我们可以做到的。让我们试试看吧。”那些最聪明的软件工程师¹⁰说他们可以做得到，那么我们给他们这个机会。他们果然做到了。

记者：苹果和消费者¹¹之间的联系是怎样的？

乔布斯：我们之所以去做iTunes，是因为我们都热爱音乐。我们在iTunes里做出了自认为是最好的自动唱片点唱机¹²。然后我们又都希望随身携带全部的音乐资料库¹³。研发团队展开了非常艰辛的工作。他们之所以这么卖命，就是因为我们都需要一个这样的产品。你知道吗？我是说我们自己就是最早的那几百个用户。这事儿和流行文化¹⁴无关，和坑蒙拐骗¹⁵无关，和说服人们接受一件他们压根儿不需要的东西也无关。我们只是在搞明白我们自己需要什么而已。而且我认为，我们已经建立了一套良好的思维体系¹⁶，其他许多人都会需要。我们收了钱就是来做这件事的。所以你没法走上大街去问别人下一件大事会是什么。亨利·福特曾经有过一句名言¹⁷，“如果我当年去问顾客他们想

iTunes 8



1. software *n.*
2. hardware *n.*
3. powerful *adj.*
4. PC (personal computer)
5. fall in love with
6. miniaturization *n.*
7. sophisticated operating system
8. operating system
9. debate *n.*
10. software guy
11. customer *n.*
12. jukebox *n.*
13. music library
14. pop culture
15. fool people
16. discipline to think
17. quote *n.*

strategy *n.*
策略，计谋

consultant *n.*
顾问，咨询者

electronically *adv.*
通过电子方式，电子地

distribute *v.*
将商品推销（到特定市场）

overhead *n.*
经费，天花板

motivation *n.*
动机，刺激

monastery *n.*
寺院，全体修道士

executive *adj.*
管理的，行政上的

damn *adv.*
非常，完全地

intimate *adj.*
紧密的，舒适的

interaction *n.*
互动，互相影响

thumbs up 赞成

complete *adj.*
完整的，完全的

plain *adj.*
清楚的，朴素的

capable *adj.*
有能力的，有可能的

brilliantly *adv.*
出色地，灿烂地

There's a great quote by Henry Ford, [right]? He said, "If I'd have asked my customers what they wanted, they would have told me 'A faster horse'."

Reporter: What will affect your decision? How do you make your strategy?

Jobs: We do no market research. We don't hire consultants. The only consultants I've ever hired in my 10 years is one firm to analyze Gateway's retail strategy so I would not make some of the same mistakes they made (when launching Apple's retail stores). But we never hire consultants, per se. We just want to make great products. When we created the iTunes Music Store, we did that because we thought it would be great to be able to buy music electronically, not because we had plans to redefine the music industry. I mean, it just seemed like writing on the wall, that eventually all music would be distributed electronically. That seemed obvious. The music industry has huge returns. Why have all this overhead when you can just send electrons around easily?

Reporter: What drives Apple employees? What kind of motivation do they have?

Jobs: We don't get a chance to do that many things, and everyone should be really excellent. Because this is our life. Life is brief, and then you die, you know? So this is what we've chosen to do with our life. We could be sitting in a monastery somewhere in Japan. We could be out sailing. Some of the executive team could be playing golf. They could be running other companies. And we've all chosen to do this with our lives. So it better be damn good. It better be worth it. And we think it is.

Reporter: Why do people want to work at Apple?

Jobs: The reason is, is because you can't do what you can do at Apple anywhere else. The engineering is long gone in most PC companies. In the consumer electronics companies, they don't understand the software parts of it. And so you really can't make the products that you can make at Apple anywhere else right now. Apple's the only company that has everything under one roof. There's no other company that could make a MacBook Air and the reason is that not only do we control the hardware, but we control the operating system. And it is the intimate interaction between the operating system and the hardware that allows us to do that. There is no intimate interaction between Windows and a Dell notebook. Our DNA is as a consumer company—for that individual customer who's voting thumbs up or thumbs down. That's who we think about. And we think that our job is to take responsibility for the complete user experience. And if it's not up to par, it's our fault, plain and simply.

Reporter: Do you think that Apple could live without you?

Jobs: We've got really capable people at Apple. I made Tim [Cook] COO and gave him the Mac division and he's done brilliantly. I mean, some people say, "Oh, God, if Jobs got run over by a bus, Apple would be in trouble."



要什么，他们肯定会告诉我‘一匹更快的马’。”

记者：您根据什么做出决定，怎样制定发展战略¹⁸？

乔布斯：我们从不做市场调研¹⁹，我们不雇佣顾问²⁰。这十年来我只请过一家公司帮忙分析Gateway的零售策略²¹，以免犯下与他们一样的错误(在开设苹果零售店时)。但是，我们本身是不招顾问的。我们只是想制造出伟大的产品。我们之所以开发iTunes音乐商店，是因为我们觉得，能够以电子方式购买音乐将会相当了不起，而不是因为我们计划去重新定义音乐产业²²。我的意思是，就像在墙上写字，音乐最终还是要通过电子化²³来发行，这很明显。音乐产业拥有巨大回报²⁴。如果你可以简单地通过电子进行传播，为什么还要多花那些冤枉钱呢？

