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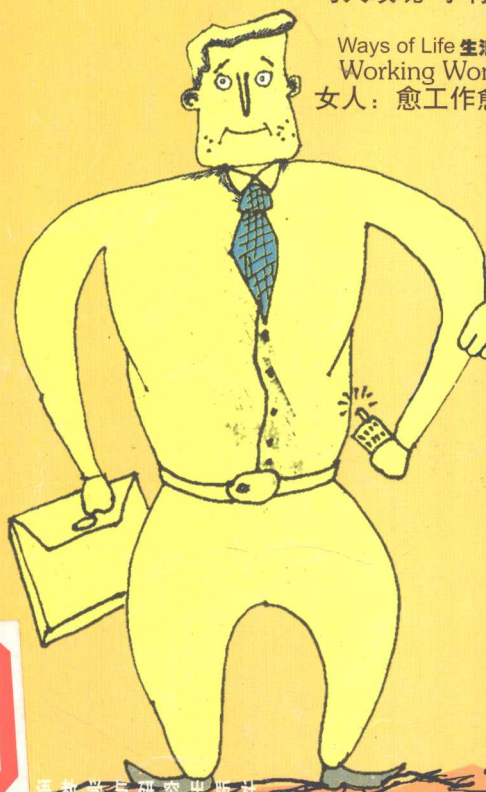
Feature Article 特别关注

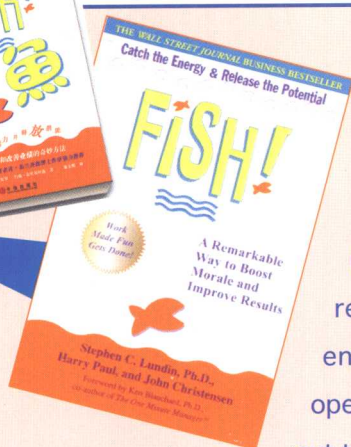
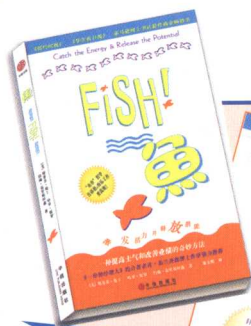
The Myth of Change 和红桃王后有约

Big Shots & Small Potatoes 大人物·小人物
Living in the Moment
乔丹: 活在这一刻

Opinion 个性观点
A Little Kindness Will Never Kill You
与人玫瑰 手有余香

Ways of Life 生活方式
Working Woman
女人: 愈工作愈美丽





Bestseller *Fish!*

Just like *Who Moved My Cheese?*, here's another management parable that draws its lesson from an unlikely source—this time it's the fun-loving fishmongers (鱼贩) at Seattle's Pike Place Market (西雅图的派克市场). In *Fish!* the heroine, Mary Jane, recently widowed and mother of two, is asked to engineer a turnaround of her company's troubled operations department. Most reasonable heads would cut their losses and move on. Why bother with this bunch

of losers? But the authors don't make it so easy for Mary Jane. Instead, she's left to sort out this mess with the help of head fishmonger Lonnie. While some may find the story line and prescriptions—such as “Choose Your Attitude”, “Make Their Day” and “Be Present”—downright corny, others will find a good dose of worthwhile motivational management techniques. And don't worry about Mary Jane and kids. *Fish!* has a happy ending for everyone. ●



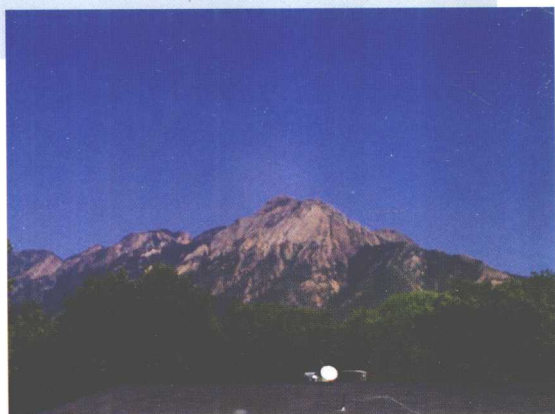
Olympian Odyssey

心动，在奥林匹亚

My strategy is simple. My friend and I will wake well before dawn to beat the busloads of tourists we saw clogging the streets of Olympia the previous night. We all have one destination in mind, ancient Olympia, the archaeological site of the first Olympics, considered one of the most important sanctuaries in the ancient world.

(详见内文 P25)

调色板



蜜雪儿和她的 HOTEL PAPER

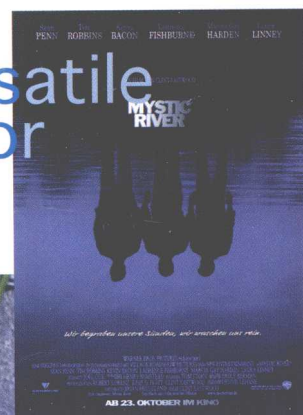
Hotel Paper 拥有的 157,000 的单周销量和 Billboard 200 的亚军排名都创下了 Michelle Branch 的个人纪录。第二张专辑的成功不仅使 Branch 的歌唱事业上升到了一个新的高度,也是她献给自己 20 岁生日的最好礼物。音乐自然还是清新的吉他流行摇滚曲为主,偶有

