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杨唯伟 等 / 编著

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中国书籍出版社
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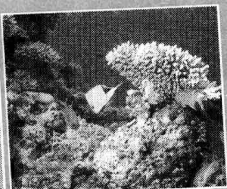
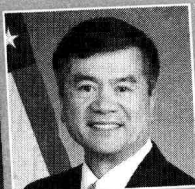
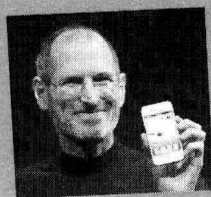
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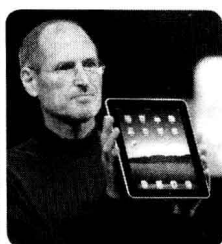
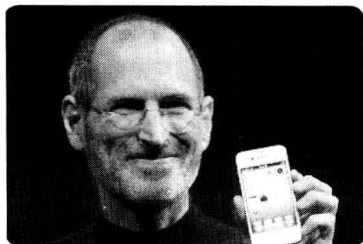
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第一章

励志向学篇

Section A Stay Hungry, Stay Foolish

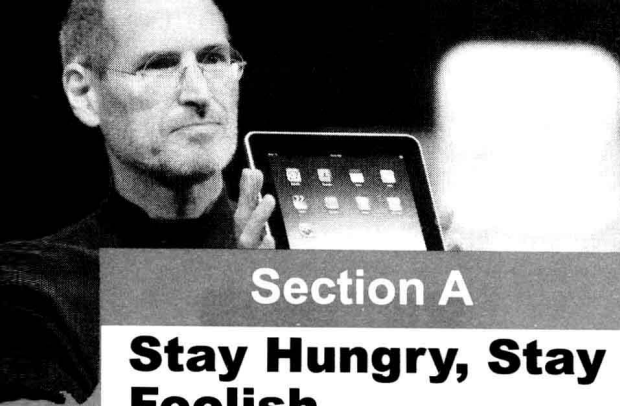
求知若渴，虚心若愚

Section B Eliminate the Word "I Can't"

别再说“我不能”



CHAPTER
ONE



Section A

Stay Hungry, Stay Foolish



求知若渴，虚心若愚



By Steve Paul Jobs

You have to trust that the dots will somehow connect in your future.

你必须相信生活中的点点滴滴会在将来的某一天串连起来。

You've got to find what you love.

你需要找到自己所爱的。

If you live each day as if it was your last, someday you'll most certainly be right.

把每一天都当作生命中的最后一天度过，那么总有一天你是对的。



先睹为快

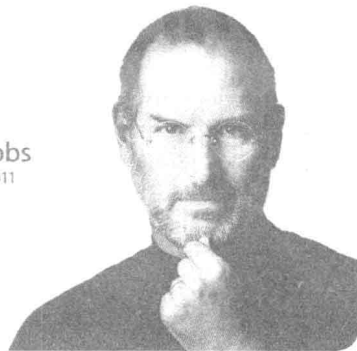
The Whole Picture

THE WHOLE PICTURE



2011年10月5日，前苹果公司总裁史蒂夫·乔布斯因病逝世，全球果粉为其英年早逝而惋惜恸哭。乔布斯的一生充满了传奇，对苹果公司、科技界和人类生活做出了不可磨灭的贡献，让我们铭记2005年他在斯坦福大学的忠告“求知若渴，虚心若愚”。

Steve Jobs
1955-2011



I am honored to be with you today for your commencement^① from one of the finest universities in the world. Truth be told, I never graduated from college and this is the closest I've ever gotten to a college graduation. Today I want to tell you three stories from my life. That's it. No big deal. Just three stories.

The first story is about connecting the dots.

I dropped out of Reed College¹ after the first 6 months, but then stayed around as a drop-in for another 18 months or so before I really quit. So why did I drop out?

It started before I was born. My biological mother was a young, unwed^② graduate student, and she decided to put me up for adoption. She felt very strongly that I should be adopted by college graduates, so everything was all set for me to be adopted at birth by a lawyer and his wife. Except that when I popped out they decided at the last minute that they really wanted a girl.

