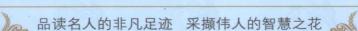




王正元马瑞香/丛书主编 匡馨 项睿 王瑜/编译

NAVIGATION MARK IN THE RIVER OF LIFE





They took away what should have been my eyes, but I remembered Milton's Paradise. They took away what should have been my ears, Beethoven came and wiped away my tears.

They took away what should have been my tongue, but I had talked with God when I was young. He would not let them take away my soul-possessing that, I still possess the whole -To Love This Life





英语 回音壁





王正元 马瑞香 / 丛书主编 匡馨 项睿 王瑜 / 编译



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品读名人的非凡足迹 采撷伟人的智慧之花

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生命像一条大河在大地上流淌 生命之歌一路唱响 生命之河的流淌不是随心所欲 不是没有方向 总是要有航标为你导航 生命之河的航标就是你的梦

你的理想信你的追求你的

计划好你的人生,穿越无知与迷茫 让生命之歌多几分追求与美好,少几分忧伤与失望 自信,是你人生航船上的风帆 理想,把你的航程照亮 责任,是你航标的光明 价值,会帮助你摆脱荒唐……

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是 想 想 的 航标灯 A Light the Navigation Mark of Ideals



alt Disney was a man of dreams. He dreamed big dreams, and he made his dreams come true.

Most people think of Walt Disney as an *animator*¹, the "inventor" of Mickey Mouse. He is more accurately thought of as an entertainer, not in the sense that he wanted to be the center of attention, but that he wanted to create something that would excite the audience and make them laugh.

Walt had talent, and he developed a keen commercial sense of what would appeal to the public. This combination enabled him to *parlay*² \$40 and a few drawing tools into a film studio producing popular cartoons, feature- length animated features, and live action movies.

Disneyland, Walt Disney World, and ultimately other Disney theme parks around the world all came about because Walt Disney insisted that he could build an *amusement*³ park that was so much bigger and better than other amusement parks that it shouldn't even be called an amusement park.

As a child in Kansas City, Walt watched through the fence at Fairmont Park, wanting to participate, but not having enough money to enter. As a parent in the 1930s, Walt would take his children to amusement parks. But he was not amused, because he thought he could do much better. By 1937, at the *premiere*⁴ of Snow White, Walt told Wilfred Jackson that someday he would "make a park for kids, a place scaled down to kid size."

In 1940 he revealed a plan to showcase⁵ Disney characters in their



fantasy surroundings at a park across the street from the Disney studio in Burbank.

The vision of an amusement park grew in Walt's mind as he traveled through the U.S. and Europe and visited attractions of all kinds. He visited county fairs, state fairs, circuses, carnivals and parks. He was distressed at operations where things were run down and ride operators were hostile. And he loved the spotless Tivoli Gardens in Copenhagen, with bright, upbeat⁶ music, excellent food and drink, and warm, friendly employees.

沃尔特·迪斯尼是一个有梦想的人。他有很远大的梦想,而且他使 得梦想成真。

大多数人都将沃尔特·迪斯尼看成是一位漫画家, 米老鼠的"创始 人"。他更确切地说应该是一名娱乐家,不是因为他想要成为大众焦点, 而是因为他想要创造出一些能激发观众的东西,让他们开怀大笑。

沃尔特很有才华,而且有一种浓厚的商业意识,知道什么能吸引大 众。这种结合使得他能仅从40美元及一些绘图工具,发展成一个能制作 出流行的动画片,特征鲜明的卡通形象以及生动活泼的电影的电影制片 Γ.

迪斯尼乐园, 沃尔特·迪斯尼世界, 以及最终世界各地不断兴起的 迪斯尼主题公园的建成都源自于沃尔特·迪斯尼、正是他坚持说他能建 成一座游乐园,这座游乐园要比其他的游乐园都大,都豪华,以至于不应 该再被称为游乐园。

在堪萨斯城的童年里,沃尔特只能透过栅栏远远地看着费尔蒙特公 园,他很想进去,可却没有那么多钱。在20世纪30年代,他作为家长带 着自己的孩子来到了游乐园。但他觉得没有尽兴, 因为他认为他可以做 得更好。到 1937年,在白雪公主的首映式上,沃尔特告诉威尔弗雷德·杰 克逊,总有一天他会"建一座孩子们的乐园,一个型号规模适合于孩子们 的地方"。

1940年他透露了一个计划,要在伯班克迪斯尼工作室隔街的公园 里展示迪斯尼卡通人物以及他们生活的幻想世界。

在他环游美国和欧洲,参观各种景观时,一个游乐园的远景渐渐在 沃尔特的头脑中清晰起来。他参观了县、州的展会,马戏团,嘉年华以及 各种公园。他讨厌那些糟糕的设备以及不友好的操作员。他喜欢哥本哈 根那座一尘不染的蒂沃利花园,那里有着明快的音乐,精美的饮食,以及 热情友好的员工。

Walt was convinced that an amusement park would be successful in the United States if it offered a "good show" that families could enjoy together, was clean, and had friendly employees.

