



英汉对照

# Best Sellers

You Can't Miss 

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这么做，你就富有了！

*Best-Selling Biz Works*

张笑蕾 主编

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被纽约时报评为世界百年10大财富教育经典

传递正能量，影响了全球亿万读者的人生，滋润了一个世纪全球读者的心灵



化学工业出版社

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· 北京 ·

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在汗牛充栋的英文阅读市场，读者的挑选时间无疑是最大的沉没成本。我们从诸多英文畅销书中取其精华，精心编写出一套“我是英文畅销书”，让你在最短的时间内读到世界上最好的英文。

“我是英文畅销书”系列中所列选的108种世界优秀畅销书，连续多年蝉联《纽约时报》畅销书榜单第一名，被翻译成几十种语言文字，风靡全球；备受美国广播电视等多家媒体强力推荐，是全球心灵自助和励志书出版史上最畅销、最受追捧的作品；是美国最受欢迎的财富人生启蒙图书，众多投资大师推崇的财富励志读本，被《纽约时报》评为世界百年十大财富教育经典。

这套丛书共分四册。

《这么做，你就成功了！》中的30种世界优秀畅销书的作者以独特的视角阐述了提高自己、改变自己、挖掘自己的能量的“心得”和“感悟”。书中告诉人们成功的密码在自己手中。成功并非一场竞赛，也非一座难以逾越的高山。它只是你与生俱来的权利。人生在世，每个人都有自己独特的禀性和天赋，每个人都有自己实现人生价值的独特切入点，每个人也都能干一番大事，只要立足现在，脚踏实地地奋斗，并积极制订可行的人生目标，规划自己的人生道路，这样就会尽快走上成功之路。

《这么做，你就富有了！》中的24种世界优秀畅销书是热衷于赚钱和成功人士的不二选择。我们中的绝大多数人都在为了金钱而挣扎。无数的问题在脑海中来来回回：你目前的工作能做一辈子吗？老板会给你退休金吗？万一重病，医疗保险金真的够用吗？你将如何应对花销、债务、税费和退休，却又不被金钱压垮呢？其实，这些都不是难题。读完此书后，相信你会在这本书中得到启示，找到答案。从此登上致富快车。

《这么做，你就幸福了！》中的28种世界优秀畅销书的作者以独特的视角解读人类现实生活中的困扰与烦忧，帮助你发现和体悟生命的快乐，帮助你解开心灵千结，让生活充满智慧和光明，让人生丰富



而美丽！面对生活，悲观的人只看到失望，乐观的人却总看到希望。快乐不快乐，全在于自己怎么想。其实我们每个人都拥有快乐的力量，都可以选择让自己快乐，那跟你有没有钱、做什么工作或住得怎样毫无关系。读过此书后，你将逐步解开生命中的困扰与烦恼，从此更有活力、更有热情，更可以体验源源不断的快乐。

《这么做，你就会做人做事了！》中的26种世界优秀畅销书，既能提高你的沟通能力和技巧，又能帮助你解决沟通中遇到的难题和冲突。无论是销售、管理、求职、谈判、讲演、申请入学、加入新团队，还是求婚，在工作和生活中取得成功的秘诀都在于如何与人交往。在职场上，你无法随心所欲地选择你的老板、同事和客户，但你可以运用本书中简单而高效的沟通方法，让自己的人脉无处不在。学会如何建立你的人脉，就已经迈出了走向成功的关键一步。作者用亲身经历总结出的经验和小窍门，正是解决这些问题的最佳答案，只要你用心读这本书，一定能从中有收获，使自己的人际交往更加成功。

本书为方便读者学习，特在每段英文原文及汉语译文中用下划线标示出了精华佳句，这些句子是文章精华的体现，建议读者熟记。背牢这些精华句，不仅有助于读者朋友们丰富自己的口语谈资，还能够为写作提供大量素材，是你提高英语水平的必备神器！

本书的英文资料主要由严国飞、林美思、成翔、王巧梅、郑伟强等搜索整理，是他们的支持让本书的内容丰富多元，可读性强；翻译工作主要由何长领、徐睿婕、刘纯、王景明、葛良平、刘万云、王志杰、蒋秀芝、李为、袁莎、余晓旭、赵晓婕、刘瑜芬、李宾、赵先锋、张妍琦、祖融等完成，是他们的辛苦努力让本书的译文平实流畅；校对工作主要杨晓丽、王丽媛、陈慧等完成，是他们的细致工作，让本书更加严谨规范。在此由衷地感谢各位同仁为本书所做的贡献和努力。