So my parents, who were on a waiting list, got a call in the middle of the night asking: "We've got an unexpected baby boy; do you want him?" They said: "Of course." My biological mother found out later that my mother had never graduated from college and that my father had never graduated from high school. She refused to sign the final adoption

今天，我很荣幸能参加你们的毕业典礼，斯坦福大学是世界上的最好的大学之一。说实话，我从未大学毕业；再说句实话，这也是我最接近大学毕业的时刻。今天要告诉你们我生活中的三个故事，仅此而已。没什么大道理，只是三个故事。

第一个故事是关于如何串起生命中的点点滴滴。

我在里德学院读了六个月之后就退学了，但在约十八个月后真正离开前，我还经常去学校旁听。那么我为什么要放弃学业呢？

故事从我出生前讲起。我的亲生母亲是一个年轻的未婚研究生，她决定让别人收养我，并热切希望收养我的人也有大学文凭。因此她做好了一切准备工作，好让我一出生就被一对律师夫妇收养。但当我出生后，律师夫妇最终突然决定收养一个女孩。

所以我的养父母（当时他们排在待选名单上）半夜接到一个电话：“我们这儿有个别人不要的男婴，你们要收养他吗？”他们回答道：“当然！”但随后我亲生母亲发现，我的养母从没上过大学，我的养父甚至连高中都没有毕业，于是她拒签收养协

○

① commencement *n.* (大学或高中的) 毕业典礼

② unwed *adj.* 未婚的



议，直到几个月后，我的父母承诺一定要让我上大学，她才同意妥协。这是我人生的开端。

十七年后，我真的上了大学。但我天真地选择了一所几乎和你们斯坦福大学一样贵的学校，我父母是工薪阶层，学费几乎花光了他们所有积蓄。六个月后，我看不出上大学的价值所在。我不知道自己一生想要做什么，也不明白大学如何能够帮我找出答案。但在这里，我几乎花光了父母一辈子的积蓄。因此我决定退学，并且相信一切都会好起来的。当时我非常害怕，但现在回头想想，那是我所做的最好的决定之一。从退学的那一刻开始，我终于可以不去上那些让我提不起丝毫兴趣的必修课，于是我开始去旁听那些看起来有趣得多的课程。

但退学一点儿也不浪漫，我没有宿舍住，只能在朋友房间的地板上睡觉，我去回收可乐罐，每个换5美分押金，攒了钱用来买吃的。每个星期天晚上，我会步行七英里横穿这座城镇到哈瑞奎师那神庙，只为每周能打打牙祭，我喜欢那里的饭菜。因为遵循自己的好奇心和直觉，我遇到了很多东西，这在后来都成了无价之宝。举个例子：

papers. She only relented^① a few months later when my parents promised that I would go to college. This was the start in my life.

And 17 years later I did go to college. But I naively chose a college that was almost as expensive as Stanford, and all of my working-class parents' savings were being spent on my college tuition. After six months, I couldn't see the value in it. I had no idea what I wanted to do with my life and no idea how college was going to help me figure it out. And here I was spending all the money my parents had saved their entire life. So I decided to drop out and trust that it would all work out OK. I was pretty scary at the time, but looking back it was one of the best decisions I ever made. The minute I dropped out I could stop taking the required classes that didn't interest me, and begin dropping in on the ones that looked far more interesting.

It wasn't all romantic. I didn't have a dorm room, so I slept on the floor in friends' rooms, I returned coke bottles for the five-cent deposits^② to buy food with, and I would walk the 7 miles across town every Sunday night to get one good meal a week at the Hare Krishna Temple². I loved it. And much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on. Let me give you one example:

○

① relent vi. 宽容，屈服

② deposit n. 押金



Reed College at that time offered perhaps the best calligraphy instruction in the country. Throughout the campus every poster, every label on every drawer, was beautifully hand-calligraphed.

