

深刻英文演讲系列

名人背后多少失败

现场 视频

中英



只要不怕失败 全世界都会给你让路

HOW MANY FAILURES BEHIND THE FAMOUS

北京市外文音像出版社

杰克逊、奥巴马、哈利波特作者等名人在哈佛、牛津等名校剖析失败与成功。无论莘莘学子、职场新人、政商领袖都不可不领略的成功秘诀。学习英语同时获取成功之道。

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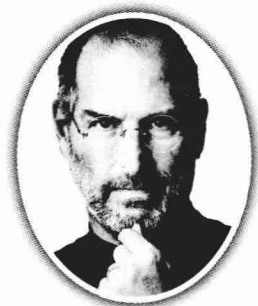
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Speech 1 你要发现 你的爱好

——苹果公司CEO史蒂夫·乔布斯2005年在斯坦福大学的演讲



史蒂夫·乔布斯（Steve Jobs，1955年2月24日出生），于1976年创立苹果公司，1984年推出麦金塔电脑（Mac），引发了个人电脑革命。1985年，乔布斯在苹果公司高层权力斗争中离开苹果，并成立了NeXT公司，开发NeXT电脑和NeXTSTEP操作系统。1996年回到了苹果电脑接任首席执行官。

自古英雄出草莽，史蒂夫·乔布斯——苹果的创办人就是这样的草莽英雄！他父母是普通工薪阶层，他甚至因无法缴纳上大学的费用而辍学，他靠旁听完成了部分学业，他租不起宿舍，就睡在朋友处的地板上，他靠回收可乐罐为生！一个典型的贫困大学生！即便在今天的中国，他也绝对是助学对象。穷人的孩子早当家，这话是千真万确的！他20岁就创办了“苹果”！30岁，苹果市价为20亿美金！人生无限好！

月满则亏，否极泰来，他在30岁的时候被自己所创办的公司炒了鱿鱼。然后又被诊断患癌症！命运再一次与他开玩笑，当直面死亡时，他以怎样的心态去面对？他背后又有多少辛酸与失败、有多少欣慰与自豪？

You've Got to Find What You Love

June 12, 2005

名人背后多少
败

How Many Failures Behind The Famous

I am honored to be with you today for your commencement from one of the finest universities in the world. Truth be told, I never graduated from college, and this is the closest I've ever gotten to a college graduation. Today I want to tell you three stories from my life. That's it. No big deal. Just three stories.

The first story is about connecting the dots.

I dropped out of Reed College after the first 6 months, but then stayed around as a drop-in for another 18 months or so before I really quit. So why did I drop out?

It started before I was born. My biological mother^① was a young, unwed^② graduate student, and she decided to put me up for adoption. She felt very strongly that I should be adopted by college graduates, so everything was all set for me to be adopted at birth by a lawyer and his wife. Except that when I popped out they decided at the last minute that they really wanted a girl. So my parents, who were on a waiting list, got a call in the middle of the night asking: "We have an unexpected baby boy; do you want him?" They said: "Of course." My biological mother found out later that my mother had never graduated from college and that my

你要发现你的爱好

2005年6月12日

你要发现你的爱好
Speech 1

今天，我很荣幸来到这个世界上最顶尖的学府之一，参加各位的毕业典礼。我大学没毕业，说实话，这是我离大学毕业最近的一刻。今天，我只讲我生活中的三个故事，不谈大道理，三个故事就好。

第一个故事是关于人生中的点点滴滴是如何串连在一起的。

我在里德学院待了六个月就办退学了，但是在我真正离开学校之前，我旁听了十八个月的课。我为什么要退学呢？

这得从我出生前说起。我的生母当时是个年轻未婚的研究生，她决定让别人收养我。她十分想让从大学毕业的人收养我，所以我出生时，她就准备让一对律师夫妇收养我。但是这对夫妻到了最后一刻反悔了，他们想收养女孩。所以在收养名单上的另一对夫妻，我的养父母，在一天半夜里接到一通电话，问他们：“我们没有料到生出的是男孩，你们要认养他吗？”而他们的回答是“当然要”。后来，

NOTES

- ① biological mother 亲生母亲
- ② unwed ['ʌn'wed] adj. 未婚的

father had never graduated from high school. She refused to sign the final adoption papers. She only **relented**^① a few months later when my parents promised that I would someday go to college. This was the start in my life.