ALBERTA ET ELLE AN

Attention and CHAMPARAMAL SHOWS THE RESIDENCE TO

In 1948 he shared his concept with trusted friends, a modest amusement park with a central village including a town hall, a small park, railroad station, movie theater, and small stores. Outlying areas would include a carnival area and a western village. Soon he added spaceship and *submarine*⁷ rides, a steamboat, and exhibition halls.

Four years later, in 1952, he decided on "Disneyland" for the name and formed a company to develop the park, Disneyland, Inc.

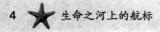
Walt's brother Roy, the studio's financial head, was against investing in Disneyland. Bankers and amusement industry experts forecast doom. That's why Walt stepped outside the studio organization to develop the idea. Eventually Roy agreed to help, and the Disney studio became part of the operation.

In 1953 Walt brilliantly strategized combining television production with development of the park. The Disneyland television program on ABC had a dual benefit.

That same year he enlisted Stanford Research Institute to examine the economic prospects of Disneyland and to find the ideal location. They broke ground in July, 1954, and one year later, on July 17, 1955, Disneyland opened.

Within 7 weeks, a million visitors had visited Disneyland, making it one of the biggest tourist attractions in the U.S. Attendance was 50 percent ahead of predictions and guests were spending 30 percent more than expected.

Walt combined his talent with lots of hard work. Today we might call him a "workaholic", but his work was driven by a dream. As he told an interviewer in 1955, "Everybody can make his dreams come true. It takes a dream *faith*⁸ in it and hard work. But that's not quite true because it's so much fun that you hardly realize it is work."





沃尔特深信游乐园在美国会成功,只要它能为一家人提供其乐融 融的气氛,有着清洁的环境以及友好的员工。

1948年,他与一些值得信赖的朋友们分享了他的想法,建立一座有 着中央小镇的温馨乐园,小镇中有大会堂,小公园,火车站,电影院及小 商店。周边地区包括一个嘉年华区及西部村落。不久他又增加了飞船,游 乐潜艇,轮船以及展览大厅。

四年后,也就是1952年,他决定以"迪斯尼乐园"命名,并筹建一家 专门开发公园的公司,油斯尼乐园公司。

沃尔特的弟弟罗伊,迪斯尼工作室的财务主管,对迪斯尼的投资极 力反对。银行家及游乐专家们也认为前景暗淡。因此沃尔特离开了工作 室的组织系统,去发展自己的理念。最终,罗伊同意给予支持,迪斯尼工 作室终于成为了参与者之一。

1953年,沃尔特精明地将电视制作与公园的发展战略性地结合了 起来。美国广播公司的迪斯尼电视节目获得了双重效益。

同年,他激请了斯坦福研究院对迪斯尼乐园的经济前景及最佳洗 址进行了研究,并于1954年7月破土动工。第二年,也就是1955年7月 17日,迪斯尼乐园正式开放。

在7周的时间里,就有一百万游客参观了迪斯尼乐园,迪斯尼乐园 成为了美国最旺的旅游景点之一。接待量比预期超过了百分之五十,游 客在迪斯尼乐园的消费额也比预期超出了百分之三十。

沃尔特融合了他的智慧与勤劳。今天我们也许会称他为"工作狂", 但他工作的动力却来源于一个梦想。正如他在1955年的采访中说到: "每个人都能成就他的梦想。这需要对梦想的坚定信念以及辛勤的工作。 但也不尽如此,因为这个过程很开心,你几乎不觉得它是工作。"



注释了

- 1. animator ['ænimeitə(r)] n. 漫画制作者
- 2. parlay ['pa:li, 'pa:lei] vt. 使增值
- 3. amusement [əˈmjuːzmənt] n. 消遣
- 4. premiere ['premiεə(r), (ũ) pri'miər] n. 初次公演
- 5. showcase [ˈʃəukeis] v. 展示
- 6. upbeat ['Apbi:t] a. 乐观的
- 7. submarine ['sʌbməriːn, sʌbməˈriːn] n. 潜艇
- 8. faith [feiθ] n. 信念