Because I had dropped out and didn't have to take the normal classes, I decided to take a calligraphy class to learn how to do this. I learned about serif and san serif typefaces, about varying the amount of space between different letter combinations, about what makes great typography^① great. It was beautiful, historical, artistically subtle in a way that science can't capture, and I found it fascinating.

None of this had even a hope of any practical application in my life. But ten years later, when we were designing the first Macintosh computer, it all came back to me. And we designed it all into the Mac. It was the first computer with beautiful typography. If I had never dropped in on that single course in college, the Mac would have never had multiple typefaces or proportionally^② spaced fonts^③. And since Windows just copied the Mac³, it's likely that no personal computer would have them. If I had never dropped out, I would have never dropped in on this calligraphy class, and personal computers might not have the wonderful typography that they do. Of course it was impossible to connect the dots looking

那时，里德学院开设一门美术字课，这也许是全美最好的美术字课程。校园里的每张海报、每个抽屉的标签上全都是漂亮的手写字。

因为我退学了，不必去上正规课程，所以决定上这门美术字课，学习如何写出漂亮的美术字。我学到了线条体和无衬线体，学会了如何在不同的字母组合中改变字间距以及怎样才能做出最棒的印刷式样。那种科学无法捕捉到的美感、历史感和艺术感，我觉得十分迷人。

当时看来，这些点滴对我似乎没有任何实际用途。但十年后，当我们的团队设计第一台苹果个人电脑时，我全记起来了，于是我们把那些东西全都设计进了苹果电脑。那是第一台使用漂亮的印刷字体的电脑。如果我当时没有碰巧去上这门课程，苹果电脑就不会有多重字体以及变间距字体。而由于微软只是抄袭了苹果的设计，大概所有个人电脑都不会有现在这么美妙的字体。如果我当时没有退学，就不会去听美术字课程，大概个人电脑也不会有这么美妙的图形界面。当然我在大学的时候，还不可能前

○

① typography *n.* 排版式样，印刷格式

② proportionally *adv.* 按比例地，适当地

③ font *n.* 字体



瞻性地把从前的点点滴滴串连起来，但十年后回顾这一切时，真的是豁然开朗。

再次说明一下：你在展望未来的时候不可能将这些片断串连起来；只有回顾过去的时候才能那样做。所以你必须相信这些片断会在将来某一天串连起来。你必须相信某些东西——勇气、命运、生命、因缘等等。因为只有相信这些点滴能串联成一条路，你才能有信心去追寻自己的梦想——就算这条路可能引领你偏离芸芸众生都在走的路——也让你的人生与众不同。

我的第二个故事是关于爱和失去。

我很幸运，年轻时就找到了自己钟爱的事业。我二十岁时，沃兹和我在父母的车库内开创了苹果公司。我们拼命工作，十年间，苹果公司从车库中的两个穷小子发展成一家员工超过四千名、市价二十亿美金的大公司。我们刚刚发布了最好的产品，那就是麦金塔个人电脑，而我刚迈入人生的第三十个年头。然后，我被炒了鱿鱼。怎么可能让自己创立的公司炒鱿鱼呢？好吧，

forward when I was in college. But it was very, very clear looking backwards ten years later.

Again, you can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something—your gut^①, destiny, life, karma^②, whatever. Because believing that the dots will connect down the road will give you the confidence to follow your heart, even when it leads you off the well-worn^③ path. And that would make all the difference.

My second story is about love and loss.

I was lucky—I found what I loved to do early in life. Woz and I started Apple in my parents' garage when I was 20. We worked hard, and in 10 years Apple had grown from just the two of us in a garage into a \$2 billion company with over 4000 employees. We had just released



○

① gut n. 胆量，毅力

② karma n. (佛教和印度教的) 业，因缘，因果报应

③ well-worn adj. 平凡的，老生常谈的

our finest creation—the Macintosh—a year earlier, and I had just turned 30. And then I got fired. How can you get fired from a company you started? Well, as Apple grew we hired someone who I thought was very talented to run the company with me, and for the first year or so things went well. But then our visions of the future began to diverge and eventually we had a falling out. When we did, our Board of Directors sided with him. And so at 30 I was out. And very publicly out. What had been the focus of my entire adult life was gone, and it was devastating.

