

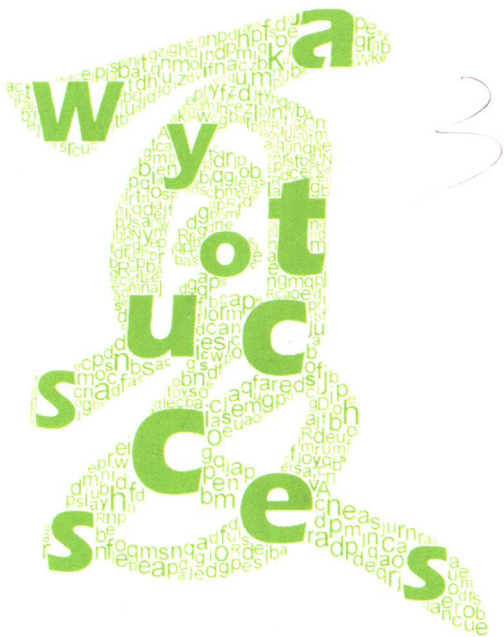
英语沙龙经典文选

英语心境  
Spa for Mind

3

# Way to Success

传授成功之道,塑造成功人生。



世界知识出版社

H319.4/1557

:3

2008

英语沙龙经典文选之

英语心境 Spa for Mind

夏

*Way to Success*

 世界知识出版社

**图书在版编目 (CIP) 数据**

夏: 英汉对照/《英语沙龙系列丛书》编委会编. —北京: 世界知识出版社, 2007.6

(英语沙龙系列丛书)

ISBN 978-7-5012-3174-4

I. 夏… II. 英… III. ①英语—汉语—对照读物②散文—作品集—世界 IV. H319.4: I

中国版本图书馆 CIP 数据核字 (2007) 第 092170 号

**书 名**

**夏 Way to Success**

**策 划**

郭 蕾

**责任编辑**

段呈伟

**文字编辑**

马 莹 邱江勇

**版式设计**

赵 玥

**责任出版**

王月芝 赵 玥

**责任校对**

于 岚

**排 版**

刘 卫

**出版发行**

世界知识出版社

**社址邮编**

北京市东城区干面胡同 51 号 (100010)

**发行部电话**

010-65233277 65265906

**经 销**

新华书店

**印 刷**

北京中科印刷有限公司

**开本印张**

889×1194 毫米 1/32 6 $\frac{5}{8}$ 印张

**字 数**

200 千字

**版次印次**

2008 年 1 月第一版 2008 年 1 月第一次印刷

**标准书号**

ISBN 978-7-5012-3174-4

**定 价**

15.80 元

版权所有 盗版必究

## 前 言

每一种语言都是一种文化、一种思想、一种美，而英语这么一种优美的语言，更因英美文化的源远流长、博大精深、影响深远而受到人们的喜爱。我们学习英语，便是走进一个世界，迈进英美文化的壮丽殿堂，在培根深邃的思想里、在梭罗诗意的隐居里、在惠特曼“长着草”的诗句里、在一个个感人悔人的故事里，体味英语的美丽，体味一种心境……

这套丛书的缘起是英语沙龙杂志社 2005—2006 年出版的一本连续刊物——《英语心境》(Spa for Mind)。《英语心境》2005 年 1 月创刊，以传播理想、美化生活、缔造心境为己任，每期大量刊登感人的生活故事、感悟的哲理小品、励志的成功美文、名家的隽永散文和诗歌等，受到了广大热爱英语的读者的喜爱。尽管由于各种原因，这本杂志只走过了短短的两个春秋，但《英语心境》这个名字却留在了很多忠实读者的心中，他们为它感到惋惜，也希望能够有一个精选的产品面市，可以永久收藏与品读，让这份“心境”可以时时伴随他们的生活。

于是英语沙龙杂志社将这个项目纳入了策划，从《英语心境》两年历程的精华文章和《英语沙龙》杂志十年资源中再度浓缩精选，经过编辑精心的加工，才有了现在《英语心境系列丛书》一套 5 本。

其中 4 本分别是：《春》(Love Never Dies)，感人浪漫的爱情故事和关于爱情的优美散文，诠释爱的真谛；《夏》(Way to Success)，励志美文、成功故事，传授成功之道、塑造成功人生；《秋》(Wisdom of Life)，生活感悟、人生智慧，超出得失之上、缔造笃定心境；

《冬》(The Warm Fireplace), 亲情、友情、博爱之情, 感受温情、涤荡心灵。另外, 我们还将一些短小、适于诵读和记忆的著名演讲片断、名家散文和诗歌、哲理小品集成一册, 名为《诵》(Just Recite It), 让读者可以在茶余饭后, 随时都可读上一段。这样, 我们这个系列一共就有 5 本。