And 17 years later I did go to college. But I **naively**^② chose a college that was almost as expensive as Stanford, and all of my working-class parents' savings were being spent on my college tuition. After six months, I couldn't see the value in it. I had no idea what I wanted to do with my life and no idea how college was going to help me figure it out. And here I was spending all of the money my parents had saved their entire life. So I decided to drop out and trust that it would all work out OK. It was pretty scary at the time, but looking back it was one of the best decisions I ever made. The minute I dropped out I could stop taking the **required classes**^③ that didn't interest me, and begin dropping in on the ones that looked far more interesting.

It wasn't all romantic. I didn't have a dorm room, so I slept on the floor in friends' rooms, I returned Coke bottles for the 5 cents **deposits**^④ to buy food with, and I would walk the 7 miles across town every Sunday night to get one good meal a week at the Hare Krishna temple. I loved it. And much of what I **stumbled into**^⑤ by following my curiosity and intuition turned out to be priceless later on. Let me give you one example:

Reed College at that time offered perhaps the best **calligraphy**^⑥ instruction in the country. Throughout the campus every poster, every label on every drawer, was beautifully hand calligraph. Because I had dropped out and didn't have to take the normal classes, I decided to take a calligraphy class to learn how to do this. I learned about **serif**^⑦ and san serif **typefaces**^⑧, about varying the amount of space between different letter combinations, about what makes great typography great. It was beautiful, historical, artistically subtle in a way that science can't capture,

我的生母发现，我的养母从来没有大学毕业，而我的养父连高中都没毕业。母亲拒绝在最终的认养文件上签字。直到几个月后，我的养父母同意将来一定会让我上大学，她才软化态度。

十七年后，我上大学了。但是当时我愚蠢地选了一所学费几乎跟斯坦福一样贵的大学，我那工薪阶层的父母把所有积蓄都花在我的学费上。六个月后，我看不出念这所学校的价值所在。那时候，我不知道这辈子要干什么，也不知道念大学能对我有什么帮助，而且为了念这书，花光了我父母这辈子所有积蓄，所以我决定休学，相信船到桥头自然直。当时做此决定感觉相当可怕，可是现在看来，那是我这辈子做过的最好的决定之一。当我休学之后，我再也不用上我不感兴趣的必修课，而花时间去听那些我感兴趣的课程。

可那一点儿也不浪漫。那时我没有宿舍，所以不得不寄人篱下，靠着回收五美分一个的可乐罐买吃的，每个星期天晚上得走七英里路，绕过大半个镇去印度教的Hare Krishna 神庙吃顿好的，我喜欢那儿的伙食。然而，追寻我所好奇的事物，相信直觉，后来在我的生命中都成了无价之宝。举例来说：

当时，里德学院的书法课堂大概是全国最棒的。在整个校园内的每一张海报上，每个抽屉的标签上，都是优美的手写字。因为我休学了，可以不照正常的选课程来，所以我就跑去学书法。我学习了衬线字体与无衬线字体，学到在不同字母组合间变更字间距，学到怎么把板式调整得更好。书法微妙的优美感、历史感与艺术感是科学所无法企

NOTES

- ① **relent**
[ri'lent] vt. 变温和
- ② **naively**
[na'i:vi] adv. 天真地
- ③ **required class** 必修课
- ④ **deposit**
[di'pɒzɪt] n. 押金
- ⑤ **stumble into**
v. 无意中碰上
- ⑥ **calligraphy**
[kə'ligrəfi:] n. 书法
- ⑦ **serif**
['serɪf] n. 衬线字体；
- ⑧ **typeface**
['taɪpfeɪs] n. 字体，打字机字体

你要发现你的爱好

and I found it fascinating.

None of this had even a hope of any practical application in my life. But ten years later, when we were designing the first Macintosh[®] computer, it all came back to me. And we designed it all into the Mac. It was the first computer with beautiful typography. If I had never dropped in on that single course in college, the Mac would have never had multiple typefaces or proportionally spaced fonts. And since Windows just copied the Mac, it's likely that no personal computer would have them. If I had never dropped out, I would have never dropped in on this calligraphy class, and personal computers might not have the wonderful typography that they do. Of course it was impossible to connect the dots looking forward when I was in college. But it was very, very clear looking backwards ten years later.

Again, you can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something: your gut, destiny, life, karma[®], whatever. Because believing the dots will connect down the road will give you the confidence that follow your heart even when it lead you off the well-worn path. And that'll make all the difference.

My second story is about love and loss.

I was lucky I found what I loved to do early in life. Woz and I started Apple in my parents' garage when I was 20. We worked hard, and in 10 years Apple had grown from just the two of us in a garage into a \$2 billion company with over 4000 employees. We had just released our finest creation, the Macintosh, a year earlier, and I had just turned 30. And then I got fired. How can you get fired from a company you started?