记者：是什么在驱使苹果的员工进步？他们的动力²⁵是什么？

乔布斯：人这一生没法做太多事情，所以每一件都要做到精彩绝伦²⁶。这就是生活。人生苦短，你知道吗？所以这是我们为人生做出的选择。我们本可以在日本某地的某座寺庙里打坐，或扬帆远航。管理层²⁷本可以去打高尔夫，或掌管其他公司，而我们全都选择了用一辈子来做这件事。所以这件事情最好能够做得好一点。它最好能够物有所值²⁸。我们觉得它的确还不错。

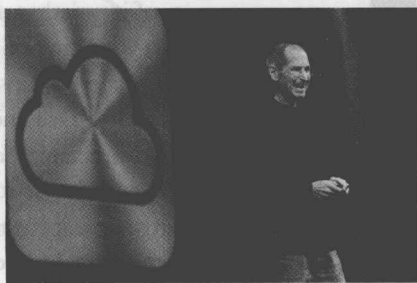
记者：人们为什么希望在苹果公司工作？

乔布斯：因为你在其他任何地方都做不了你在苹果公司可以做的事情。在那些电脑公司里，工程师早就没影儿了。在消费类电子产品公司里，他们根本不了解软件层面的事情。所以，现在苹果能做出的产品，在其他公司你根本做不出来。苹果是惟一一家将方方面面全盘掌控的公司。没有其他公司能够造一台MacBook Air出来，因为我们不仅控制了硬件，我们还控制了操作系统。而这些得益于操作系统和硬件之间的紧密互动。Windows和戴尔笔记本之间就没什么紧密互动可言。我们骨子里就是一家消费品公司²⁹，你的生死存亡掌握在消费者的手中。他们才是我们关注的对象。我们觉得自己的工作就是对整个用户体验负责。如果表现不及格，那就是我们的错，就这么简单。

记者：您认为如果没有您，苹果还能继续存活吗？

乔布斯：苹果公司人才辈出。我把蒂姆（库克）提拔成了首席运营官³⁰并将Mac部门交到他手上，确实成绩斐然。我的意思是，有人说：“哦，老天，如果乔布斯被公交车给碾死了，苹果就‘歇菜了’。”你知道，虽然这不是什么值得高兴的事儿，而正因苹果公司人才济济，董事会肯定会选出一位合适的CEO。我的任务就是将整个管理团队都培养成优秀的继任者³¹，这也是

- 18. strategy *n.*
- 19. market research
- 20. consultant *n.*
- 21. retail strategy
- 22. music industry
- 23. electronically *adv.*
- 24. huge return
- 25. motivation *n.*
- 26. excellent *adj.*
- 27. executive team
- 28. be worth it
- 29. consumer company
- 30. COO (chief operating officer)
- 31. successor *n.*



And, you know, I think it wouldn't be a party, but there are really capable people at Apple. And the board would have some good choices about who to pick as CEO. My job is to make the whole executive team good enough to be successors, so that's what I try to do.

Reporter: What do you think of your demanding reputation?

Jobs: My job is to not be easy on people. My job is to make them better. My job is to pull things together from different parts of the company and clear the ways and get the resources for the key projects. And to take these great people we have and to push them and make them even better, coming up with more aggressive visions of how it could be.

Reporter: OK, I'm wondering that what Apple really focuses on?

Jobs: Apple is a \$30 billion company, yet we've got less than 30 major products. I don't know if that's ever been done before. Certainly the great consumer electronics companies of the past had thousands of products. We tend to focus much more. People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully. I'm actually as proud of many of the things we haven't done as the things we have done. The clearest example was when we were pressured for years to do a PDA, and I realized one day that 90% of the people who use a PDA only take information out of it on the road. They don't put information into it. Pretty soon cellphones are going to do that, so the PDA market's going to get reduced to a fraction of its current size, and it won't really be sustainable. So we decided not to get into it. If we had gotten into it, we wouldn't have had the resources to do the iPod. We probably wouldn't have seen it coming.

Reporter: What's your management style?

Jobs: We've got 25,000 people at Apple. About 10,000 of them are in the stores. And my job is to work with sort of the top 100 people, that's what I do. That doesn't mean they're all vice presidents. Some of them are just key individual contributors. So when a good idea comes, you know, part of my job is to move it around, just see what different people think, get people talking about it, argue with people about it, get ideas moving among that group of 100 people, get different people together to explore different aspects of it quietly, and, you know—just explore things.

Reporter: What do you think of the operating system? Do you think it's beneficial?

Jobs: That allows us to innovate at a much faster rate than if we had to wait for Microsoft, like Dell and HP and everybody else does. Because Microsoft has their own timetable, for probably good reasons. I mean Vista took what—seven or eight years? It's hard to get your new feature that you need for your new hardware if it has to wait eight years. So we can set our own priorities and look at things in a more holistic way from the point of view of the customer. It

successor *n.*
继任者，后续事物

reputation *n.*
名誉，名声

aggressive *adj.*
极端的，侵犯的

pressure *v.*
迫使，施压

sustainable *adj.*
可持续的，能维持的

quietly *adv.*
秘密地，安静地

beneficial *adj.*
有益的，有帮助的

innovate *v.*
创新，改变

priority *n.*
优势，优先

holistic *adj.*
全部的，整体的