插曲还是

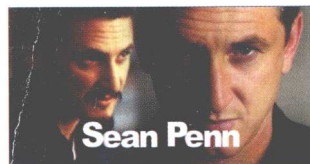
由 Sheryl Crow 和她一起合作的蓝草风格的“Love Me Like That”。比起小甜甜的不上进,又比起艾薇儿的太游戏, Branch 拥有的是她那份思考和平静。



Sean Penn — a True Versatile and Independent Actor 西恩·潘——影坛独行侠

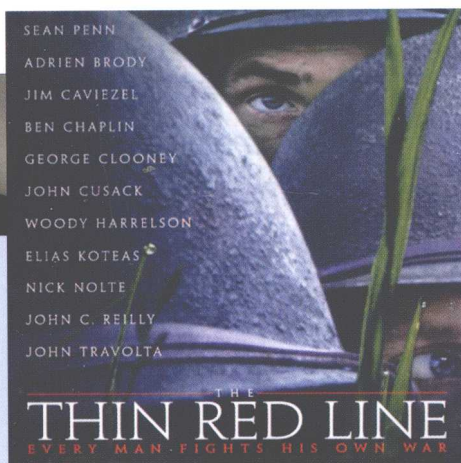


winner (*Mystic* Penn has always had relationship with because he prefers fringes of the



Academy Award
River, 2003) Sean
a love/hate
Hollywood, primarily
to working on the

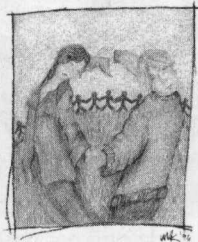
industry than basking in the spotlight for the big bucks. His enduring artistic integrity has been called “arrogance” by some, but it has also allowed him to hang onto the “best-of-his-generation” tag he earned on the screen. (详见内文 P22)



手记

编辑

小时候读张爱玲的作品，其中有段文字让我懵懂的心颇为感动，至今仍在记忆深处徘徊。它大致是这样写的：她骤然看到远处高楼边缘上附着块淡淡的凝脂白，原来是朦胧的月光。月亮不动，她的心亦静静的，她想到：“这也是一个世界。”华灯初上，一切仿佛兴兴头头的。那时候我尚不大能够体味作者在字里行间暗藏的心意，只是隐约地觉得很美，而内心里某个柔软的部分被唤醒了。自此，在文字感染与震撼心灵的非凡魅力面前，我除了每每拱手投降外别无他法。



有人说：对于识字的人来说，最大的幸福莫过于读书。的确，想要在喧嚣的时代里保持心灵的宁静，想要在诱惑的洪流中不迷失灵魂的方向，读书可以说是一种最为有用的方法。那么，亲爱的读者，请找一个安静的角落坐下来，浸浴着柔和的光线，伴随着一杯浓淡相宜的清茶，让我们开始这一辑《动力英语》的阅读之旅吧。

童话 *Alice's Adventures in Wonderland* 中的红桃王后脾气恶劣，喜怒无常。如果你像艾丽丝一样，命里注定得时不时地和她打交道，那该如何是好？*The Myth of Change* 和《红桃王后有约》一文用另一个童话——《绿野仙踪》*The Wizard of Oz* 告诉你一个浅显的道理：原本在人们眼中神秘莫测、不可侵犯的国王奥兹其实也只不过是借助屏风掩人耳目的普通魔术师而已，在如今充满种种变数的职业生涯中，只要你少一点妄想，多一点脚踏实地，透过表象捉住事物的本质就一切 OK。

香港作家亦舒在她的《随笔集》中写道：不做事的女人，没有光芒，没有工作美，不合节拍，对社会没有参与，伸长脖子等男人的施舍，不学无术，再动人也不过像一只小狗，跟她们谈争取是煮鹤焚琴。倘若你觉得这种说法女权色彩过浓的话，小诗 *Working Woman* 《女人：愈工作愈美丽》将是它的最好证明。

伽利略·路易·巴斯德和马丁·路德·金并非生来就是天文学家、化学家和人权运动领袖，所有伟人最初都是平凡的人，和其他平凡的人一起做着平凡的事。他们的伙伴可能从来没有想过，某一天这些名字会响彻全世界。读了 *Being the Saint Next Door* 《平凡入圣》后，我打赌各位读者一定会忍不住揣测：我的熟人当中谁会是未来的 Mr. Big 呢？问题是：Who Knows?

对国内的职业女性来说，每年的上半年想必总会比下半年好过些。理由不言自明，上半年的节假日相较后者要多得多，尤其是五月里还有一个让职业母亲心旷神怡的特别日子——“母亲节”，那似乎就更多了几分不同寻常的意味。在 *Let Me Count the Ways* 《母亲节的对话》中，小男孩儿一直在对妈妈说“我恨你，因为你不让我在纽约最危险的道路上玩滑板；我恨你，因为你不让我看 R 级电影和摔跤比赛……”，但是，最后他要妈妈在沃尔玛超市前将车停一下，因为他想进去为妈妈买一份母亲节礼物。

.....

