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18

Losing Friends

The All-Time Greatest Hits of Managing

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Curtains for Dr.Death

※美国正在失去中国

※哪项决策是人类有史以来最伟大的?

※菜昂纳多重游爱路-新片散记

※美图 "死亡医生"的结局— "安乐死" 之争

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Losing Friends

美国人对中国的偏见与挑剔激怒了受过良好教育的中国知识分子。美国因此而失去越来越多的中国知识分子的好感。

Leafing[®] through an album of faded photographs, Liu Anyi recalls how much he admired America in his youth. As a student at Beijing's Qinghua University in the late 1930s, Liu fell under the spell² of several American and U.S. -educated teachers. He and his friends poured[®] over Western books, enjoyed Western classical music and even began to opt for Western-style toilets[®] over Chinese ones. He went on to translate biographies of Hollywood luminaries like Ingrid Bergman and Clark Gable into Chinese. Bring up the U.S. these days, however, and the mild-mannered former government official turns livid. "Americans have gone muddleheaded[®], "snorts[®] Liu, now 84. "If you treat China as a friend, he will treat you well and will never betray you. Treat him like an enemy and he'll fight back without hesitation."

The anger and suspicion that many Americans harbor toward China is abundantly evident. U. S. Congressmen and newspaper columnists regularly bash Beijing, and special-interest groups hold noisy protests whenever a Chinese leader comes to town. Less well-known is the growing anti-American sentiment among China's

- ①Leafing:翻页
- ②spell:迷住
- ③poured:灌注
- ④opt for:选择,选 取
- ⑤ toilets: 厕 所, 卫 生间, 洗手间
- ⑥ luminaries: 杰出人物,才智出众的人
- ⑦livid: 怒气冲冲的
- ® muddle-headed:精神混乱的,头脑糊涂的
- ⑨ snorts: (表示不耐烦、愤怒或高兴)用鼻子哼
- ⑩ suspicion: 猜疑, 怀疑
- ①bash: 怒殴, 猛击

foreign-policy-minded élite. And rising with that is a palpable sense of national pride. Says a Chinese journalist in Beijing: "The nationalistic sentiment is growing directly proportional to the demonization of China in Washington and the U.S. press."

In the view of many Chinese intellectuals, the U.S., with its vibrant economy and solesuperpower status, behaves like a swaggering[®] global bully-browbeating countries that refuse to toe Washington's line on trade, security and human rights issues. "When they can't get their way," says Liu, "they resort to sanctions or military attacks." Increasingly, Chinese view such American muscle-flexing as a direct threat. Niu Jun, a researcher at the Chinese Academy of Social Sciences' American Studies Institute. writes in CASS's monthly publication, Pacific Journal: " Chinese decision-makers have practically concluded that the U.S. intention is to Westernize or dismember[®] China." From the Chinese perspective, America can be not only arrogant[®] but ignorant about the world beyond its borders. "Washington often overestimates its leverage on Beijing," says a Chinese political scientist. "They don't realize that on critical issues, the behavior of China's leaders is more conditioned by domestic issues, not to please the Americans."

Liu began to become disillusioned with the U.S. in 1996, when Washington sent two warships to the Taiwan Strait. At the time, Taiwan

- ① palpable: 明显可 知的:易觉察的
- ® proportional: 成比 例的
- ① vibrant: 生气勃 勃的
- ⑤swaggering: 狂妄 自大
- [®] browbeating: 威 吓;威逼;恫吓
- ①sanctions:制裁

- ® dismember: 肢解, 分割 (领土); 瓜 分(国家)
- (Parrogant: 傲慢的; 自大的

② disillusioned: 使醒 悟;使幻想破灭 was holding its first presidential elections. In an apparent at tempt to intimidate[®] proponents[®] of independence for the island, Beijing conducted military exercises and lobbed missiles across the Strait. More recently China has grown angry over U. S. talk of a Theater Missile Defense umbrella in North Asia, fearing that it could prevent an eventual reunification[®] between mainland China and Taiwan. "America should keep off[®] Taiwan and Tibet," says Liu. "These issues are not just for President Jiang and Premier Zhu to decide. The whole country supports their position. Whoever loses these territories will surely be deposed[®]. It's wrong and stupid for the U.S. to meddle[®] in such issues."

