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# 奥巴马访谈录

Interviews .....  
with Barack Obama

译林出版社

# 奥巴马访谈录

王瑞泽 编译



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# 奥巴马访谈录

Interviews with Barack Obama

# 1. Google Employees Interview Senator Obama<sup>①</sup>

November 14, 2007

**SCHMIDT:** Thank you, Senator, for such a strong message about innovation.

**OBAMA:** Thank you.

**SCHMIDT:** Senator Obama, the product of a Kansas mother and a father from Kenya, born in Hawaii, your history, of course, Columbia, Harvard, state senator, now senator running for president, welcome to Google.

**OBAMA:** Thank you so much. Thank you. Thank you.

**SCHMIDT:** When you see yourself in the presidency, in 2008, 2009, and for many years, what is it that you're going to do that's **exceptional**? What is your fundamental reason why you think this company—this country, excuse me, is going to be a great country? And, by the way—

**OBAMA:** Is this the kind of interview that you guys went through?

**SCHMIDT:** And your book is really extraordinary. Its title is *The Audacity of Hope*.

**OBAMA:** Yes. Well, Eric, first of all, thanks for letting me be here.

And the reason that book is called *The Audacity of Hope* is it captures an idea that got me into politics in the first place, which is that part of what has been great about America is there's a certain audacious quality—this belief that this **ragtag** bunch of revolutionaries can



## 谷歌员工采访奥巴马参议员

2007 年 11 月 14 日

**施密特:**谢谢你,参议员,谢谢你向我们传达了关于创新的强烈信息。

**奥巴马:**谢谢你。

**施密特:**奥巴马参议员,你的母亲来自美国堪萨斯州,你的父亲来自肯尼亚,而你出生在夏威夷。你先后毕业于哥伦比亚大学和哈佛大学,之后担任州参议员,现在是竞选总统的参议员,欢迎你来到谷歌。

**奥巴马:**非常感谢你。谢谢你们。谢谢你们。

**施密特:**假设你身为总统,展望 2008 年、2009 年乃至以后很多年,你会做出什么非凡的业绩?你有什么重要理由相信这个公司——这个国家,抱歉,将会成为一个伟大的国家?另外,顺便提一下——

**奥巴马:**你们大伙儿经历的面试就和这差不多吧?

**施密特:**你的书的确非同凡响。书名叫《无畏的希望》。

**奥巴马:**是的。埃里克,首先呢,谢谢你让我来到这里。

这本书之所以取名为《无畏的希望》是因为首先它体现了我进入政坛的理念。美国的伟大之处部分就在于她有某种大无畏的品质——我们相信,底层人民、一群革命志士能够推翻地球上最强大的

overthrow the greatest empire on earth,<sup>②</sup> start a government that we've never seen operate before, spread across a continent, create the greatest economy and the greatest democracy in our history, and then overcome barriers, both internal and external, that would prevent us from making progress. There's a certain confidence and boldness to the idea of America.

And the reason I'm running for president right now—because oftentimes people ask me, why now, you know? If I waited 10 years, I'd still be younger than most of the other candidates. That's true.

It is because I think we are at a defining moment in our history. Our nation is at war. The planet is in peril. Ordinary Americans are working harder for less. They feel as if the dream the generations fought for is slowly slipping away. Their costs for everything from health care to college have gone up. They're finding it more difficult to save, difficult to retire. And they don't feel as if anybody in Washington is listening to them.

And when I made the decision—I sat down with my wife, and I asked myself three questions. One, could my family survive the **rigors** of a presidential campaign? And because my wife is exceptional and my children are above-average, we figured we could do it.

And they've been great.

That's also true.

The second question that we asked was: could we win? And we determined that we could.

But the third question was—I asked myself the question you asked. Because I think so much is at stake right now that running for president can't be about just ambition this time. There's got to be a **rationale**.