钱谦益曾说过文人“两穷”：手穷欠钱债多，腹穷欠文债多。手穷尚可延挨，东涂西抹；腹穷不可撑补，为之奈何？周作人也加油添醋地大谈“作文难”，说一祝姓秀才与老婆斗嘴，老婆说：你们作文章不见得比我们女人生仔还难，秀才说：“当然笑话，惟当应承每月定期交一篇时，方知区区千字文也能逼得人高叫‘祝先生又不在家也’。”我和这位秀才有着同样来自 Deadline 的压力，只苦于不能如法炮制，也来一声“愁予又未上班也”。惟诚惶诚恐，将鄙文奉上，以求换得几天的耳根清净。

责任编辑：愁子



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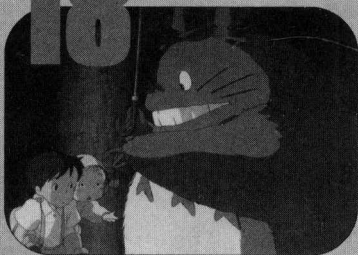
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美国有个迪斯尼，日本有个宫崎骏。迪斯尼是讲故事的高手，宫崎骏则是一个动画诗人，一位将动画上升到人文高度的思想者，一位将神奇想象变成美丽画面的大师。

SEAN PENN
ADRIEN BRODY
JIM CAVIEZEL
BEN CHAPLIN
GEORGE CLOONEY
JOHN CUSACK
WOODY HARRELSON
ELIAS KOTRAS
NICK NOLTE
JOHN C. REILLY
JOHN TRAVOLTA

THIN RED LINE



伟大也是由平凡
中孕育催生，也许日
后的大人物就是跟你
一起玩泥巴的小子，
甚至——就是你自己，
谁知道呢？

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封封
二三

每次读这首小诗，我的耳畔就会响起电影*Pretty Woman*当中那首琅琅上口的同名插曲来，眼前也总是晃动着茱莉亚·罗伯茨扮演的 Vivian 旁若无人的走在大街上的样子。虽然诗中的女主人公读起来与 Vivian 并无相似之处，但我却就是这样地不由自主。



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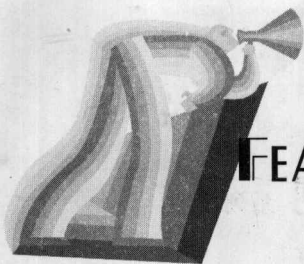
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■ By Kate Convissor

■ 阿奎 注

*Without change, something sleeps inside us, and
seldom awakens. The sleeper must awaken.*

—Frank Herbert

The Myth of Change

和红桃王后有约



*Software upgrades and
organizational changes are
small potatoes. After all, the
world is still round!*

Crack a book on business and you'll soon stub your toes on change.¹ It's happening more and faster. It's revolutionary and unprecedented. Gurus² and bestsellers have arisen to help manage, lead, measure, direct, and inspire change.

Is all this foment³ real? Is it necessary? Or is it all a heap of stir and no biscuits?⁴ More important, how can any of us maintain perspective, serenity, and maybe even a sense of humor when everyone says the sky is falling?

Getting a grip on change

Change, even at its present pace, has happened before. Listen to the world that poet John Donne⁵ wrote about in 1610.

1. 翻开一本商业方面的书，你很快就會看到“变化”这个词儿。stub one's toe: (脚)无意中踢到某物，这里指“撞上，遇到”。
2. guru: 专家，权威。
3. foment: 激起，煽动。
4. 或只是搅动了许多下(面粉)却没有制成小甜饼。(这里是比喻人们大张旗鼓地宣传变化，却没有建设性的结果。) a heap of: <口>许多，大量。
5. John Donne: 约翰·唐恩，英国著名诗人(1572—1631)，代表作有 *Air and Angels*, *Devotions upon Emergent Occasions* 和 *Farewell to Love* 等。文中的选段出自他的 *An Anatomy of the World* 一诗。

*And new Philosophy calls all in doubt;
The Element of fire is quite put out;
The Sun is lost, and th'earth, and no man's wit
Can well direct him where to look for it.*

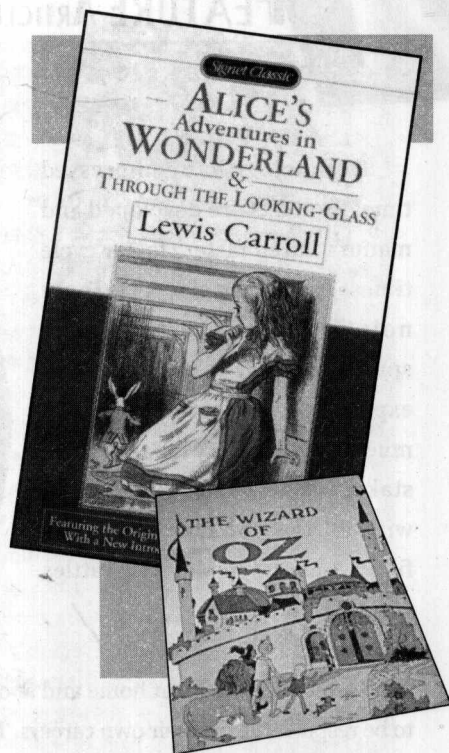
Donne was standing on the brink of an explosion. In his century, the world became big and round. The sun moved to the center of the universe.⁶ The microscope opened up a miniature world. The telescope expanded the heavens. Rather than humors and vapors and mysterious elements, Donne's world was suddenly governed by measurable laws and mechanical forces.⁷ God was ousted⁸ from the heavens. Creation was no longer fixed and orderly. Man's place was no longer securely fixed at the pinnacle of the Great Chain of Being (just below the angels).⁹ Boundaries that had been sacred and immutable were blown apart.