译意 =

在沃尔特·迪斯尼经历了无数的磨难,终于成为一名成功的漫画家后,他并没有从此过着安逸的生活。他又在为自己的另一个梦想——建立一座真正适合孩子的游乐园而马不停蹄地忙碌起来。他到各处去体验参观,在心中默默地规划着自己的蓝图。但当他真正提出建立迪斯尼乐园的计划时,却遭到了人们的反对,银行家认为他的游乐园前景惨淡,他的弟弟也不同意为游乐园提供资金。但沃尔特并没有放弃,他离开了自己的工作室,独自开始了迪斯尼乐园的筹建,后来终于得到人们的支持。他用自己的智慧和勤劳,终于建成了世界上最著名的游乐园,





M ichael Jordan is one of the most famous players in basketball history, but his way to success is not so smooth.

Jordan began **honing**¹ his skills early by practicing with his elder brother Larry. "When I was younger," Jordan said on his website, "my motivation came from wanting to beat my brother. This inspired my extremely competitive nature." When Jordan on his high school team, he chose the **jersey**² number he was later to make famous as a **pro**³, number 23. When later asked why he chose that number, he replied, "I wanted to wear number 45 in high school, but my elder brother (Larry) wore that number. So I decided to go with half of 45, which is actually 22.5."

迈克尔·乔丹是篮球史上最著名的球员之一,但他的成功之路并不顺利。早期,乔丹通过和他的哥哥拉里一起开始磨练自己的技术。乔丹在他的网站上说:"在我小的时候,练球的动力就是要打败我哥哥,这激发了我极度竞争的本性。"当乔丹在高中校队时,他选择的球衣号码是 23,这正是他后来成为著名的职业球员时所穿的号码。后来有人问他为什么要选择这个号码,他回答,"高中时,我本想穿 45 号,但我的哥哥(拉里)已经选择了那个号码。因此我就决定要 45 的一半,实际上是 22 号半。"

Larry was five feet and seven inches tall, but had incredible athletic ability. Michael's dad, James Jordan, built a small basketball court in the family's backyard, and Michael and Larry would play against each other every day. For years, Larry dominated Michael, however, they always pushed each other to become better. Their relationship was loving and competitive. Larry was older, stronger, and better, and he helped Michael improve his playing. Although he had no problem beating his younger brother in their basketball games, Larry also offered encouragement and tips on how to improve Michael's playing.

Finally, as Michael grew older, he began to compete with his elder brother and started to beat him. This was the beginning of Michael's *kinesthetic*⁴ intelligence. At a young age he was developing his shooting ability, quickness, and conditioning. Larry never grew tall enough to make use of his skill, however, his support for Michael never faded. Similarly, Michael always maintained an appreciation for his brother and how he helped him.

Another person that cultivated Michael's kinesthetic was his friend Leroy Smith. They played together on the ninth grade basketball team and practiced together every day. Michael and Leroy often played one-on-one, pushing each other to become a better basketball player. Michael played well in ninth grade, and his coaches were impressed with his quickness. In the summer before tenth grade, Michael and Leroy went to the basketball camp of Pop Herring, Laney High School's *varsity*⁵ coach.

The six-foot-six Smith and speedy Jordan were both invited to try out for the varsity team the *upcoming*⁶ school year. When the list of players that made the team was posted, Smith's name was on it and Jordan's was not. Jordan's kinesthetic intelligence was strong, and he was still growing and had room for improvement. Some people may have become discouraged and given up. Not Michael.

This was Michael's chance to dig deep and discover what kind of intrapersonal⁷ intelligence he possessed. He knew himself, that he had the potential to become a great player and he had to work harder and show those around him what he had inside. Michael came early to school every day to practice. His high school gym teacher often had to chase Jordan out of the

gym and tell him to go to class. Leroy said that although Jordan was extremely competitive before he was cut, afterwards he seemed even more competitive. His determination led him to become the best player on the jayvee8 squad, using his quickness as an advantage.