I really didn't know what to do for a few months. I felt that I had let the previous generation of entrepreneurs^① down—that I had dropped the baton^② as it was being passed to me. I met with David Packard and Bob Noyce and tried to apologize for screwing up^③ so badly. I was a very public failure, and I even thought about running away from the Valley. But something slowly began to dawn on me—I still loved what I did. The turn of events at Apple had not changed that one bit. I had been rejected, but I was still in love. And so I decided to start over.

I didn't see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again, less

在苹果成长的时候，我雇用了一个我认为很有天分的家伙跟我一起管理公司，在最初几年，公司运转得不错。但后来，我们对未来的愿景不同，最后只好分道扬镳。当争吵得不可开交的时候，董事会站在了他那一边。所以在而立之年，我在众目睽睽之下被炒了。曾经整个生活的中心离自己远去，这真是灾难性的打击。

在最初的几个月，我实在不知道该做什么。我觉得自己令企业界的前辈们失望——我没接住他们交给我的接力棒。我会见了创办惠普的大卫·帕克和创办英特尔的鲍勃·诺伊斯，并试图向他们道歉说我把事情弄得糟糕透顶。我成了失败典型，甚至想过逃离硅谷。但是渐渐地我发现自己仍然喜爱做过的事。苹果公司发生的这些事情丝毫没有改变这一点。虽然被踢出局，但我仍钟爱所做的事。因此我决定从头再来。

当时我没有察觉，但事后证明，那次被苹果公司炒鱿鱼对我来说可能是最好的经历。再次白手起家、每件事情都不确定的轻松感取代了成功者的负重感。这

○

① entrepreneur *n.* 〈法〉企业家② baton *n.* 接力棒，指挥棒

③ screw up 弄糟，搞乱，毁坏



让我感受到自由，进入生命中最有创造力的阶段之一。

接下来的五年内，我创立了莱克斯特和皮克斯两家公司，爱上一位后来成为我妻子的好女人。皮克斯继续推出了世界上第一部用电脑制作的动画电影——《玩具总动员》，也成为当今世界最成功的动画制作工作室。经过一系列非凡的事件，苹果收购了莱克斯特，我回到了苹果公司。在莱克斯特开发的技术成为苹果当前复兴的核心。我也和劳伦娜组成了一个美满家庭。

我很确定如果不被苹果公司开除，就不会发生这些事。这味良药很苦，但我想病人需要它。有时，生活会用一块砖头猛击你的脑袋。不要失去信仰。我确信自己钟爱所做的事，这是让我坚持走下去的唯一理由。你要找到所爱，工作上如此，对爱人也是如此。你的工作将占据生活中的很大一块。唯一真正获得满足的方法就是相信自己所做的是伟大的工作。而做伟大工作的唯一方法就是爱你所做的事。如果你现在还没找到，那么继续找，不要停。当找到时，心会告诉你。如同任何伟大的关系一样，随着岁

sure about everything. It freed me to enter one of the most creative periods of my life.

During the next five years, I started a company named NeXT, another company named Pixar, and fell in love with an amazing woman who would become my wife. Pixar went on to create the world's first computer animated feature film, Toy Story, and is now the most successful animation^① studio in the world. In a remarkable turn of events, Apple bought NeXT, I returned to Apple, and the technology we developed at NeXT is at the heart of Apple's current renaissance^②. And Laurene and I have a wonderful family together.

