

爱 · 阅读 · 双语译丛 珍藏版

Bill Gates

王瑞泽 马萍 编译

演讲访谈录

比尔·盖茨

地球上最成功的商人



你可以爱他、讨厌他，甚至恨他，但你永远都无法忽视他  
——这就是比尔·盖茨

 机械工业出版社  
CHINA MACHINE PRESS



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他是大发明家，他是大企业家，他是大慈善家，他是世界首富。

他一手创办了微软帝国，但他在 53 岁时放弃“帝位”华丽转身而创办了世界上最大规模的盖茨基金会。

他是怎么想的，他是怎么说的，他是怎么做的？

本书将通过他的声音和影像向你展示一个真实的比尔·盖茨。

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## We Only Have a Limited Time

## 我们生命有涯

接受电视台采访（2012 年 1 月 24 日）

**Reporter:** There's been a little bit of distance now since the passing of Steve Jobs. You know, you addressed some of the rivalry in the past, but I'm really intrigued by the anecdote at the end of Walter Isaacson's book about how in his final months you came to his house, came into through kitchen. And the two of you spent couple of hours together reminiscing and really made peace despite years of illogical differences. What do you remember about that time?

**Gates:** Well, Steve and I about four years ago had a joint interview at the D conference. So we talked about how exciting it had been. And in our career, the Macintosh<sup>1</sup> work [is] yearly work; I bet Microsoft's future on and Steve kind of bet his career on it. That was almost intense working together. Before that I'd done BASIC for the Apple II, but I was more with Wozniak<sup>2</sup> than was with Steve.

And you know, Steve had a very different set of skills than I did. He was every bit as intense, [he] believed in revolutionary ways of using computers, but not [in] kind of an engineer approach, more of a design approach. And that had huge strengths. But particularly the last episode when he ran Apple where he was able to do incredible work.

So he and I always enjoyed talking. He would throw some things out, you know, some stimulating things. We'd talk about the other companies that have come along. We talked about our families and how lucky we'd both been in terms of the women we married. It was great relaxed conversation.

**Reporter:** How did his passing affect you?

**Gates:** Well, it's very strange to have somebody who's so vibrant and made such a huge difference and been... kind of a constant presence, to have him die. And huge milestone,

## 背景介绍



2012年1月24日，比尔·盖茨接受了电视台记者的专访，回忆了史蒂夫·乔布斯去世前自己去探望他时的情形。对另外一位天才的过早离世深表惋惜，同时也感到人生如白驹过隙，转瞬即逝，所以要抓紧时间做最重要的事情，对他而言即抓紧行善。此外他还就自己的业余生活回答了记者提问。

**记者：**从史蒂夫·乔布斯去世到现在也有一段时间了，过去你提到了你们之间的一些竞争关系，但真正让我感到好奇的是沃尔特·艾萨克森在他的书的结尾部分写的一则轶事，这则轶事提到了你在乔布斯去世的几个月前来到他家，你们两人花了几个小时的时间在一起回忆过去的时光，尽管在以前的若干年里你们之间存在着不合常理的分歧，但你们确实握手言和了。关于这件事你有什么要回忆的？

**盖茨：**4年前史蒂夫和我在数字大会上接受了一次联合采访。所以，我们谈起了那次采访，觉得那真的是一次令人激动的采访。在我们的职业生涯中，我们在麦金塔身上倾注了一年的工作，我把微软的前程押在了麦金塔身上，而史蒂夫则赌上了他的职业生涯。我们那时在一起紧张地工作。此前我曾为 Apple II 写 BASIC 程序，不过我和沃兹尼亚克在一起的时间比和史蒂夫在一起的时间要多。

你知道吗？史蒂夫拥有的技术和我的完全不同。和我一样，他的工作非常紧张，他相信电脑将会带来革命性的变化，但他不大相信带来这种变革的是工程方法，他更相信是设计方法。那需要很大的勇气。特别是他在管理苹果公司的最后那一阶段还能够做那么出色的工作。

因此，他和我总是愉快地交谈。他常常说出一些想法，一些令人兴奋的想法。我们谈论和我们公司一起出现的其他公司。我们谈论我们的家人，我们觉得我们娶了各自的女人是何等的幸运啊。我们的谈话是非常轻松愉快的。

**记者：**他的去世对你产生了什么影响？

**盖茨：**嗯，看到常常出现在你身边的某个精力充沛且如此与众不同的人离世，感觉非常奇怪。他是一个里程碑式的人物。令人感到非常悲哀的是他的天才没有帮助他脱离痛苦。我为他的

---

1 Macintosh 麦金塔，是美国苹果公司生产的第一款个人电脑。

2 Wozniak 沃兹尼亚克（1950—），是美国苹果公司联合创始人。



very sad not to have his talents helping out. Very sad for his kids, who I've gotten to know a little bit. Great kids. It makes you feel like, "Wow, we're getting old." You look back and think about the great opportunities we had to have a big impact.