Gee¹⁰, and we just feel bewildered about the changes at the office.

The shifting cosmology¹¹ of the workplace

While the stars are still firmly fixed in our night sky, the same cannot be said about the world of commerce. In that bustling intersection of technology and business, the pace of change has indeed been rapid and unsettling, often necessary, and just as often misdirected.

The change that technology has brought to the workplace in the past two decades is in communication and information, and both in volumes greater than we can comfortably deal with. "The knowledge made available by computer allows us to know that which used to be unknowable," write Jerry Yoram Wind and Jeremy Main in "Driving Change".



6. 1543年，波兰天文学家哥白尼发表了《天体运行论》，完整地提出了“日心说”的理论，即认为太阳是宇宙的中心，而此前人们一直相信“地心说”，即地球为宇宙的中心。此处说的就是这一变化。
7. 唐恩的世界突然间不再由妄想、幻想和神秘元素掌控，取而代之的是可知的规律和机械力量。humor: 奇怪的念头，想入非非；vapor: 幻想，痴想。
8. oust: 驱逐，把……撤职。
9. 人类在“众生序列”顶端（只低于天使）的位置也不那么稳固了。pinnacle: 顶点，最高点；the Great Chain of Being: 众生序列，又称“存在的大链条”，17世纪以前，西方通行的世界观认为，由神设定了“众生序列”，将世间万物的存在按一定等级秩序进行了划分。
10. gee: (表示惊奇、热烈或强调等) 哎呀。
11. cosmology: 宇宙论，宇宙哲学。

Technology has compressed time. Products are developed and manufactured faster (faster cycle times; faster lead times¹²). Technology has also compressed space. Contrary to John Donne's experience, the world has grown much smaller. Very small fry can stake a claim in the global pond with all the panache of the big fish.¹³ A hiccup in Malaysia rattles windows in New York.¹⁴



People work more at home and at other places. They are supposed to be responsible for their own careers. They are supposed to have more autonomy and decision-making ability. They also have more work.

As the role of the footsoldier has changed, so has that of the general. "If people are behaving more like cats than sheep, they aren't going to be led around by a shepherd," write Wind and Main. Leaders lead more by vision and example than by memos and orders. The new style is called MBWA—management by walking around. The most successful leaders articulate¹⁵ purpose and compel the cat-like sheep to follow.

Risk is inherent; mistakes happen; security is no longer part of the bargain. Some people thrive in this environment; many are anxious; a few are paralyzed¹⁶. In any case, two fundamental human needs—to belong and to make sense of things—are compromised.

The more things change...

Rapid change induces panic, and panic doesn't lead to good decisions. Christine Maggio, principal of New Jersey-based Abacus Technology¹⁷ is a specialist in online communications. "I see the fear and intimidation that strikes people when they're

12. lead time: (产品)从决定生产(或开始设计)至实际投产(或完成生产)间相隔的时间;订货至交货的间隔时间。文中应指后者。
13. 再小的鱼也能在“大鱼当道”的世界池塘里要求权利。fry: 成群的小鱼; stake a claim (to): 对……提出所有权(权利)要求; panache: 炫耀, 神气十足。
14. hiccup: 打嗝儿; rattle: 使碰撞作声, 使发格格声。
15. articulate: 明确有力地表达。
16. paralyze: 使气馁, 使失去勇气。
17. Abacus Technology: “算盘技术”, 它是一个世界性的企业信息技术和商务服务提供商。

confronted by technology. There's a lot of Wizard of Oz¹⁸ going on, you know — 'Pay no attention to the man behind the curtain.'¹⁹ I see people staking their careers on smoke and mirrors.²⁰ People don't understand the technology or its implications.

Like the corporation that decided to eliminate all the paper mail that flowed within its offices. Electronic mail would reduce expenses and improve communication. Good idea. So one day the mailroom closed and everyone went electronic. "But they didn't implement training, and they didn't have technical support," says Maggio. "If the goal was to reduce postage costs, they did that; but if it was to improve communications, they just killed themselves."

Take a peek behind the curtain, and the most successful companies and individuals practice the same precepts that they learned from their grandparents: be true to your values; take care of your customer; be good to your people; clean up after yourself.

The companies that have weathered these revolutionary times most successfully have often been those who joined the revolution altogether. They are organizations like Hewlett-Packard (and Herman Miller)²¹ that have a well-articulated history and set of values, that know their customers well, and that have implemented the kind of ongoing, evolutionary change that made sense for their company and culture. These organizations have ended up at the head of the class with a lot less pain.