我们希望把最优秀的作品呈现给大家，但由于编者水平有限，挂一漏万自不待言，望广大读者不吝赐教。

编者

2013年8月于北京



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## The Snowball: Warren Buffett and the Business of Life 《滚雪球：沃伦·巴菲特和他的财富人生》

### 精彩书评

If the replication of any great achievement first requires knowledge of how it was done, then *The Snowball*, the most detailed glimpse inside Warren Buffett and his world that we will ever get, should become a bible for capitalists.

—The Washington Post

如果说想要复制任何一项伟大的成就，就首先需要了解它是如何实现的。《滚雪球：沃伦·巴菲特和他的财富人生》史无前例地向我们详尽展示了沃伦·巴菲特和他的世界，也使这本书成为资本家们的圣经。

——《华盛顿邮报》

### 作品介绍

《滚雪球：沃伦·巴菲特和他的财富人生》作为唯一巴菲特本人授权了的“官方”传记，不仅第一次为我们全面展示了巴菲特有成功也有挫折的真实生活，更为我们全面解读了巴菲特本人的投资理念和商业思想。《滚雪球：沃伦·巴菲特和他的财富人生》的书名源自巴菲特的一句名言：“人生就像滚雪球，最重要的是发现很湿的雪和很长的坡。”“湿的雪”指的是在适合的环境中投入能不断滚动增长的资金；而“长的坡”则是指能够让资金有足够时间滚大变强的企业。在过去的半个多世纪，沃伦·巴菲特似乎总能很好地把握时机，找到“很湿的雪”与“很长的坡”。在2008年金融危机的余波仍在、欧债危机使得人心惶惶的时代，这本书由巴菲特亲自参与，破例花费了2000小时与作者长谈，回忆过去点滴，畅谈人生经历，分享半生投资生涯中的宝贵经验。让这位伟大商业领袖的精神财富，得以传承后世。

### 名家小档

艾丽斯·施罗德，曾任摩根士丹利的董事总经理，因撰写伯克希尔·哈撒韦公司的研究报告而与巴菲特结识，在担任负责分析波克夏海瑟威的财务分析师的6年中，施罗德有了更多的机会了解工作和生活中的巴菲特，也因此成为了巴菲特的忘年之交。而巴菲特也因为赏识她的洞察力和掌握主题的能力，授权施罗德撰写他的人生故事。艾丽斯·施罗德生于德克萨斯州，在得克萨斯大学奥斯汀分校获得学士及工商管理硕士（MBA）学位。拥有会计师执照，目前与丈夫居住在康涅狄格州。

### 精彩片段 1

### The Fated Columbia 命中注定的哥伦比亚大学

Warren rose in the middle of the night to catch the train to Chicago, where his Harvard interview would take place. He was nineteen, two years younger than the average college graduate, and younger still than the average business-school student. His grades were good but not stellar. Despite being the son of a US Congressman, he was using no connections to try to get into Harvard. Since Howard Buffett scratched no backs, his own back went unscratched, and his son's as well.

Warren was relying on his knowledge of stocks to make a good



impression in the interview. So far his experience had been that whenever he started talking about stocks, people could not help but listen. His relatives, his teachers, his parents' friends, his fellow students—all wanted to hear him discourse on this subject.

But he had misunderstood Harvard's mission, which was to turn out leaders. When he arrived in Chicago and introduced himself to the interviewer, the man saw past his confidence as a **prodigy** in a single subject straight through to his self-consciousness, his shaky inner core. "I looked about sixteen and emotionally was about nine. I spent ten minutes with the Harvard **alumnus** who was doing the interview, and he assessed my capabilities and turned me down."

Warren never got the chance to show off his knowledge of stocks. The man from Harvard told him gently that he would have a better chance in a few years. Warren was **naïve**; it did not quite sink in what this meant. When the letter arrived from Harvard refusing him admission, he was shocked. His first thought, he says, was, "What am I going to tell my dad?"

Awkward and stiff-necked he might be, but Howard was undemanding of his children. The Harvard dream was Warren's, not his father's. Howard was **accustomed** to failure and resolute in defeat. The real question must have been: What am I going to tell my mom?