**Reporter:** Does it give you any added sense of urgency? The getting old part?

**Gates:** Well, I hope I still have quite a bit of time for the focus I have now, which is the philanthropic work. And there's drugs we're investing in now that won't be out for 15 years.

**Reporter:** You gotta stay healthy to see that happen.

**Gates:** ... I'm hoping — malaria eradication. I need a couple of decades here to fulfill that opportunity. But, I don't think myself is fading away. You know, it reminds you that you gotta pick important stuff, because you only have a limited time.

**Reporter:** We asked your wife for this seriously, what would surprise us about average Saturday night at the Gates' house? What would you like to do to relax or have fun?

**Gates:** We watch a lot of movies. We...

**Reporter:** Favorite movie?

**Gates:** "Roman Holiday" is one mutual favorite, and pretty classic; you know things like spy game, my son and I watch all the James Bond series. You know, we play a lot of family games. We don't watch much TV.

孩子们感到伤心，我对他们所知不多。他们都是很棒的孩子。他的去世给你这样的感觉：“哇，我们变老了。”你回顾过去，想想我们曾经有过的能发挥巨大影响的重要机会吧。

**记者：**他的去世会给你平添一种紧迫感吗？变老了的那部分？

**盖茨：**我希望自己还有一些时间去完成我现在的中心任务，就是慈善工作。我们现在投资的药品在15年以后才面世。

**记者：**你必须保持身体健康方能看到它的出现。

**盖茨：**我希望疟疾被根除。我得再活几十年以便不辜负那个机会。我不认为自己快不行了。但你知道吗？他的去世提醒你必须拣重要的事情去做，因为你的时间有限。

**记者：**我们认真地问过你的妻子，在盖茨的家里，一般周六晚上会有什么让人意想不到的事情发生呢？你们喜欢做些什么事情来放松或者喜欢玩些什么？

**盖茨：**我们看很多电影。我们……

**记者：**你们最喜爱的电影？

**盖茨：**《罗马假日》是我们都喜欢的一部电影，还有一些经典电影，比如像间谍影片，我儿子和我看遍了所有詹姆斯·邦德系列的电影。我们经常玩家庭游戏，不过我们不怎么看电视。



## Investing in the World's Poorest People Is Smartest

把钱花在最贫穷的人们身上是最明智之举

在美国全球领导力联盟晚餐会上的演讲（2011年2月2日）

Thank you. (*Applause*) Well, thank you, Secretary Glickman<sup>1</sup>. I'll have to go back and watch that movie again. (*Laughter*)

Well, it's a great honor to join the U. S. Global Leadership Coalition<sup>2</sup> in paying tribute to<sup>3</sup> Secretary Albright<sup>4</sup> and Secretary Ridge<sup>5</sup>. Secretaries, as someone still adjusting to my second career, I'm inspired by the fact that you're not only still engaged but you're still innovating and leading. (*Applause*)

It's a great privilege to address this group. For over a decade you've been driving the discussion about the role of development and diplomacy in American policy. I want to thank you for your contributions to the public debate and for the hard work you'll need to do in the next year.

I also want to recognize Raj Shah, the administrator of USAID. (*Applause*) It was always a great pleasure to work with him at our foundation, and Melinda and I always relied on him for his great insights, and we're excited by the innovation reform he's bringing to AID.

The talent and seriousness of the leaders in this room give me confidence that we will rise to the challenges<sup>6</sup> we face. Unlike many of you, I don't have a background on smart power<sup>7</sup>, but I have a background in business, and looking at these issues as a businessman, I believe that investing in the world's poorest people is the smartest way our government spends money. (*Applause*) It saves lives, it improves livelihoods, it promotes stability, and it stimulates economies.