For good or ill, however, change remains the leitmotif²² of the decade. It will continue. The challenge for most of us is how to keep our heads when all about us are rushing to their tryst with the Queen of Hearts.²³ ■

18. Wizard of Oz: “奥兹的魔术师”，是童话《绿野仙踪》(*The Wizard of Oz*)里的人物。《绿野仙踪》是美国童话作家法兰克·鲍姆(Frank Baum, 1856—1919)创作的一个经典的童话故事，讲述了小女孩多萝西被龙卷风刮到小人国后的一些奇妙经历。

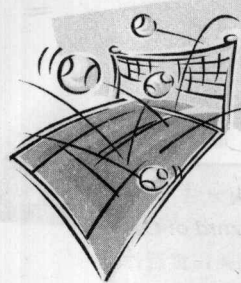
19. 《绿野仙踪》中，翡翠城的国王奥兹被认为是伟大的可怕的人物，结果一次意外——多萝西的同伴托托撞倒了皇宫角落里的屏风——使奥兹露出了真面目，原来他只是个矮小而丑陋的魔术师。这句话的意思是人们不应该被那些虚有其表、色厉内荏的东西吓倒。

20. stake: 以……打赌; smoke and mirror: 都是魔术师常用的道具，用以遮人耳目。文中 staking their careers on smoke and mirrors 是说人们以一些虚幻的东西作为自己事业的赌注。

21. Hewlett-Packard: 惠普公司，创立于20世纪40年代，由毕业于斯坦福大学的惠利特和帕卡德筹资创办。最早的产品是用于通讯、医学和防务领域的声波振荡器，如今它已发展成为世界最大的计算机公司之一，总部设在加利福尼亚州，Herman Miller: 赫尔曼·米勒公司，目前为美国最大的系统办公家具制造公司，在 *Fortune* 杂志2003年度“The Most Admired Company”中排名第九。

22. leitmotif: <德>主旨，主题。

23. 我们大多数人面临的挑战在于：在急急奔赴与红桃王后的约会时如何保持一个清醒的大脑。keep one's head: 保持镇定，不慌张，tryst: 约会，幽会；Queen of Hearts: 原是纸牌中的红桃王后，也是刘易斯·卡罗尔(1832—1898)所著童话《艾丽丝漫游奇境记》(*Alice's Adventures in Wonderland*)中的人物，容貌美丽但善变，爱发脾气。本文用与红桃王后的约会来形容一个人在生活与事业上面临的各种变数。



伟大也是由平凡中孕育催生，也许日后的大人物就是跟你一起玩泥巴的小子，甚至——就是你自己，谁知道呢？

■ By Alan Cohen

■ 悠然 译

Being the Saint Next Door

平凡入圣



I met a musician named Jack who grew up in Harlem¹ and played jazz at local night clubs in the 1950's. "I jammed² with my friends a lot," he told me. "One of them was Charley Parker³." Jack laughed and added, "Just think—I hung out with one of the jazz greats of all time. I had no idea the guy playing right next to me would one day become a legend."

Jack got me thinking. Every great person, from Galileo to St. Francis to Martin Luther King Jr.,⁴ grew up as a normal person and did normal things with normal people. Probably none of their buddies expected that these souls would one day change the course of life on the planet and retool the destiny of humanity.

我曾遇到一个名叫杰克的音乐人，他在哈勒姆长大，20世纪50年代，他常常在当地夜总会演奏爵士乐。他告诉我说：“我经常与朋友一起即兴演奏，其中就有查理·帕克。”杰克笑了起来，然后又说：“想想看——我曾与历史上最伟大的爵士乐手泡在一起。我当时一点也没想到，那个在我旁边演奏的家伙有一天会成为传奇人物。”

杰克的话让我深思。所有伟人，从伽利略、圣方济各到马丁·路德·金，都是从平凡的人成长起来的，曾经与平凡的人一起做着平凡的事。可能他们的伙伴中没人想得到，有一天这些人会改变世人的生活轨迹，令人类的命运改观。

1. Harlem: 哈勒姆（美国纽约市的一个黑人居住区）。

2. jam: <美俚>参加爵士乐即兴演奏会，即兴发挥演奏爵士乐。

3. Charley Parker: 查理·帕克，著名爵士乐手，萨克斯管演奏大师。

4. Galileo: 伽利略，意大利物理及天文学家；St. Francis: 圣方济各，天主教方济各会及方济各会女修会创始人；Martin Luther King Jr.: 马丁·路德·金，美国人权运动及黑人运动领袖。

What if someone close to you, maybe your best friend, turned out to be a hero to millions? "Oh, that couldn't happen to anyone I know," you might answer hastily. But perhaps the friends of young Louis Pasteur⁵ might have spoken equally hastily.

The seeds of greatness can sprout anywhere, through anyone—sometimes in the least likely situation.

Years ago I played in a band with a fellow named Ernie, who was a regular kind of guy. I lost contact with Ernie for a number of years, and then one night he showed up at a friend's house.

When I asked Ernie what he had been doing lately, he offered this astounding account:

"A few years ago I went to see a friend in South America, and one evening a neighbor came to visit. She told me she had a headache, and I asked her if she wanted me to pray for her. I did, and she felt better. That night she came back with her daughter, who was suffering from menstrual pain. I offered the girl prayer, and she experienced relief. The next night the woman was back, this time followed by all of her relatives! Hoping I could be of service, I prayed for them. The next day half the town was lined up for healing. After I came home I received a call from a town representative who told me that the people would pay my air fare back if I returned. So I did, and now I go back regularly; they fly me from town to town in a helicopter."