These conversations took place, but their memory has drained away. And yet Warren would later come to consider his rejection by Harvard the **pivotal** episode of his life.

Almost immediately, he started investigating other graduate schools. While leafing through the Columbia catalog one day, he came across two names that were familiar to him: Benjamin Graham and David Dodd.

"These were big names to me. I'd just read Graham's book, but I had no idea he was teaching at Columbia."

"Graham's book" was *The Intelligent Investor*, published in 1949. This book of "practical counsel" for all types of investors—the cautious (or "defensive") and speculative (or "enterprising")—blew apart the conventions of Wall Street, overturning what had heretofore been largely uninformed speculation in stocks. It explained for the first time in a way that ordinary people could understand that the stock market does not operate through black magic. Through examples of real stocks such as the Northern Pacific Railway and the American-Hawaiian Steamship Company, Graham **illustrated** a rational, mathematical approach to

valuing stocks. Investing, he said, should be systematic.

The book had mesmerized Warren. For year crafts, he had been going downtown to the library and checking out every book available on stocks and investing. Many of the books dealt with stock-picking systems based on models and patterns; Warren wanted a system, something that would work reliably. He had been fascinated by numerical patterns—technical analysis.

“I read all of them over and over. The book that probably had the most influence on me was Garfield Drew, who wrote an important book about odd-lot stock trading. I read that about three times. I read Edwards and McGee, which is the bible of technical analysis. I would go down to the library and just clean them out.” But when he found *The Intelligent Investor*, he read and reread it. “It was almost like he found a god,” said Truman Wood, his housemate. After careful study and thought, he had gone ahead and made a “value” investment on his own. Through a connection of his father’s, he had heard of a company called Parkersburg Rig & Reel, which he researched according to Graham’s rules. He bought two hundred shares.

According to the **catalog** Warren had now picked up, the man who had become his favorite author, Ben Graham, was lecturing in finance at Columbia University. And David Dodd was there too. Dodd was **associate** dean of the Graduate School of Business, and head of the department of finance. In 1934 Graham and Dodd had coauthored the seminal text on investing, *Security Analysis*. *The Intelligent Investor* was the **layman’s** version of *Security Analysis*. **Enrolling** at Columbia would mean he could study with Graham and Dodd. And as Columbia’s catalog pointed out: “No other city in the world offers as many opportunities to become **acquainted** at firsthand with the actual conduct of business. Here a student may come into personal contact with the outstanding leaders of American business, many of whom give generously of their time to take part in seminars, institutes, and conferences... Business establishments of the city cheerfully welcome groups of students as visitors.” Even Harvard could not offer this.

Warren now determined that he would go to Columbia. But it was almost too late.

“I wrote in August, about a month before school started, way past when you were supposed to do it. Who knows what I wrote? I probably wrote that I just found this catalog at the University of Omaha, and it



said that you and Ben Graham taught, whereas I thought you guys were on Mount Olympus someplace just smiling down on the rest of us. And if I can get in, I'd love to come. I'm sure it was not a very **conventional** application. It was probably fairly personal."

But in a written application, however unconventional, Warren could shape the impression he made more successfully than in a personal interview. The application wound up on the desk of David Dodd, who as associate dean was in charge of admissions. By 1950, after teaching at Columbia for twenty-seven years, Dodd had effectively become the junior partner of the famous Benjamin Graham.

A thin, frail, balding man who cared for a disabled wife at home, Dodd was the son of a Presbyterian minister and eight years older than Warren's father. While Dodd may have been touched in some way by the personal nature of the application, it was also true that at Columbia, he and Graham were more interested in their students' aptitude for business and investing than their emotional maturity. Graham and Dodd were not trying to create leaders. They taught a specialized **craft**.

Whatever the reason, after the deadline, and without an interview, Warren was accepted by Columbia.