And what I concluded is this: I believe I can more effectively bring

帝国统治,建立一个我们以前从未见过的政府,开疆拓土,创造出人类历史上实力最强的经济体和最广泛的民主体制,能够越过无论是来自内部还是外部的重重障碍,只因它们阻挡了我们进步的步伐。美国信念中有某种自信心和大无畏精神。

我选择现在来竞选总统的理由——因为常常有人问我,为什么现在出来竞选?如果我再等上十年,我仍然比其他大部分的参选人年轻。事实就是这样。

我的理由是我认为我们正处在历史上的一个紧要关头。我们的国家陷于战火之中。地球处境危险。普通美国人干得多挣得少。他们觉得世代代为之奋斗的梦想似乎渐行渐远。他们的一切花销,从医疗卫生到上大学的费用,居高不下。他们发现存钱越来越困难,退休也越来越困难。他们似乎感觉不到华盛顿会有什么人在倾听他们的声音。

当我拿定主意时——我和妻子坐下来,我问了自己三个问题:第一,我的家人能够经受得住总统竞选的煎熬吗?因为我妻子特别优秀,而孩子们也非同一般,所以我们盘算着我们能做到。

她们一直很了不起。

事实也的确如此。

我们问的第二个问题是:我们能赢吗?我们坚信我们能赢。

第三个问题是——我问了自己你刚才问过的问题。因为我认为美国当前有很多危急的事情,因此本次角逐总统不能只是个人野心的展示。必须要有一个合乎逻辑的理由阐述。

我的结论就是:我相信我能够比其他任何参选人更加有效地把

this country together to solve problems than any other candidate.

And, you know, we have seen a **gridlock** where 45 percent of the country's on one side<sup>®</sup>, 45 percent of the country's on the other; you've got 10 percent in the middle. They all live in Ohio and Florida, apparently.

And so political contests just become beating down the other side and **eking out** a victory one way or the other, but you can't govern. And the problems we face—whether it's climate change or health care or our standing in the world—are so enormous that we have to govern. We have to make good decisions. So that's number one.

Number two is I have **taken on** the special interests in the past and I've won. And I've got an instinct, a bias to push against the **status quo**, which I think is really needed right now. Because Washington has become captive of special interests that are making decisions not based on reason, not based on competition, not based on innovation, but all too often based on who's got the most juice, who's got the most **clout**. And that has to change.

And the third thing—and this is the last thing—is you mentioned my background.

I was shaped by a new global perspective. I grew up in Hawaii. I lived in Indonesia. I have family all around the globe.

And the damage that's been done over the last seven years in our standing in the world is so significant that we have to have the next president engage in a level of personal presidential diplomacy that I think is unmatched, at least since World War II.

And I believe that the day I'm inaugurated the—not only does the country look at itself differently, but the world looks at America differently.

这个国家团结在一起，共同来解决人们面临的难题。

大家知道，我们看到的僵局是 45% 的国人站在一边，而 45% 的国人站在另外一边，还有 10% 的民众是中间派。他们显然都居住在俄亥俄州和佛罗里达州。

政治对抗仅仅是一方击败另一方并想方设法取得一次胜利，但是你不能依同样方法管理国家。我们所面对的问题——无论是气候变化或者医疗卫生，还是我们在世界上的地位——是如此严峻，我们必须加以管理。我们必须做出明智决策。这是第一点。

第二点是，我过去挑战过特殊利益集团并取得了胜利。我有一种改变现状的本能和偏好，而我认为这是当前迫切需要的。因为华盛顿已经变成了特殊利益集团的俘虏，后者不是基于理性、竞争以及创新做决策，而是基于谁最有权有势。这种情况必须改变。

第三点——也是最后一点——就是你提到的我的背景。

我是一个有着新型全球化视野的人。我成长在夏威夷。我在印度尼西亚居住过。我的家人遍布世界。

过去七年里我们在世界上的地位受到了如此严重的削弱，因此我们的下一届总统从事的个人总统外交活动，强度之大必将前所未有，至少是二战以来所未有的。

我相信我宣誓就职之日——不仅仅美国会用不同的眼光看自己，就连整个世界都会对美国刮目相看。

And I'm able to go to Africa and speak to them about development and problems of corruption and our obligations towards that continent. And I can say, I've got a grandmother in a small African village without electricity or running water. So I have a level of credibility that no other president could match.

If I go to a Muslim leader, I can speak to them and I can say, I am a Christian, but I lived in the country with the largest Muslim population in the world. And so I don't assume a clash of civilizations. I think that there's something that we have in common that we can potentially build on. And I have a level of credibility that no other president has.

That, I think, is what's going to be necessary to lead us out of the problems that we're in right now.

**SCHMIDT:** Now...Now, Senator, you're here at Google, and I like to think of the presidency as a job interview. Now, it's hard to get a job...

**OBAMA:** Right.

**SCHMIDT:** ...as president.

**OBAMA:** Right.

**SCHMIDT:** And I mean, you're going through the rigors now. It's also hard to get a job at Google.

**OBAMA:** Right.

**SCHMIDT:** We have questions. And we ask our candidates questions. And this one is from Larry Schwimmer (phonetic).

**OBAMA:** OK.

**SCHMIDT:** What—you guys think I'm kidding? It's right here. What is the most efficient way to sort 1 million 32 bit **integers**?