Upon hearing this story, my first thought was, "Ernie? Last year a bass player, this year a saint?" I had a hard time reconciling the two pictures, but then I realized I had a choice: I could negate the good that he was doing, or I

5. Louis Pasteur: 路易·巴斯德，法国化学家、生物学家。

如果你身边的某个人——也许是你最好的朋友——成了千万人心目中的英雄，情形会怎么样呢？

你可能会轻率地回

答：“噢，那不可能发生在我认识的人身上。”但路易·巴斯德的朋友可能也会这么说，态度和你一样

轻率。

伟大的种子可能在任何

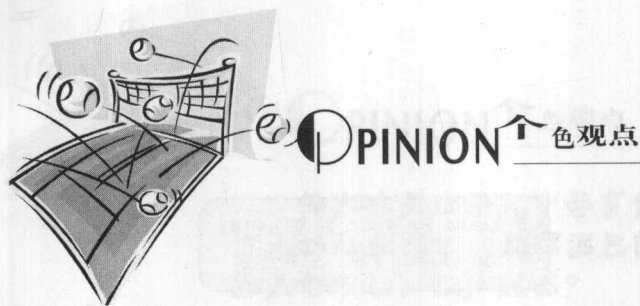
地方、任何人身上萌芽——有时是在最不可能的情况下。

很多年前，我与一个叫欧尼的人一起在乐队里演奏，他也就是个平平常常的人。后来，我与欧尼失去了联系。许多年后的一天晚上，他出现在一个朋友的家里。我问欧尼最近过得怎么样，他的话让我大吃一惊：

“几年前我去南美看一个朋友，一天晚上，一个邻居来串门。她告诉我她头痛。我就问她要不要我为她祈祷。我祈祷以后，她觉得好些了。那天晚上，她又带着遭受痛经之苦的女儿来找我。我为那个女孩祈祷后，她也觉得好些了。第二天晚上，那个女人又来了，这一次她带来了所有的亲戚！我也为他们祈祷了，希望会对他们有所帮助。第二天，那个镇上一半的人排队让我为他们治疗。回到家以后，我接到了镇上一个代表的电话。他告诉我，如果我回去的话，当地人会为我付机票钱。于是我就回去了。现在我经常回去，他们用直升机送我辗转于一个又一个城镇。”

听了这个故事，我的第一个念头是：“欧尼？去年还是个贝斯手，今年竟成了圣徒？”我很难将这两幅画面统一起来，但随后我意识到我可以选择：我可以否定他所做的善事，也可以为





could rejoice in the blessings. It felt a lot better to be excited about his success than to be cynical about it.

Now here's the kicker: the saint next door could be you. If you're not quite ready to go for sainthood, then perhaps you would simply settle for greatness. Or success. Perhaps that book you've been playing with in your mind; that song, or that painting, or that labor-saving device, is not some random thought, but a divinely-inspired vision. Perhaps every great invention started with just one little seed thought, and the difference between living a life of struggle or fabulous success, is simply that some people believed in their idea, and others didn't.

In 1985 I was invited to participate in a citizen diplomacy trip to the Soviet Union, and the organizer asked me if I knew anyone else who would be appropriate to attend. I immediately thought of my friend Patch Adams and sponsored him. On the trip Patch met actor Mike Farrell, and the two became friends. Fourteen years later Hollywood produced a major motion picture⁶ of Patch's life, and it was produced by: Mike Farrell. Little did I know, as I invited Patch to be on the trip, that I was participating in a link-up that would affect millions of people, as well as raise considerable funds for Patch's free hospital (Gesundheit Institute) in West Virginia.

It is said that anyone can count the number of seeds in an apple, but only God can count the number of apples in a seed. Actually, there are an infinite number of apples in a seed; how many actually come forth is a result only of cultivation. At this moment there are infinite number of ideas and talents within you, ideas that can change your life as well as that of millions — who knows, maybe the whole planet. ■

此而欣喜。为他的成功高兴比冷嘲热讽感觉要好得多。

这里有个契机：隔壁的圣徒也可能是你。如果你还没准备好追求超凡入圣的境界，那你也许可以满足于只成为伟大的人或者成功的人。也许，一直在你脑子里盘旋的那本书、那首歌、那幅画或那个省力的装置并非胡思乱想，而是上天赐予的灵感。也许所有的伟大发明都始于一个小小的想法，为生存而挣扎与辉煌的成功之间的区别只在于，有的人相信他们自己的想法，而有的人不信。

1985年，我应邀去苏联参加一个公民外交活动，主办者问我是否认识适合的参加这个活动的人。我立即想起了我的朋友帕奇·亚当斯，并为他担保。在那次旅行中，帕奇遇到了演员迈克·法瑞尔，他们成了朋友。14年后，好莱坞以帕奇的生活为题材制作了一部大片，制作人就是：迈克·法瑞尔。当邀请帕奇参加那次旅行的时候，我一点儿也不知道：我所参与的链环会影响无数人的生活，并为帕奇在西弗吉尼亚州的免费医院（健康协会）筹集了大量资金。

据说每个人都能数出一个苹果里有多少颗种子，但只有上帝知道一颗种子能结出多少苹果。实际上，一颗种子能结出无数苹果，究竟能结出多少只在于耕耘。此刻，你拥有着无限多的想法和才能，它们能改变你的生活，也能改变数百万人的生活——谁知道呢，也许还能改变整个世界。■

6. 指1998年的好莱坞影片《心灵点滴》(Patch Adams)，由罗宾·威廉姆斯主演。该片以帕奇的真实生活为蓝本，讲述了一个医生矢志以欢笑帮助病人的感人故事。

别以为自己是老板就可以随便对人大喊大叫，因为——
Baby will put you in your place!