沃伦午夜起身搭乘开往芝加哥的火车，在那里他将参加哈佛的面试。那时候他 19 岁，比那年毕业生的平均年龄小 2 岁，同时也比商学院学生的平均年纪要小。他的成绩还算不错，但并不拔尖。尽管他是美国国会议员的儿子，但并没有因为想进哈佛读书而利用关系。既然霍华德·巴菲特从不讨好他人，也不屑于别人的吹捧，他的儿子自然也不会如此。

沃伦希望自己在股票方面的知识能让他在面试中有好的表现。到目前为止，只要他开口谈论有关股票方面的事情，人们总是会不由自主地聆听。他的家人、他的老师、他父母的朋友以及他的同学，人们都喜欢听听他对于股票话题的观点。

但他误解了哈佛的宗旨，那就是培养领袖。当他到达芝加哥，并向面试官介绍自己的时候，那位男士看穿了他那种作为单科天才的自信，看到了他的自我认知，

**stellar** ['stɛlə] *adj.* 第一流的

**prodigy** ['prɒdɪdʒi] *n.* 奇才，奇迹，惊人的事物

**alumnus** [ə'lu:mnəs] *n.* 男校友，男毕业生

**naive** [na:'i:v] *adj.* 天真的，纯真的，幼稚的

**accustomed** [ə'kʌstəmd] *adj.* 习惯了的，惯常的

**pivotal** ['pɪvətl] *adj.* 关键的，起中心作用的，枢轴的

**illustrate** ['ɪləstreɪt] *vt.* 阐明，说明

**catalog** ['kætəlog] *n.* 大学手册，目录

**associate** ['ɪləstreɪt] *adj.* 副的

**layman** ['leɪmən] *n.* 门外汉，俗人，凡人

**enroll** [ɪn'reʊl] *vi.* 登记，使加入

**acquainted** [ə'kweɪntɪd] *adj.* 认识的，通晓的

**conventional** [kən'venʃən] *adj.* 常规的，惯例的

**craft** [kra:ft] *n.* 技艺，手艺，诡计

还有他那并非那样自信的内在。“我那时看起来大概像 16 岁，但情感上大概只有 9 岁。我与对我进行面试的哈佛校友待了 10 分钟，他评估了我的能力并最终拒绝了我。”

沃伦根本没有得到机会展示他在股票方面的知识。那位代表哈佛的男士礼貌地告诉他，几年之后他或许会有更好的机会。那时候的沃伦是天真的，并没有真正领会这番话的意思。因此，当收到哈佛拒绝他的信时，他惊呆了。他说，他的第一反应是，“我该如何告诉我的父亲？”

尽管霍华德为人可能有些固执不喜变通，但他对他的孩子们从不苛求。哈佛是沃伦的梦想，并不是他父亲的。霍华德已经习惯了失败并能在失败中保持坚毅。那么真正的问题应该是：我应该怎么告诉我的母亲？

关于这件事，他们应该是进行过交谈的，但随着岁月的流逝这段记忆也渐渐模糊了。后来沃伦意识到被哈佛拒绝是他人生中最关键的经历。

几乎是立刻地，沃伦开始着手研究其他大学。某天他翻阅哥伦比亚大学手册的时候，他看到了两个熟悉的名字：本杰明·格雷厄姆和戴维·多德。

“他们的名字对我来说如雷贯耳。我刚刚读完格雷厄姆的书，可我并不知道他在哥伦比亚大学授课。”

这里提到的“格雷厄姆的书”是指于 1949 年出版的《聪明的投资者》一书。这本书是面向各类投资人（无论是谨慎型还是投机型的）的“实用性忠告”，它摧毁了华尔街的行为惯例，颠覆了无知的股票投机行为。这本书第一次用一种平常人可以理解的方式解释了股票行业并非是依靠黑魔法运行的。通过像北太平洋铁路和美国夏威夷轮船公司这样的股票业实例，格雷厄姆阐释了一套以理性的、数学的方式评估股票的方式。他说，投资应该是成体系的。

这本书深深地吸引住了沃伦。在那之后的很多年，他会去城区图书馆，借阅关于股票和投资的每一本书。很多关于股票选择系统的书都是基于模型和模式的；沃伦希望找到一种可靠的模型。他曾经着迷于那些数字化模式（技术分析）。

“我将那些书读了一遍又一遍。对我影响最大的一本书应该是加菲尔德·德鲁写的关于零股交易法的一本书。我大概读了三遍。我还读了爱德华兹和麦基的书，那是技术分析的圣经。我会去图书馆把他们全部读完。”但是当他发现那本《聪明的投资者》，他将这本书读了又读。“他几乎像是找到了上帝，”他的室友杜鲁门·伍德说。在认真学习和反复思考之后，他进行了自己的“价值”投资。通过他父亲的关系，他听说了一家叫做帕克斯堡石油勘探（Parkersburg Rig & Reel）公司，根据格雷厄姆的理论对它进行了研究。最终他买了 200 股股票。