I'm pretty sure none of this would have happened if I hadn't been fired from Apple. It was awful-tasting medicine, but I guess the patient needed it. Sometimes life can hit you in the head with a brick. Don't lose faith. I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love. And that is as true for work as it is for your lovers. Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't



① animation n. 卡通，动画片

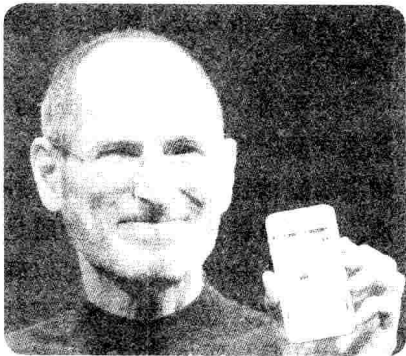
② renaissance n. 复兴，复活

found it yet, keep looking. And don't settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. So keep looking until you find it. Don't settle.

My third story is about death.

When I was 17, I read a quote that went something like: "If you live each day as if it was your last, someday you'll most certainly be right." It made an impression on me, and since then, for the past 33 years, I have looked in the mirror every morning and asked myself: "If today were the last day of my life, would I want to do what I am about to do today?" And whenever the answer has been "No" for too many days in a row, I know I need to change something.

Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life. Because almost everything—all external expectations, all pride, all fear of embarrassment or failure—these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already



月流逝只会越来越好。所以继续寻找，不要停下！

我的第三个故事是关于死亡。

十七岁时，我读到一句话：

“把每一天都当作生命中的最后一天，那么总有一天你是对的。”这句话给我留下了深刻印象。从那以后，在过去的33年间，每天早晨我都会对着镜子问自己：“如果今天是生命中的最后一天，你是否想做今天要做的事情？”如果连续很多天答案都是“不”，我就知道自己需要改变了。

“记住自己即将死去”是我在做人生重大抉择时，所用过的最重要的工具。因为几乎每件事——所有的外界期望、所有的荣耀、所有对难堪或失败的恐惧，面对死亡都会消失，只留下真正重要的东西。你有时候会思考你将会失去某些东西，“记住自己即将死去”是我所知的避免陷入“恐有所失”想法的最好办



法。人赤条条来去，没理由不顺从自己的心。

一年前，我被确诊为癌症。我在早晨七点半做了身体检查，结果清楚地显示我的胰脏有个肿瘤。此前我甚至都不知道胰脏是什么。医生告诉我那几乎可以确定是个不治之症，我大概活不过三到六个月。医生建议我回家，整理好大小事务，那是医生对临终病人的标准说辞。那意味着你要在几个月内把未来十年打算对孩子说的话说完；那意味着你要把每件事情都安排好，让家人尽可能轻松对待；那意味着你要对世界说“再见”。

我整天想着那个诊断结果，当晚我作了切片检查，医生将一个内窥镜从我的喉咙里伸进去，穿过胃进入肠道，用一根针在胰腺肿瘤上取了少量细胞。我当时打了麻醉，但我妻子在场，后来她告诉我，当医生在显微镜下观察这些细胞的时候他们哭了，因为那是一种非常罕见的胰腺癌，做手术可以治愈。我做了手术，幸运的是，我现在康复了。

naked. There is no reason not to follow your heart.

About a year ago I was diagnosed^① with cancer. I had a scan at 7:30 in the morning, and it clearly showed a tumor^② on my pancreas^③. I didn't even know what a pancreas was. The doctors told me this was almost certainly a type of cancer that is incurable, and that I should expect to live no longer than three to six months. My doctor advised me to go home and get my affairs in order, which is doctor's code for "prepare to die". It means to try and tell your kids everything you thought you'd have the next 10 years to tell them in just a few months. It means to make sure everything is buttoned up so that it will be as easy as possible for your family. It means to say your goodbyes.

I lived with that diagnosis all day. Later that evening I had a biopsy^④, where they stuck an endoscope^⑤ down my throat, through my stomach and into my intestines^⑥, put a needle into my pancreas and got a few cells from the tumor. I was sedated^⑦, but my wife, who was there, told me that when they viewed the cells under a microscope the doctors started crying because it turned out to be a very rare form of pancreatic cancer that is curable with surgery. I had the surgery and, thankfully, I'm fine now.