The national security arguments I have heard in support of<sup>8</sup> foreign assistance from President Obama, President Bush, Secretary of State<sup>9</sup> Clinton, Secretary of Defense Gates,

## 背景介绍

2011年2月2日，比尔·盖茨在美国全球领导力联盟晚餐会上发表演讲，用生动的事实向在座的工商界领袖以及政界精英说明了救助贫穷国家的重要性。

谢谢你们。(掌声)谢谢你，格里克曼部长。我必须回头再次看看那部电影。(笑声)

我非常荣幸和美国全球领导力联盟一道向奥尔布赖特部长以及瑞奇部长表达敬意。各位部长，就在一些人还在适应我选择的第二职业这个角色转变的时候，我为你们不仅依然全心投入工作而且还在锐意创新和发挥领导才能的事实而感到欢欣鼓舞。(掌声)

在你们面前发表演讲是我莫大的荣幸。十几年来你们一直推动对美国发展政策和外交政策作用的研讨。你们为公共辩论作出了贡献，你们明年还需要做艰苦的工作，为此我要感谢你们。

我还要感谢美国国际开发署(USAID)署长拉吉·沙赫。(掌声)过去在我们基金会里，我和他一起工作总是感到非常愉快，梅琳达和我常常很欣赏他的真知灼见，他给开发署带来的革新令我们激动。

在座领导人的才华和认真态度给了我信心，我相信我们将奋起应对我们面临的挑战。和你们很多人不一样的是，我在软实力方面没有什么背景，但我在商业方面有经验，站在一个商人的立场上看，我相信把钱花在世界上最贫穷的人们身上是我们政府最明智的举措。(掌声)它拯救生命，它提高生活水平，它促进稳定，它刺激经济。

我从奥巴马总统、布什总统、克林顿外交部长、盖茨国防部长以及彼得雷乌斯将军那里听到

- 
- 1 Glickman 即 Dan Glickman, 美国商人, 政治家, 曾担任美国农业部长。
  - 2 the U. S. Global Leadership Coalition (USGLC) 美国全球领导力联盟, 是一个由来自全美 50 个州的 400 多家企业和非政府组织共同组成的影响广泛的组织。
  - 3 pay tribute to 称赞, 歌颂
  - 4 Albright 即 Madeleine Albright, 美国第一位女性外交部长 (即通常被翻译成的“国务卿”)
  - 5 Ridge 即 Tom Ridge, 美国首任国土安全部部长
  - 6 rise to the challenges 接受挑战, 奋起应付挑战
  - 7 smart power 软实力
  - 8 in support of 支持; 拥护
  - 9 Secretary of State 外交部长, 通常被翻译为“国务卿”, 但其实就是外交部长。



and General Petraeus appeal to my common sense. I believe that the world will be a safer place if there is enough food to go around<sup>10</sup>, that it will be a more stable place if children grow up with opportunities instead of frustrations. Furthermore, I can only assume that if the United States plays a role in helping to create prosperous societies, we will have friends to call on in times of need.

Secretary of the Treasury Geithner's arguments in favor of development resonate with what I've seen. He points out that exports to developing countries have grown six times faster than exports to major economies in the last decade. He concludes from this that, quote, "Growth of this country in the future is going to be overwhelmingly dependent on our ability to see faster income growth in the most populous parts of the world," close quote.

We already have important stakes in the success of developing economies. Half our exports go to developing markets, and that's over half a trillion dollars every year and growing quite rapidly. A new book about Africa tells the story — it's called "Emerging Africa" — tells the story of the 17 countries there that are developing their economies at a very high speed. And I think it will be eye-opening to people who see the continent as a lost cause<sup>11</sup> and haven't really looked at the changes taking place there.

As an example, Mozambique has grown at over 7 percent a year since the mid-1990s, partly due to the steady and predictable flow of aid. In the future, the growth in these developing economies will be an engine for our own economy. Our success is tied to the progress of those around us, and the investments we make today will help create the jobs of tomorrow.

When my wife Melinda and I first started learning about health and development in the late 1990s, the American public didn't know nearly as much about the issues as it does now. I always marvel at<sup>12</sup> how fast awareness of what's happening in poor countries has grown.

When I was 40 years old, I had very little understanding of the terrible inequities that divide the world, but today when I speak to young audiences and I hear about what they're seeing on the Internet, the way they're reaching out; when I hear from my own children as they come back from school classes where they've heard about the Millennium Development Goals, I believe that the world is becoming a smaller place with more caring for the problems anywhere in the world.

When Americans begin to appreciate what assistance to the poorest can accomplish, they want to do more. Over the past decade, with strong support from both Democrats and Republicans, our country has steadily increased its commitments. The United States launched some of the most effective health and development initiatives in history, including the President's Emergency Plan for AIDS Relief, or PEPFAR; the President's Malaria Initiative, PMI; and the Millennium Challenge Corporation, MCC.