根据沃伦手中的大学手册介绍，他最喜欢的作者本杰明·格雷厄姆，在哥伦比亚大学教授金融学。而戴维·多德也在那里。多德是商学院副院长，还是金融系的主任。1934 年，格雷厄姆和多德合著了投资的基础教材《证券分析》。《聪明的投资者》一书可以被看做是《证券分析》的简易读本。成为哥伦比亚大学的一员意味着他可以跟随格雷厄姆和多德学习。而且就像哥伦比亚大学手册上说的：“这个世界上不会再有另外一个城市能够提供如此之多的机会供人亲眼了解真实的商



业运行模式。在这里每一个学生都可以与美国商业界的杰出领导者有近距离的接触，他们中的很多人会慷慨地花时间参与到课程、学会和研讨会中。这个城市的企业十分欢迎学生的访问。”即使是哈佛也不能够提供这些。

沃伦决定要去哥伦比亚大学。但是他决定得太晚了。

“我八月份写了申请信，差不多离开学只有一个月了，已经远远超过了应当递交申请的时间。天知道我那时写了什么？我或许写的是我刚刚在奥马哈大学发现了这本手册，手册上说您和格雷厄姆在这里授课，鉴于对我来说你们就像是站在奥林匹斯山顶的某处，笑着俯瞰我们其余的人。如果我能被录取，我会很高兴的前往。我知道这不是一个常规的申请。这可能算是一份私人申请吧。”

尽管这份申请非常规，但与面试相比，在书面申请中，沃伦能够留下更好的印象。这份申请书最终到了戴维·多德的办公桌上，而他作为副院长主管招生。1950年，在哥伦比亚大学做了27年教师后，多德实际上已经是著名的本杰明·格雷厄姆的初级合伙人。

多德瘦弱且秃顶，一直照料着家中残疾的妻子，是基督教长老会牧师的儿子，比沃伦的父亲大8岁。多德或许被这份申请书中的个人天性所感动，但不可否认的是，在哥伦比亚大学，他与格雷厄姆对于他们学生在商业与投资方面的资质更感兴趣，而不是他们情感的成熟度。格雷厄姆和多德并不是设法打造领导者。他们在教授一项专业技能。

无论原因究竟是什么，在错过了截止日期并且没有面试的情况下，沃伦被哥伦比亚大学录取了。

精彩  
片段

2

Be on Forbes for the First Time  
亿万身价上榜《福布斯》

Buffett **scorned** the way these deals transferred riches from shareholders to managers and corporate raiders, helped by a long, long line of toll-taking bankers, brokers, and lawyers. “We don’t do hostile takeovers,” he said. The deals of the 1980s **repelled** him above all because they were loaded with debt. To those **reared** during the Depression, debt was something to be used only with a careful eye for the worst-case scenario. In the 1980s, however, debt became mere “**leverage**”, a way of **boosting** profits using borrowed money. “Leverage” arrived at the same time that the US government began running large **deficits** courtesy of “Reaganomics”—the “supply-side” idea that cutting taxes would ultimately increase tax revenues by stoking the economy. **Fierce** debates raged among economists over whether tax cuts could actually pay for themselves and, if so, by how much. The economy was heating up at the time from consumer spending, also fueled by debt; John and Jane Q. Public had **gradually** been



accustoming themselves to buying everything with credit cards, building up a balance that they would never pay off until from their plastic death did them part. The Depression-era culture of **hoarding** and saving had turned turtle, into a culture of buy now, pay later.

Buffett still paid cash and chose the role of the white knight in takeovers. Early one morning in February 1985, while he was in Washington, Tom Murphy called and woke him to say he had just bought the ABC television network.

“You’ve got to come and tell me how I’m going to pay for it,” Murphy said. ABC was caught in the crosshairs of the corporate raiders. The company had hung a **lure** out to see whether Murphy would save it by doing a friendly deal—and Murphy bit.

“Think about how it will change your life,” Buffett said. Murphy was a **devout** Catholic who never wasted money on anything—and this was Hollywood. Buffett may well have been thinking about the **incongruity** between the modest, retiring Murphy and the glamorous world of television, as Murphy believed—but Buffett’s next move signaled that he wouldn’t mind such a change himself. Or so it seemed, since he recommended to Murphy that Cap Cities/ABC recruit a “gorilla” investor who could protect it if its turn came to be gobbled up by the corporate raiders. To no one’s surprise, Murphy suggested that this investor should be Buffett himself. Likewise, Buffett had no trouble quickly agreeing to spend \$517 million of Berkshire’s money for fifteen percent of Cap Cities.