拉里只有五英尺七英寸高,但却有着惊人的运动能力。迈克尔的爸 爸,詹姆斯·乔丹在家里的后院建成了一个小型篮球场,每天迈克尔和拉 里都会打几场比赛。多年间,拉里与迈克尔相比总是占上峰,然而,他们 互相促进着彼此不断进步。他们的关系包含着爱与竞争。拉里年纪较大, 更强壮,球技更好,他帮助迈克尔不断改进自己的球技。虽然在打篮球时 他总能轻松地打败弟弟,拉里也在如何改进迈克尔的球技上给予了许多 鼓励和提示。

最终,随着迈克尔的成长,他开始与哥哥不相上下,并开始战胜他。 这就是迈克尔体能积累的开始。很小的时候他就开始发展自己的投篮能 力,敏捷度以及调节能力。拉里终因身高问题而没能发挥他的技术,然 而,他对乔丹的支持从没褪色。同样,迈克尔始终对哥哥及其对自己的帮 助心存感激。

另一个帮助迈克尔培养他的运动感觉的就是他的朋友莱罗依·史 密斯。他们在九年级篮球队中每天一起打球,一起训练。迈克尔与莱罗依 经常进行一对一的比赛,激励着对方成为更好的球员。迈克尔在九年级 表现出色,他敏捷的速度给教练们留下了深刻的印象。升入十年级前的 夏天,迈克尔和莱罗依一起参加了波普·赫里的夏令营,赫里是兰尼高中 校队的教练。

六英尺六英寸高的史密斯和敏捷的乔丹都应激参加下一学年校队 的选拔赛。当球员名单公布时,上面有史密斯的名字,却没有乔丹的。乔 丹的运动感觉很强,而且他仍在成长,还有改进的空间。其他人可能会对 此失望放弃。但乔丹没有。

这正是迈克尔深层发掘自己,发现自己所拥有的内在智慧的机会。 他了解自己,他知道自己有成为伟大球员的潜力,他要更加努力向周围 的人展示出自己的实力。每天,迈克尔很早就到学校去练习。高中的体育 老师经常不得不将乔丹赶出体育馆让他去上课。莱罗依说虽然乔丹在落 选前就极具竞争力,可落选之后他看起来更具竞争力。在决心的指引下, 他以动作敏捷为优势成为了二队最棒的球员。

Instead of becoming angry at being cut, Jordan turned his emotions into motivation. He used this time in his life to shape his intrapersonal intelligence. In some games he scored forty points, and he became so popular that the entire varsity would come early to watch him play. He then easily made the varsity team in his junior year after growing four inches.

This obstacle in Michael's life helped him learn about himself. Jordan discovered that using the athletic ability he had worked on as a youth, he could be good. However, he saw that in order to be great, he would also have to employ his intrapersonal skills. This time became *pivotal*⁹ to Jordan's career; he had proved to himself that he was unstoppable as long as he never gave up.

落选后,乔丹并没有愤怒相向,而是化情绪为动力。他用生命中的这段时间塑造起自己内心的智慧。一些比赛中,他拿下了 40 分,他的知名度大大提高,整个校队都会提前来看他的比赛。身高增长了四英寸后,他在高三时轻松地进入了校队。

迈克尔生命中的这次障碍帮助他认清了自己。乔丹 发现凭借他年轻时培养出的竞技能力,他可以做得很好。然而,他也看到,想要成为伟大的人,他还需要用自己内在的技能。这个时期对乔丹的职业生涯来说很关键;他向自己证明了:只要他永不放弃,他就会永不可挡。





注释了

- 1. hone [houn] v. 磨练
- 2. jersey ['dʒə:zi] n. 球衫
- 3. pro [prəu] n. 职业队员
- 4. kinesthetic [ˌkainis'θetik] a. 肌肉运动知觉的
- 5. varsity ['va:siti] n. 校队
- 6. upcoming ['Ap.kAmin] a. 即将来临的
- 7. intrapersonal [.intrəˈpə:sənəl] a. 内心的
- 8. jayvee ['dʒei'vi:] n. 二队,第二队
- 9. pivotal ['pivətl] a. 关键的

译者感言

即使不看篮球的人也知道迈克尔·乔丹。他所取得的成绩与他的名字一样响亮。可迈克尔的成功之路并非一帆风顺。小时候,他在哥哥的帮助和激励下开始了对篮球运动感觉的训练,后来又与好友莱罗伊·史密斯一起互相促进,共同前进。可是在高中校队的选拔中,他却落选了。这使他感到很难过,但他并没有发脾气,更没有放弃。他在这段时间里,努力练习,不断地认清自己,他相信自己的潜力。终于,他以自己的成绩,向人们证明了自己的实力,成为了球队的骄傲。