感谢为《英语心境》这本杂志付出过辛勤劳动的专家、作译者, 因为他们曾经的努力才有了我们今天这套珍藏精选丛书。愿这套书能给你带来阅读的快乐、智慧的快乐和美好的“心境”。

# Contents

## 目 录

The West Point Way of Leadership .....	1
西点军校的领导之路	
I Made a 41 .....	7
我考了 41 分	
I Will Persist until I Succeed .....	12
坚持不懈，直到成功	
Today I Will Be Master of My Emotions .....	17
做自己情绪的主人	
The Uncertainty Principle .....	22
福祸相依	
Refusing to Accept Failure .....	26
拒绝失败	
Is Life Shy? .....	28
生命是害羞的吗?	
50 Things to Do before I Die .....	31
一辈子要做的 50 件事	
A Little Girl's Dream .....	35
小小女孩梦	



Things Could Be Worse .....	41
事情可能更糟	
How to Get Lucky .....	46
幸运的秘密	
A Boy Named Sparky .....	51
一个叫斯帕基的男孩	
Making Difficult Decisions with Ease .....	55
轻轻松松做大决定	
The Road to Success .....	58
成功之道	
Today I Begin a New Life .....	61
今天,我开始新的生活	
Weakness or Strength .....	66
弱点还是强项	
I Will Act Now .....	70
我现在就行动	
Frogs .....	75
青蛙的故事	



A Pair of Socks	78
一双袜子	
The Rewards of a Good Deed	82
善有善报	
The Dark before the Dawn	86
成功者的黑夜	
Shake It off and Step up	89
迎难而上	
I Will Laugh at the World	92
我要笑遍世界	
Dell's Story	97
戴尔自述创业历程	
College: Time for Passionate Pursuits	101
大学：追梦时光	
Steve Jobs' Story about Love and Loss	106
苹果 CEO 自述：挚爱与得失	
On Achieving Success	110
关于成功	





Four Confidence Lessons Women Should Learn from Men .....	113
女人应学的四大自信心得	
<b>The Interview</b> .....	118
一次特别的面试	
<b>The Baby Eagle Story</b> .....	124
小鹰的故事	
<b>On Leadership</b> .....	129
领导者的素质	
<b>The Day I Flunked out of Law School</b> .....	133
我被法学院开除的日子	
<b>I Dread the End of the Year</b> .....	138
我惧怕年尾岁末	
<b>A Ball to Roll Around</b> .....	141
滚球	
<b>Michael Dell's Two Billion Dollars Dream</b> .....	145
戴尔 20 亿美元的梦想	
<b>Shadowland of Dreams</b> .....	153
梦想的幻境	



The Tuba Player's Tale .....	160
大号吹奏者的神话	
Wake up Your Life .....	164
唤醒你的生活	
I Tried to Climb the Mountain Today .....	168
今日试登高	
Bend, but Don't Break .....	172
曲而不折	
A Message to Garcia .....	174
致加西亚的信	
Determination .....	179
矢志不移	
The Obsession .....	184
敢于妄想	
The Brewer's Son .....	189
酿酒也疯狂	
The Human Story Machine .....	195
一分钟小说家	



## The West Point Way of Leadership

西点军校的座右铭：“没有任何借口。”这样的要求也许有点不公平，因为下属毕竟不是领导的奴隶，谁也没有必要为了谁命都不要。但是，人性的确有它懒惰、逃避的一面，要克服这些弱点，把自己培养成一个积极主动、无所畏惧、勇于负责的人，从这个方面来说，这也许又是一条好的座右铭。领导这样苛刻要求下属，其实正是要培养下属的领导品质。领导者，其实就是一个勇于承担责任的人。

West Point takes the task of building leaders very seriously. I was a cadet at West Point as well as one of the architects of the leader development program. At its core is the philosophy and practice of moral principles, high-minded values, and selfless service. It has helped me understand what is expected of a leader and how to meet those expectations.

**Start from Scratch** Every leader is ultimately a follower. The first



step of followership is getting down to zero -- realizing all you don't know, reducing yourself to nothing, and then opening up to being remade.

For example, when entering cadets or "plebes" are questioned by upper-class officers, they are restricted to four answers: "Yes, sir," "No, sir," "No excuse, sir," and "Sir, I do not understand."

The system doesn't always seem fair, but plebes learn to live with the injustice anyway. The lesson: no matter what the circumstances, they must live up to their duties. Early in their careers, that may mean presenting themselves with proper military bearing. Later, they will be responsible for other lives.