By saving Cap Cities from prospective raiders, Buffett had now become a player in the biggest media deal in history; Berkshire’s share alone was six times the size of the Nebraska Furniture Mart. At a total of \$3.5 billion, he and Murphy had also paid a fancy price for ABC, which was struggling and had slipped to third place in the ratings.

“The network business is no lollapalooza,” Buffett would later say. Yet he had watched the awesome **ascendancy** of television from its **infancy** and knew well both its power to shape public opinion and its business potential. The combined assets were **formidable**: Together ABC and Cap Cities would own nearly a hundred publications, twenty-four radio stations, twelve major TV stations, and more than fifty cable systems. Buffett wanted Cap Cities/ABC so much that he was willing to leave the board of the Washington Post, as was required by FCC regulations because of the potential conflict between the two companies’ television interests. He did so, however, knowing that Kay and Don Graham would need only



permission, not encouragement, to call on him informally for advice. He went to bed that night a happy man.

The year 1985 would be a humdinger. During the same week that Buffett's investing yielded Berkshire \$332 million from a single stock—General Foods, when it was taken over by Philip Morris—Forbes caught on to how rich he was and added him to its list of America's 400 richest people. At the time, it took \$150 million to make that list. But Buffett, at age fifty-five, was now a billionaire, one of only fourteen ranked by *Forbes*. His favorite childhood book could be retitled *One Thousand Ways to Make a Million Dollars*. The cascading, compounding slew of pennies from weighing machines and other ventures had never, in his boyhood dreams, looked like this.

Berkshire Hathaway, its first few shares originally bought for \$7.50, was now trading at more than \$2,000 a share. But Buffett refused to “split” the stock into smaller pieces, citing the way brokerage fees would multiply needlessly along with the number of shares. While this was certainly true, there was also no denying that this policy made Berkshire more like a partnership—or even a club, and the high stock price drew attention to Berkshire like nothing else.

巴菲特本人不欣赏这种将富人由股东变成经理人和公司蓄意收购的债券交易，它会给银行家、经纪人及律师造成一连串的伤害。巴菲特曾明确表示：“我们不会进行恶意收购。”但他的观点与 20 世纪 80 年代进行的大多数交易大相径庭，其主要原因是这些交易大多是负债经营。对于那些在大萧条中成长起来的人来说，只有在最坏情况下才能小心使用债务。但在 20 世纪 80 年代，债务仅仅成为了一种“杠杆”，成为通过借贷推高利润的工具。这个“杠杆”同美国政府开始出现大量赤字，广泛推行“里根经济学”（即强调供给理论，通过减税以达到最终增加税收收入，促进经济增长）几乎同时出现。经济学家们对于减税是否能够最终增加财政收入进行了激烈的争论，还讨论了如果可以，需要减税多少的问题。在那个时候由于民众消费，再加上借贷产生的效应，国民经济逐渐回暖。民众逐渐习惯于使用信

**scorn** [skɔ:n] *vt.* 轻蔑，不屑做  
**repel** [ri'pel] *vt.* 抵制，逐退，使厌恶  
**rear** [riə] *vt.* 养育，培养，树立  
**leverage** ['li:vərɪdʒ] *n.* 杠杆，杠杆作用  
**boost** [bu:st] *vt.* 提高，推进，宣扬  
**deficit** ['defɪsɪt] *n.* 赤字，不足额  
**fierce** [fiəs] *adj.* 猛烈的，热烈的，暴躁的  
**gradually** ['grædʒuəli] *adv.* 逐渐地  
**hoard** [hɔ:d] *vi.* 贮藏，囤积

**lure** [ljue] *n.* 饵，诱惑  
**devout** [di'vaut] *adj.* 虔诚的，诚恳的  
**incongruity** [ɪnkɒn'gru(:)ɪti] *n.* 不协调，不合适，不一致  
**ascendancy** [ə'sendəns] *n.* 支配力量，优势  
**infancy** ['ɪnfənsi] *n.* 初期，幼年  
**formidable** ['fɔ:mɪdəbl] *adj.* 巨大的，优秀的，可怕的