**OBAMA:** Well—

**SCHMIDT:** Maybe—I'm sorry. Maybe—

**OBAMA:** No, no, no. I think...

我可以到非洲去，和那里的人们谈论发展和腐败问题以及我们对非洲大陆的责任。我的祖母生活在非洲的一个小村庄里，那里没电没自来水。因此我比其他总统都更能获得信任。

假如我见到穆斯林领袖，我能够对他们说，虽然我是一名基督徒，但是我曾经在有着世界上最多穆斯林人口的国家居住过。因此我不会激发文明间的冲突。我认为我们之间存在着某种共同的东西可以让我们依赖。因此我能获得的这种信任度是其他总统没法比的。

我认为那将是引领我们走出当前困境的不二选择。

**施密特：**参议员，现在你在谷歌这里，而我愿意把竞选总统一职看作是一次求职面试。现在找工作挺难的……

**奥巴马：**没错。

**施密特：**……像总统这样的工作。

**奥巴马：**没错。

**施密特：**我的意思是，你正历经严格的考验。要想在谷歌得到一份工作也是很难的。

**奥巴马：**说得对。

**施密特：**我们会提问题。我们向求职者发问。这个问题来自拉里·施维默（译音）。

**奥巴马：**问吧。

**施密特：**什么——你们以为我在开玩笑吗？问题就在我手上。要把100万个32位的整数进行排序，最有效的方法是什么？

**奥巴马：**这个嘛——

**施密特：**也许——我很抱歉。也许——

**奥巴马：**不，不，不。我想……

**SCHMIDT:** It's not—

**OBAMA:** I think the bubble sort<sup>④</sup> would be the wrong way to go.

**SCHMIDT:** Come on. Who told him this? I didn't see computer science in your backup...

**OBAMA:** We've got our spies in there. In the...

**SCHMIDT:** Why don't—let's ask a different interview question and more—obviously, more serious. You're...You're notable in this campaign for your steadfast opposition to the Iraq war.

**OBAMA:** Right.

**SCHMIDT:** On the assumption that you're elected president, on day one you'll walk in...

**OBAMA:** Yes.

**SCHMIDT:** ...and the war will probably still be on.

**OBAMA:** Yes.

**SCHMIDT:** And we know your view that the war was a mistake.

**OBAMA:** Right.

**SCHMIDT:** But here it is. You're at the desk. What are you going to do?

**OBAMA:** We will call in—I will call in the Joint Chiefs of Staff<sup>⑤</sup>, my secretary of state nominee, my national security adviser nominee. And they will have a new mission, which is to end this war.

And it appears, based on the advice that I've gotten from military commanders, that we can safely bring out one to two brigades per month. At that pace, we will have our combat troops out in 16 months.

The only mission—we will not have permanent bases in Iraq, and we will not have combat operations in Iraq—the only mission that I will allow will be to protect our embassy and our civilian personnel, diplomats, humanitarian workers. And we will have a narrowly targeted



**施密特:**它不是——

**奥巴马:**我想“冒泡”分类法用在这儿不太对。

**施密特:**拜托。谁告诉他这个的?我没注意到你的后援团里有学计算机的……

**奥巴马:**我们在那里安插了间谍。在……

**施密特:**为什么不——让我们问一个不同的面试题,很显然是一个更为严肃的问题。你……在这次竞选中你因坚决反对伊拉克战争而令人关注。

**奥巴马:**是的。

**施密特:**假如你被选为总统,在就职第一天你将走进……

**奥巴马:**是的。

**施密特:**而战争很可能还在继续。

**奥巴马:**是的。

**施密特:**而我们知道你认为这场战争是错误的。

**奥巴马:**没错。

**施密特:**但问题就在这里。是你在执政。你将做些什么?

**奥巴马:**我们将召集——我会召集参谋长联席会议成员、我任命的国务卿以及我任命的国家安全顾问。他们将接受一项新任务,即结束这场战争。

基于我从军队军官那里得到的建议,我们每月似乎可以安全地撤出一两个旅的军队。以那样的速度,我们将在 16 个月内撤出我们的作战部队。

唯一的任务——我们不在伊拉克建立永久军事基地,我们也不在伊拉克展开军事行动——我唯一允许执行的任务就是保护我们的大使馆、我们的文职人员、外交官、人道主义工作者。如果有恐怖分子