**Make Success a Habit** At West Point we don't teach cadets to listen for the good of their souls. We teach them that success depends on their understanding of the demands being placed on them. After all the briefings and all the practice and all the lecturing is over, we send them out to do the job -- fully expecting that they will accomplish everything they set out to do. This is the key: We expect success. There is "No excuse, sir," for performance that is not perfect. Officers want results. They aren't interested in elaborate explanations of why you couldn't deliver.

**Withhold Rewards** In their plebe year at West Point, cadets are not frequently praised for a job well done. If you reward people too frequently, they become dependent on positive reinforcement for successful performance. We save praise for thoroughly important achievements. The Academy does encourage self-reward by setting up experiences to find internal satisfaction from work well done.

**Pursue the Harder Right** Cadets are expected to behave morally and professionally in all instances. Leaders should always do the right thing, as opposed to doing what is expedient, pragmatic, or popular. West Point asks cadets to go one step further and reach for "the harder right."

Before a leader makes a decision, he must imagine his range of influences as a circle. The harder right is the decision that most



positively affects the widest possible circle of people. This requires “moral math” that isn’t instinctual -- it must be learned. Our ethical instincts tell us to do right by those immediately around us -- our friends, family, and close colleagues. But at West Point we demand that our leaders cast the circle ever wider and take into consideration not just those nearest to them, but the Army, the community, the nation, and the world. This concept takes years to learn. It is a continual process of raising one’s sights to include more and more.

**Push for Perfection** In their first experiences of direct leadership, many leaders encounter what they perceive as a dilemma: maintaining a positive relationship with their subordinates while demanding high standards of performance.

During my plebe year, I was particularly aware of the constant corrections of my appearance and behavior by a certain yearling. At first I perceived his attention as sheer harassment arising from some inexplicable malice on his part. One day, however, he made several suggestions for my well-being. From then on, I began to change my opinion about that cadet, believing that he hadn’t been harassing me at all. His high standards would help me to succeed. I was inspired to try my best to fulfill his expectations.

**Encourage Risk Taking** A former cadet I know carries in his wallet a brief ethic for leaders:

*Risk more than others think is safe. Care more than others think is wise. Dream more than others think is practical. Expect more than others think is possible.*

Leaders should accept honest mistakes by subordinates. We all learn from our mistakes -- unless leaders create an atmosphere in which mistakes cannot survive.

A story about retired IBM CEO Thomas Watson Jr. dramatizes this point. IBM lost \$10 million due to the mistake of a subordinate, who handed in his resignation in shame. Watson rejected it categorically. “Not on your life!” he said. “You think I’ll let you go now after spending \$10 million on your education?”

## Vocabulary

- cadet /kə'det/ *n.* (军事院校的)学员,军官候补生,警官候补生  
from scratch [ɔ]从起点开始,从零开始;从头做起;白手起家  
plebe /pli:b/ *n.* [美] (美国陆军或海军学校的)一年级新生  
elaborate /ɪ'læbəreɪt/ *a.* 复杂的,详尽的  
expedient /ɪk'spi:diənt/ *a.* 谋取本身利益的,出于私利考虑的,权宜之计的  
pragmatic /præg'mætik/ *a.* 实用主义的  
instinctual /ɪn'stɪŋktʃuəl/ *a.* =instinctive (出于)本能的,(出于)天性的,(来自)直觉的  
by [表示关系]对待,对: do well ~ a friend 待朋友好  
subordinate /sə'bɔ:diɪnət/ *n.* 部属,下级  
yearling /'jɜ:lɪŋ/ *n.* [美]军校二年级学员  
inexplicable /ɪnɪk'splɪkəbəl/ *a.* 无法说明的,费解的,莫名其妙的  
malice /'mælis/ *n.* 恶意,怨恨  
resignation /,rezɪg'neɪʃən/ *n.* 辞职书,辞呈  
categorically /,kæti'gɔ:rikləl/ *ad.* 绝对地,无条件地;明确地,直截了当地  
on your life [ɔ]用于否定句]绝对

## 中文翻译

# 西点军校的领导之路

西点军校十分重视塑造领袖之材。我曾是西点的一名学员,也曾是其领袖开发工程的缔造者之一。该工程的核心内容是关于道德准则、高尚价值观和无私奉献精神的理论与实践。它帮助我理解了作为一名领袖会被寄予何种期望,以及如何才能达到那些期望。