① diagnose vt. 诊断，确诊

④ biopsy n. 活组织检查

⑦ sedate vt. 使用麻醉剂、镇静剂

② tumor n. 瘤

⑤ endoscope n. 内窥镜

③ pancreas n. 胰腺

⑥ intestine n. 肠

This was the closest I've been to facing death, and I hope it's the closest I get for a few more decades. Having lived through it, I can now say this to you with a bit more certainty than when death was a useful but purely intellectual concept:

No one wants to die. Even people who want to go to heaven don't want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because death is very likely the single best invention of life. It is life's change agent. It clears out the old to make way for the new. Right now the new is you, but someday not too long from now, you will gradually become the old and be cleared away. Sorry to be so dramatic, but it is quite true.

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma^①—which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most importantly, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

When I was young, there was an amazing publication called The Whole Earth Catalog, which was one of the Bibles of my generation. It was created by a fellow named Stewart Brand not far from here in Menlo Park, and he

那是我最近接近死亡的一刻，我希望这也是未来几十年最近的一次。经历此次大病，我可以比以前把死亡只当成一种抽象概念时，更肯定地对你们说：

没有人想死，即使那些想上天堂的人，也不想死了才去那儿。但死亡是所有人的终点，没有人能逃脱。这是理所当然，因为死亡很可能是生命中最棒的发明，是生命变化的媒介。它将旧的清除以便给新的让路。现在你们是新的，但不久以后，你们也会逐渐变旧然后被清除。抱歉讲得这么戏剧化，但事实如此。

你们的时间有限，所以不要浪费时间重复别人的生活。不要被教条束缚，那意味着你活在别人思考的结果中。不要让别人的意见淹没自己的心声。最重要的是，你要有勇气去遵从内心和直觉——在某种程度上它们知道你真正想成为什么样，任何其他事都是次要的。

在我年少时，有本神奇的杂志叫《全球目录》，这是我们那代人的圣经之一。发行者是斯图尔特·布兰德，住在离这儿不远的门洛帕克市。他把杂志办得富有

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① dogma *n.* 教条，定论



诗意。那是在60年代后期，个人电脑和台式电脑还未面世，所有内容都是用打字机、剪刀还有宝丽来相机做出来的。有点像平装的谷歌，就在谷歌出现前三十五年：它很理想化，其中有许多灵巧的工具和伟大的想法。

斯图尔特和他的团队出版了数期《全球目录》，当它完成自己使命的时候，他们出了停刊号。那是20世纪70年代中期，我跟你们差不多年纪。在停刊号封底，有张清晨乡间小路的照片，那种爱冒险的人在乘车旅行时都能遇上的乡间小路。

照片上方有一行小字：“求知若渴，虚心若愚。”这是他们停刊的告别语。“求知若渴，虚心若愚”。我总是以此自勉。现在，你们即将毕业，开始新生活，我也以此来勉励你们：

“求知若渴，虚心若愚”。
非常感谢大家。

(斯坦福大学网站)

brought it to life with his poetic touch. This was in the late 60's, before personal computers and desktop publishing, so it was all made with typewriters, scissors, and Polaroid^① cameras. It was sort of like Google in paperback form, 35 years before Google came along: it was idealistic, overflowing with neat tools and great notions.

Stewart and his team put out several issues of The Whole Earth Catalog, and then when it had run its course, they put out a final issue. It was the mid-1970s, and I was your age. On the back cover of their final issue was a photograph of an early morning country road, the kind you might find yourself hitchhiking^② on if you were so adventurous.

Above it were the words: "Stay Hungry. Stay Foolish." It was their farewell message as they signed off. Stay Hungry. Stay Foolish. And I have always wished that for myself. And now, as you graduate to begin anew, I wish that for you.

Stay Hungry. Stay Foolish.

Thank you all very much.

(itunes.stanford.edu)

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① Polaroid *n.* 宝丽来，一次成像（照相机）

② hitchhike *vi.* 搭便车（旅行），搭顺风车