及的，我发现那实在太美妙了。

当时看起来这些东西在我的生命中，好像都没有什么实际应用的可能。不过十年后，当我在设计第一台Mac机时，我想起了当时所学的东西，所以就把这些东西都设计进了这台机器里，这是第一台能印刷出漂亮字体的计算机。如果我没沉溺于那样一门课里，Mac机可能就不会有多重字体和变间距字体了。而Windows又抄袭了Mac机的操作模式，要不然大概世界上所有的个人计算机都不会有这些功能了。当然，如果我当时还在上大学，我就不会去修那门书法课，那么个人电脑可能也就印不出现在我们看到的这么漂亮的字体了。当然，当我上大学时，我不可能把这些点点滴滴预先串在一起，但在十年后回顾这一切时，就显得格外清晰。

我再说一次，你不能预先把点点滴滴串在一起；唯有在未来回顾时，你才会明白那些点点滴滴是如何串在一起的。所以你得相信，直觉也好，命运也罢；生活也好，宿命也罢，无论是什么，因为你相信所经历的点点滴滴将会带领你在生命的路上前进时，尽管路途坎坷，也会使你有信心去跟随你的心，同时也使你的整个人生不同凡响。

我的第二个故事，有关爱与失去。

我很幸运——年轻时就发现自己爱做什么事。我二十岁时，跟Steve Wozniak在我爸妈的车库里开始了苹果计算机的事业。我们拼命工作，苹果计算机在十年间从两个小伙子在一间车库里打拼，扩展成了一家员工超过四千人、市价二十亿美金的公司。在那之前一年推出了我们最棒的产品——Mac

NOTES

① Macintosh n.

苹果公司生产的
个人微机类型麦
金托什机

② karma

['kɑ:mə] n. 宿
命

Well, as Apple grew we hired someone who I thought was very talented to run the company with me, and for the first year or so things went well. But then our visions of the future began to *diverge*^① and eventually we had a falling out. When we did, our Board of Directors sided with^② him. So at 30 I was out. And very publicly out. What had been the focus of my entire adult life was gone, and it was *devastating*^③.

I really didn't know what to do for a few months. I felt that I had let the previous generation of entrepreneurs down that I had dropped the *baton*^④ as it was being passed to me. I met with David Packard and Bob Noyce and tried to apologize for screwing up so badly. I was a very public failure, and I even thought about running away from the valley. But something slowly began to dawn on me, I still loved what I did. The turn of events at Apple had not changed that one bit. I had been rejected, but I was still in love. And so I decided to start over.

I didn't see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything. It freed me to enter one of the most creative periods of my life.

During the next five years, I started a company named NeXT, another company named Pixar, and fell in love with an amazing woman who would become my wife. Pixar went on to create the world's first computer animated feature film, Toy Story, and is now the most successful animation studio in the world. In a remarkable turn of events, Apple bought NeXT, I returned to Apple, and the technology we developed at NeXT is at the heart of Apple's current *renaissance*^⑤. And Laurene and I have a wonderful family together.

机，而我才刚迈入人生的第三十个年头。然后呢，我就被炒鱿鱼了。你怎么会在你自己创办的公司被炒鱿鱼呢？

是这样的，随着苹果公司的不断成长，我请了一个我以为在经营公司上很有才干的家伙，头一年，我们合作得也确实不错。可是我们对未来的愿景不同，最后只好分道扬镳，董事会站在他那边，所以，30岁的时候，我被炒了鱿鱼，公开地把我请了出去。成年以来，曾经是我整个生活重心的东西不见了，这真是毁灭性的打击。

有几个月，我实在不知道要干什么好。我觉得我令企业界的前辈们失望——我把他们交给我的接力棒弄丢了。我见了创办HP的David Packard跟创办Intel的Bob Noyce，跟他们说我很抱歉把事情搞得一团糟。我成了公众的负面典范，我甚至想要离开硅谷。但是渐渐地我发现，我还是热爱着我从事的行业，在苹果公司的波折丝毫没有改变我的爱好。虽然我被否定了，可我还是热爱着这项事业，所以我决定从头来。

当时我没发现，但是现在看来，被苹果公司解雇，是我所经历过最有意义的事情。成功的包袱被从头开始的轻松取而代之，每件事情都不那么确定，这让我重新进入这辈子最有创意的时期。