的支持对外援助的国家安全观点和我的想法不谋而合。我相信如果有足够的食品供应，世界将会成为一个更加安全的地方；如果孩子们在机会中而不是在挫折中长大，世界将会成为一个更加稳定的地方。此外，如果美国在帮助建设繁荣社会方面发挥一定作用的话，我只能说我们在需要的时候有朋友可以伸出援助之手。

盖特纳财政部长支持发展的观点和我看到的情况是一致的。他指出，过去 10 年美国向发展中国家出口增速是向主要经济体出口增速的 6 倍。由此他得出结论说（引用）：“我们国家在未来的经济增长将不可避免地随着世界上人口最稠密的地方的收入的更快增加而增长。”（结束引用。）

我们已经把宝押在了发展中国家的成功上。我们一半的出口产品进入了发展中国家的市场，每年的出口额超过了 5000 亿美元，而且还在快速增长。一本关于非洲的新书——名叫《崛起的非洲》——告诉我们这样一个故事，即那里的 17 个国家正在以非常快的速度发展它们的经济。我想它让那些认为非洲大陆必定沉沦而没有真正看到那里正在发生变化的人眼界大开。

举一个例子，莫桑比克自 20 世纪 90 年代中期以来每年的增长速度已经超过了 7%，部分是由于有稳定的和可预见的援助。这些发展中国家的未来经济增长将成为我们自身经济的引擎。我们的成功和我们周围国家的进步密不可分，我们今天的投资将会帮助我们创造出明天的工作岗位。

当我妻子梅琳达和我在 20 世纪 90 年代后期第一次开始了解卫生和发展状况时，美国公众中对它不了解的人们的数量几乎和现在对它了解的人们的数量一样多。人们对贫穷国家正在发生的事情的了解速度之快常常令我惊叹。

我在 40 岁的时候对由于种种的不平等因素而造成的两极分化的可怕程度所知甚少，但今天当我和年轻观众说话的时候，我得知他们正在互联网上看什么，那是他们接触世界的方式。当我自己的孩子们从学校回到家里的时候，我从他们那里得知他们已经听说了“千禧年发展目标”。我相信随着人们越来越关心世界其他地方所发生的问题，世界正变得越来越小。

当美国人对最贫困人口的帮助能够取得成就开始懂得欣赏时，他们就想做更多的事情。过去 10 多年来，在民主、共和两党的大力支持下，我们国家稳步增加了其承担的责任。美国发起了一些历史上最有效的卫生和发展倡议书，包括总统防治艾滋病紧急救援计划即 PEPFAR、总统防治疟疾倡议书即 PMI 以及千禧年挑战社团即 MCC。

---

10 go around 供应

11 lost cause 注定要失败的努力（或行动）

12 marvel at 对……惊奇



Behind those acronyms are some really fantastic programs. Americans are now, and have almost always been, the largest donor to projects for the poor. That is something we should be proud of. As a nation, we express our noblest values when we make a priority of helping others. (*Applause*) We set an example for the world to follow. Our generosity encourages other donors to give more.

However, this economic crisis has forced us to reevaluate everything. In the short term, we have an employment challenge with unemployment over 9 percent. The crisis is certainly compounded by the growing pressure on our deficit and debt, and Congress will have to take a hard look at all spending as it decides how to get the economy moving and restore the long-term health of the budget.

In this time of tradeoffs, it's fair to ask tough questions about our aid expenditures. The first question on everybody's mind is, how effective are development programs for the poorest? Some say the return on investment doesn't justify the expense. Others claim a significant portion of aid is lost to corruption.

It's not surprising that people feel this way. In the past, there were foreign assistance efforts that were not measured by their impact, and in past time we often didn't have a clear metric of what impact we expected. Especially during the Cold War, aid was often focused on forging alliances rather than helping the poorest. But in the past decade, there has been a substantial change. Donors have gotten a clearer, more principled view of the purpose of the assistance. The new programs are all focused on investments that we know have incredible impacts on people's health and well-being.

Of course, there are still challenges to run these programs in all these countries. Last week, news coverage of a Global Fund report that had been issued months earlier about misused money in a few countries brought the issue of accountability back to the forefront. When Global Fund money is stolen, it costs lives, but we should not respond to the finding that a small portion of Global Fund money has been misspent by calling for cuts because that will also cost lives.