**从零开始** 每一位领导者归根到底也是个追随者。追随的第一步就是要踏踏实实从零开始——认识到你的无知之处,将自己心态归零,然后敞开心扉以待重塑自我。

举例来说,当新来学员或者说一年级新生被上级军官提问,他们被限定只能做出四种回答:“是的,长官,”“不,长官,”“没有任何借口,长官,”和“长官,我不明白。”



这种做法似乎并不总是公平的，但是，无论如何，一年级新生们学会了忍受这种不公平。其中的教诲便是：无论周遭环境如何，他们必须忠于职守。在他们职业生涯的早期，那可能意味着使他们自己的行为举止表现出适当的军事化。然后，他们才能对他人的生命负责。

**让成功成为一种习惯** 在西点军校我们教导学员服从不是为了他们灵魂的净化。我们教他们的是，成功取决于他们对赋予他们的要求的认识。在情况介绍、实习和讲课全部结束之后，我们把他们派出去工作，完全相信他们能顺利地完成任务。这就是关键：我们期望成功。对尚不完美的表现只有一句话：“没有任何借口，长官。”教官们要的是结果，他们对你无法达成任务的具体原因不感兴趣。

**不轻易奖励** 在西点军校的第一年，学员们不会因为圆满完成任务而经常得到赞扬。如果你太过频繁地嘉奖人，他们会变得过于依赖于外力的推动才能完成一件事情。我们要等到他们取得非常重大成就才给予表扬。军校鼓励学员通过出色完成任务找到内在的满足感，并通过这种经验的积累进行自我奖励。

**追求更难企及的正确** 学员们被要求时时刻刻表现得高尚而专业。领导者应当总是做正确的事，反对惟利是图、实用主义或者只是为了出风头。西点军校让学员们更上一层楼，去达到更难企及的正确。

在一个领袖做出决定之前，他必须把他的影响范围想像成一个圈子。所谓更难企及的正确是指所做出的决定能够最积极地影响周围最多的人。这就需要“道德数学”，而它不是依靠本能而是需要学会的。我们的道德本能只是让我们对自己身边的那些人——我们的朋友、家人和亲密的同事做正确的事。但是，在西点军校，我们要求我们的领导者们将这个圈子进一步扩大，不仅将他们最亲近的人纳入考虑范围内，还要考虑全军、公众、国家乃至整个世界。这个理念要很多年才能领会到。将一个人的眼界开拓得越来越宽，是一个连续不断的过程。

**力争完美** 在他们最初的直接领导经历中，许多领导者都遭遇过让他们进退两难的情况：在要求高标准表现的同时还要与下属们保持良好的关系。

在我一年级的時候，我特別留心有一個二年級學員，他對我的



外表和举止不断提意见。起初，我把他的关心完全当作是一种骚扰，认为那是源于他自身某种莫名其妙的恶意。然而有一天，他给我提了几条建议，完全是为了我好。从那时起，我开始改变我对那个学员的看法，觉得他以前根本不是在骚扰我。他的高要求将帮助我获得成功。我受到激励，于是竭尽所能地满足他对我的期望。

**鼓励冒险** 我认识的一位前学员在他的钱包里夹着一条领导者的格言：

比别人更敢于冒险，便是安全；比别人更加小心，便是聪明；比别人更富幻想，便是实际；比别人更多期望，便有可能。

下属们的无心之过，领导者应当接受。我们大家都能够吃一堑长一智，除非领导人制造一种气氛，谁犯错误，就一棍子打死。

IBM 已经退休的首席执行官小托马斯·沃森的一个故事突出地说明了这一点。IBM 因为一个下属员工的错误损失了 1000 万美元，这个员工羞愧地递上了他的辞职申请。沃森二话不说地拒绝了。“休想！”他说。“你认为我会在为你付了 1000 万美元学费之后现在就放你走吗？”





## I Made a 41

文中作者的母亲真是一位会教育孩子的母亲。一个人如果想成为一个成功的人，必须高标准要求自己，应该不断去超越自己，拿自己和自己比，看是不是时时在进步，而不是和周围的人比。和周围的人比，我们很容易就骄傲自满、裹足不前，而不知道山外有山，不知道自己其实刚刚迈出了第一步……

Perhaps the only test score that I remember is the 41. I was in high school. The class was taught by one of the two teachers that impacted me most, Mr. Bales. The other teacher was Mrs. Drew from the seventh grade. It's amazing how I can remember from over 30 years ago my two most impacting teachers.

The eighth grade. It was a time when I, like most, didn't know what I was to be in life. The drama of that time of youth was simply get through school and make the long walk home.

There are some things that will still be like the eighth grade when you get to be eighty.