接下来五年，我开了一家叫NeXT的公司，又开了一家叫Pixar的公司，也与一位非常有魅力的女性相识，后来她成了我太太。Pixar接着制作了世界上第一部全部用计算机制作的卡通电影——《玩具总动员》，现在Pixar是世界上最成功的动画制作公司。然

NOTES

- ① **diverge**
[daɪ'vɜ:dʒ] vi.
分开；偏离；分歧；
分道扬镳
- ② **side with v.**
与(某人)站在同一
一边，和(某人)抱
同样的见解
- ③ **devastating**
['devəsteɪtɪŋ]
adj. 毁灭性的，
令人印象深刻的
- ④ **baton**
['bætn] n. 接
力棒
- ⑤ **renaissance**
[ri'neɪsɪs] n.
文艺复兴，(某一
学科或艺术形式
等衰落后的)复兴

I'm pretty sure none of this would have happened if I hadn't been fired from Apple. It was awful tasting medicine, but I guess the patient needed it. Sometimes life hits you in the head with a brick. Don't lose faith. I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love. And that is as true for your work as it is for your lovers.

Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. And don't settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. So keep looking until you find it. Don't settle.

My third story is about death.

When I was 17, I read a quote that went something like: "If you live each day as if it were your last, someday you'll most certainly be right." It made an impression on me, and since then, for the past 33 years, I have looked in the mirror every morning and asked myself: "If today were the last day of my life, would I want to do what I am about to do today?" And whenever the answer has been "No" for too many days in a row^①, I know I need to change something.

Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life. Because almost everything, all external expectations, all pride, all fear of embarrassment or failure, these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to

后，苹果计算机买下了NeXT，而我又回到了苹果，我们在NeXT开发的技术成了苹果公司后来复兴的核心。而我和Laurence 一起建立了一个幸福的家庭。

我很确定，如果当年苹果公司没解雇我，就不会发生这些事情。真是良药苦口利于病。有时候，生活会给你当头一棒，但不要丧失信心。我确信，这些年来让我继续往前走的唯一理由就是 I 热爱我所从事的事业。你也要找到你的爱好，工作上如此，对你所爱的人也是如此。

你的工作将填满你的一大块人生，唯一获得真正满足的方法就是，你确信你所从事的工作是多么的伟大；唯一能够让你确信的理由是你也热爱这项工作。如果你现在还没有找到，那么继续找、不要停下来，全心全意的去找，当你发现的时候你就会知道。就像任何真诚的关系，随着岁月的流逝只会越来越紧密。所以继续找，直到你发现它，不要停下来！

我的第三个故事，关于死亡。

当我十七岁时，我读到一则格言，好像是“把每一天都当成生命中的最后一天，总有一天你的选择是正确的。”这对我影响深远，在过去33年里，我每天早上都会对着镜子，自问：“如果今天是此生最后一日，你会不会想要完成你今天要做的事情呢？”每当我连续太多天都得到一个“不是”时，我就知道我必须有所改变了。

提醒自己即将步入死亡是我在人生中下重大决定时，所用过最重要的办法。因为几乎每件事——所有外界期望、所有名誉、所有对困窘或失败的恐

NOTES

① in a row

连续地

follow your heart.

About a year ago I was diagnosed^① with cancer. I had a scan at 7:30 in the morning, and it clearly showed a tumor on my pancreas^②. I didn't even know what a pancreas was. The doctors told me this was almost certainly a type of cancer that is incurable, and that I should expect to live no longer than three to six months. My doctor advised me to go home and get my affairs in order, which is doctor's code for prepare to die. It means to try to tell your kids everything you thought you'd have the next 10 years to tell them in just a few months. It means to make sure everything is buttoned up so that it will be as easy as possible for your family. It means to say your goodbyes.

I lived with that diagnosis all day. Later that evening I had a biopsy^③, where they stuck an endoscope^④ down my throat, through my stomach and into my intestines^⑤, put a needle into my pancreas and got a few cells from the tumor. I was sedated^⑥, but my wife, who was there, told me that when they viewed the cells under a microscope the doctors started crying because it turned out to be a very rare form of pancreatic cancer that is curable with surgery. I had the surgery and thankfully, I'm fine now.

This was the closest I've been to facing death, and I hope it's the closest I get for a few more decades. Having lived through it, I can now say this to you with a bit more certainty than when death was a useful but purely intellectual concept:

No one wants to die. Even people who want to go to heaven don't want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because Death is very likely the single best invention of Life. It is Life's change agent. It clears out the old to make way for the new. Right now the new is you,