The point of oversight is to save more lives, not simply to find fault. In fact, the Global Fund does a very strong job making sure that almost all its money is used to save lives. It hires independent investigators, it makes the results of investigations public, and it quickly corrects the mistakes uncovered by the investigations. That's how oversight is supposed to work. If you show me a program that doesn't report any diverted funds, I'll show you a program that doesn't have a mechanism in place to track how its funds are being used. (*Applause*)



在这些缩拼后面是一些真正奇妙的项目。美国人现在是（而且几乎一直就是）援助穷人项目的最大捐助国。作为一个国家，这是一件值得我们骄傲的事情，当我们把帮助别人作为首要任务时，我们表达的是我们最高贵的价值观。（掌声）我们在世界上为追随者树立了榜样。我们的慷慨大方鼓励别的国家捐赠得更多。

但是，本次经济危机迫使我们各个方面重新进行评估。短期而言，我们的失业率超过了9%，我们面临着就业的挑战。伴随本次危机而来的当然是越来越大的赤字和债务压力，国会将不得不对各个方面的支出进行严格审查，因为它要决定如何才能让经济运转起来并恢复预算的长期健康状态。

在这次权衡过程中，人们就我们的援助支出问一些尖锐问题是合理的。第一个出现在人们脑子里的问题就是：帮助最穷国家人口的发展项目效果如何？一些人说投资回报不足以证明支出的合理性。另外一些人声称很大一部分援助款被腐败所吞噬。

人们这么想一点也不奇怪。在过去，对外援助不以它们的影响力来衡量，在过去我们常常没有一个清晰的衡量我们预期影响效果的标准。特别是在冷战时期，援助常常被集中用于形成联盟而不是帮助最穷人口。但在过去10年，情况发生了本质性的变化。捐助者对捐助目的有了一个更加清晰更加有原则性的认识。新捐助项目集中于我们所知道的那些对人们的卫生和福利产生惊人影响的投资上面。

当然，在所有这些国家里运行这些项目依然存在着挑战。上周，新闻披露了“环球基金会”数月前发表的在一些国家滥用资金的报告，这让责任问题重新回到了舆论的中心。当“环球基金会”的资金被盗用时，它会夺走人的生命，但我们不应该因为发现“环球基金会”的一小部分资金被滥用而要求削减其规模，因为那样做也将会夺走人的生命。

监管的出发点是为了挽救更多的生命，不单单是为了找出问题。事实上，“环球基金会”在确保它的所有资金几乎都被用来拯救生命方面做的工作非常到位。它雇用了独立的调查机构，它会把调查结果公之于众，而且它快速地纠正调查出来的错误。这才是监管的目的所在。如果你向我展示一个在资金使用上没有任何偏差的项目，那我将向你展示一个不需要任何机制去追踪资金如何被使用的项目。（掌声）



We need to continuously monitor, evaluate and improve our aid. We need to be relentless, not just about rooting out fraud but also about measuring results, understanding what works and what doesn't, and squeezing more out of every dollar. I believe in the life-saving goals the Global Fund has set, which is why our foundation has provided it with over \$1 billion in support. The Global Fund has saved more than 6 million lives, and I am confident that it will build on that success if given the chance.

The danger, of course, is that these issues will obscure the very significant accomplishments of international affairs programs. Let me be clear: Any claim that foreign assistance to the poorest countries is just wasted money simply doesn't stand up to<sup>13</sup> scrutiny. (*Applause*)

Because of U. S. leadership and foreign assistance, the world eradicated smallpox 30 years ago. Because of our foreign assistance, we're on the threshold of<sup>14</sup> eradicating polio. (*Applause*) The number of cases is down from 350,000 at the start of the eradication campaign in 1988 to less than 2,000 last year. (*Applause*) Because of foreign assistance, 5 million people with AIDS are receiving lifesaving treatment. Because of foreign assistance, hundreds of millions of children are sleeping under bed nets that protect them from malaria.

We need to understand the benefits of foreign assistance so we can have an honest debate about the costs of cutting it. If we take people off AIDS treatment, they will die. If we fail to replace bed nets when they wear out, children will get sick and die. If we pull back from the goal of polio eradication, we will lose the only chance we've ever had to eliminate this scourge from the earth.

Foreign assistance is largely responsible for the greatest accomplishment of the last 50 years, which is the incredible reduction in childhood deaths. In 1960, over 20 million children died before they turned five years old. Last year the figure was 8.1 million. That's a 60 percent decline, and it happened in a period when the number of births rose by over 25 percent.

There are several reasons for this progress, but the most important one is the funding of vaccines. Vaccines are the most effective health tool available. Just a few doses protect a child from deadly and debilitating diseases for their entire lifetime. In the case of measles, for example, just two 18-cent doses of vaccine end the threat of one of the world's most contagious diseases.

American assistance buys vaccines every day, and the number of lives saved, as impressive as it is, doesn't capture the full benefits of improved health. Mortality statistics don't tell the story of morbidity, which is the fancy word for saying that disease doesn't just kill children, it also disables them.