A LITTLE KINDNESS WILL NEVER KILL YOU



与人玫瑰 手有余香

■ By Judith Timson
■ 晴山 译

Martha¹ yelled at me again today but I snapped in her face and she actually backed down². Baby put Ms. Martha in her place³.

—Former broker's assistant Douglas Faneuil reading his e-mail at Martha Stewart's securities-fraud trial.

Snotty superiors and badly behaved bosses beware. That adage—be nice to people on your way up because you'll meet them again on your way down—is being played out on several highly illuminated stages these days.

“玛莎今天又冲着我大喊大叫，我当场把她顶了回去，她居然就打了退堂鼓。小老弟（指道格拉斯·法内尔自己——编者注）让玛莎懂得规矩了。”

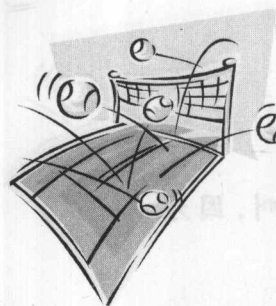
——玛莎的前股票经纪助理道格拉斯·法内尔在玛莎·斯图尔特证券诈骗案庭审中宣读电子邮件。

不知天高地厚的上司和行为不佳的老板们当心了：平步青云的时候要善待他人，因为大家还会在下坡路上相遇——如今这句格言在许多灯火辉煌的舞台上被吟诵着。

1. 玛莎·斯图尔特，美国家居出版业巨头、著名女企业家。1941年出生在新泽西州一个贫苦的波兰后裔家庭，大学时为香烟、肥皂和啤酒广告做过模特。1965年，斯图尔特在华尔街当起了股票经纪。10多年后，她开始逐步建立自己的公司，一度成为美国家居风格的引领者。其中，教授烹饪、园艺和家居技巧的 *Martha Stewart Living* 杂志共有210万订户，由斯图尔特本人主持的电视家政节目也频繁在美国、加拿大、巴西等国播出。1999年，玛莎·斯图尔特将以自己名字命名的公司在纽约证券交易所上市。2001年上市公司年收入达近3亿美元，她本人拥有公司超过63%的股份，成为美国最富有的人之一。但即使是这样富有的人，在面临所谓“内部消息”时，也未能抵制住诱惑。2001年12月27日，玛莎·斯图尔特在得知英克隆公司的新药上市申请未通过FDA审议的消息后，出售了4,000股总价值约23万美元的英克隆股票。正是这件事将她本人和她一手打造的“玛莎帝国”推到了风口浪尖。

2. back down: 放弃原来的主张，打退堂鼓。

3. put sb. in his/her place: 使某人安分，煞某人的气焰。玛莎是美国的知名人士，而法内尔只是个地位低微的职员，所以他这里说自己是Baby。



These dramas offer a timely lesson that most bosses and would-be bosses think they don't need to hear because, well, they're so damn nice that no one would ever dream of saying otherwise.

Nonsense. Every boss or star client calling the shots⁴ needs an occasional reminder to treat people well, especially those of much lesser wattage who answer phones, run errands and generally keep a business ticking along.

Not only is it the right thing to do but if you don't, just when you least need it, someone who shivers in the night remembering you as Attila the Hun⁵ in their own career drama will come back to slay you big time.

Take the case of Douglas Faneuil, assistant to Martha Stewart's stockbroker, Peter Bacanovic. Mr. Faneuil is not only the star witness in the trial of Ms. Stewart, offering damning evidence against the diva of domesticity but this junior telephone answerer read his own e-mails into the record in which he had pouted about her, "I have never, ever been treated more rudely by a stranger on the telephone." Ms. Stewart apparently complained curtly about the "hold music" on the telephone and, at one point, hung up on him. While Mr. Faneuil denied he was trying to get back at his former boss's prize client, it was clear that he still smarted from their interactions.



4. call the shots: <口>控制事态，操纵。

5. Attila the Hun: 阿提拉，匈奴帝国国王。历史上，阿提拉时期的匈奴帝国是匈奴史的最后一章，也是最辉煌的一章。他使罗马人蒙羞，使日耳曼人丧胆，以至于他和他的匈奴铁骑都被称为“上帝之鞭”(Scourge of God)。在西方的历史传说中，阿提拉极为残暴凶狠，专事劫掠城市的恶行。此处说的就是这个意思。

这些戏剧性的场面补了及时的一课，而大

多数的老板和“准”老板认为自己根本没必要听讲，因为，哦，他们已经好得不能再好，没人会对此有任何异议。

真是胡说八道。每个发号施令的老板或主要客户都需要有人不时提醒他们要善待他人，尤其是那些比他们“能量”低得多的人，那些接电话、跑腿、处理日常事物的人。

我们应该善待他人，而且，要是你不这么做，那个在夜里发抖，把你看作自己职业生涯中的匈奴王阿提拉的

人会反过来破坏你的“大日子”——就在你最不想看到这种事的时候。

来说说道格拉斯·法内尔，也就是玛莎·斯图尔特的股票经纪人彼得·巴坎诺维奇的助理。地位卑微的接线员法内尔先生不仅是玛莎女士案件中的主要证人，提供了给家政女王定罪的证据，而且还宣读了自己的电子邮件，使之进入了审判记录。在信里他很不高兴，“从来没有一个陌生人在电话里这么粗鲁地对待过我。”显然，玛莎女士曾在电话里对“等候音乐”口出怨言，有一次还挂断了他的电话。虽然法内尔先生否认他是想报复前老板的主要客户，但显然他还在为他们之间的交道感到难受。

Celebrated American documentary filmmaker Michael Moore, author of *Stupid White Men* and creator of the Oscar-winning movie *Bowling for Columbine*, has also come in for criticism of his less-than-lovely boss behaviour.

"He treated people badly," says one former employee and friend in a recently published profile in the *New Yorker*.

Now, you could argue that when bosses are rich and famous, they are vulnerable in a way that the more obscure are not: People, especially malcontents, love to take potshots at those who have scaled the heights, leaving them behind. Moreover, they can usually do so with impunity.

It is also true that everyone can't make nice all the time or nothing brave, adventurous and risky would ever get done. It's almost accepted wisdom that high-end dreamers, schemers and achievers are ego-driven and fairly ruthless in their treatment of others, although there are some famously driven people—U.S. Senator and former first lady Hillary Clinton is one of them—who never seem to get anything but fulsome praise from past employees.

But the praise is not half so important as the loyalty.

Imagine the security of knowing as you scramble to the top that you've left behind a loyal cadre of defenders.

However, some bosses are not only wildly successful, they are narcissistic, believing what they do and what they want is the most important thing in the world, and that everyone who works for them is only there to serve their ends.

迈克尔·摩尔是美国著名的纪录片制作人，也是《愚蠢的白人》的作者和奥斯卡获奖影片《科伦拜恩的保龄》的导演。他也因为自己不甚可爱的老板风范遭到了批评。



Martha Stewart

“他待人很差。”他从前的一位雇员兼朋友在最近出版的一期《纽约客》上的一篇简介中说。

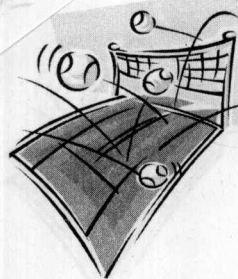
好，你可以说因为老板们既富有又出名，他们在某种意义上就比不出名的人更脆弱：人们，尤其是那些不满者喜欢随意抨击那些爬上成功的高峰，把自己甩在后面的人。此外，他们通常不会因此受到任何惩罚。

当然，没人能在任何时候都和颜悦色，否则，那些需要勇气、有危险、有风险的事情就永远做不成。身处高峰的梦想家、策划者和成功人士都怀有深刻的自负，对待别人毫不留情，这几乎是人所共知的道理。当然，以和稀泥著名的也大有人在——美国参议员、前第一夫人希拉里·克林顿就是其中之一——但他们除了前雇员的溢美之辞以外似乎别无所获。

但赞美还不及忠诚一半重要。

想想吧，在向上攀爬的时候知道自己身后有一群忠诚捍卫者，那种感觉有多安心。

然而，有些老板不仅非常成功，而且还自我陶醉。他们认为自己的所为所欲是世界上最重要的事情，而为他们工作的所有人只是为他们的目标服务的工具。



They don't understand that, whether you're phoning to do a stock trade or rushing to meet an important deadline, it takes more energy to demean those under you just because you can get away with it than it does to treat them fairly and with respect.

What is always mystifying in cases in which high-profile bosses are revealed to have behaved badly is why they didn't realize their behaviour would eventually become public.

They seem to be oblivious to the effect they have on others. They often don't remember any unpleasant incident at all, even if they've been the cause of it.

But no boss should ever be oblivious to the rights and dignity of the people working for him or her.

You can be firm, stern, demanding and even retributive if the occasion demands it, but gratuitous brutality or humiliation will always evoke a response.

When it comes to being treated badly, people have long memories and, sooner or later, as Douglas Faneuil so aptly crowed, baby will put you in your place. ■

他们不明白，不论你是打电话做一笔股票交易还是手上有个项目赶着完工，因可以不受惩罚而随意侮辱下级都比平等有礼地对待他们更耗精力。

当大老板们的不良行为被公诸于众的时候，人们总是百思不得其解：他们为什么意识不到自己的行为最终会为人所知。

他们似乎毫不在意自己给别人造成的影响。他们通常根本不会记得任何不愉快的事情，即使他们就是事情的起因。

但是，老板永远不应该忽视为他或她工作的人的权利和尊严。

如果需要的话，你可以固执、严格、苛刻、甚至实施惩罚，但毫无理由的粗鲁和羞辱总会引发反应。

粗暴的对待会让人们耿耿于怀，迟早，正如道格拉斯·法内尔欢叫（他完全有理由这样做）的那样：小老弟会让你懂得规矩。■