To many Chinese, the U. S.-led NATO bombing of Yugoslavia is the latest outrage. "We oppose the NATO attack on Kosovo," says Liu, "because we could be next." It's a concern that many other Chinese seem to share. "Do powerful countries have a right to attack another sovereign nation when they experience internal problems or trouble?" asks a young woman who attends Shanghai's Fudan University. Will they use the same rationale, she wonders, if ethnic unrest. "Breaks out in Xinjiang or Tibet?"

Among informed Americans, the debate over how best to deal with China generally boils down to[®] two approaches. The "engagement[®]" camp[®] holds that even a strong China can be integrated into the global community, particularly by encouraging wide-ranging economic and polit-

- ②intimidate:胁迫; 威胁
- ② proponents: 支持 者;拥护者
- ② reunification: 再 统一
- ② keep off: 避开; 不接近
- ② depose: 废黜;免 职
- 您meddle:干预;干 涉
- ②outrage:残暴;暴 行

- ⊗rationale: 基本原 理
- ② ethnic unrest:种 族骚乱
- ⑩ boil down to:等 于;归结为
- ① engagement:接 触政策
- ②camp:阵营

ical interaction. The "containment[®]" school, meanwhile, contends that China is bent on becoming an aggressive regional and, eventually, global power. As a result, this view holds, the U.S. and its allies should do whatever they can to contain China's geopolitical ambitions.

Liu, a former Petroleum Ministry official, sees another scenario for China: "peaceful evolution" toward a freer, more pluralistic future. "It's highly possible," he asserts. Some Chinese liken their society to a plate of sand[®], scattered and disunited. But when pressured of threatened from the outside, everything pulls together. "If you don't push us around, China will probably change faster," says Liu. "But if you do, the Communist party can more easily whip up[®] nationalist sentiments. You choose." For Americans who hope to influence China's behavior, Liu's formula may be worth remembering.

[Selected from Time, April 12, 1999, written by Jaime A. Florcruz]

- ③containment:遏 制,遏制政策
- 到 geopolitical: 地理 政治学的
- ⑤ a plate of sand; 一盘散沙
- ∞ whip up:激起; 激励

New Accommodations¹

香港政坛终于云破日出:陈方安生继续留任,"三大巨头"将通力合作,共同治港。

If you want to understand how politics in Hong Kong works these days, consider the tale of Chief Secretary Anson Chan Fang On-sang and Financial Secretary Donald Tsang Yamkuen. They built their careers in the colonial government, made names for themselves as the first Chinese to rank (numbers two and three) in the British administration and were offered knighthoods² by Queen Elizabeth. Chan declined, Tsang accepted. It seemed symbolic. Chan, head of the civil service since 1993, was reappointed in early 1997. She was supposed to be the "conscience" of the new Hong Kong, she pledged to resign rather than compromise her principles, and much international goodwill depended on how she adjusted. Tsang, financial secretary since 1995, wasn't sure if he would keep his job after the handover^⑤. The man who would be his boss, Tung Chee-hwa, was not encouraging at first. Tsang didn't have an international reputation working for him either. But Tung was concerned about political stability, so Tsang stayed. Then the Crisis hit and the world turned upside down for all three.

Chan is Hong Kong's most popular official, but she didn't win Tung's confidence[®] right ①Accommodations: (社会集团间的) 迁就融合

- ② knighthoods: 爵士身分,爵士品
- ③conscience:良心
- ④ goodwill: 商誉; 信誉
- ⑤handover:移交

- ⑥turn upside down: 完全颠倒
- ⑦confidence:信任; 信赖

away. He wouldn't let her help formulate the policies that mattered most (those concerning the economy), and she wasn't in a position to command attention. Tsang was and did. He accommodated himself to a new political and economic reality. He gained the trust of Tung and the leaders in Beijing. He may well be the chief secretary's successor.

Until recently, many thought Tsang, 54, might be promoted sooner rather than later since Chan, 59, was supposed to retire next year. She had been angling for an extension, but Tung didn't seem so inclined. Then on March 23, the chief executive announced that Chan would remain in office until the end of his own term, in June 2002. "The idea," he said, "is to maintain stability at the top echelons of the government." Especially since the recession lingers, the administration plans to shake up the civil service and (even though she was responsible for some of the airport opening chaos) most everybody wanted Chan to stay. The chief executive is nothing if not pragmatic.

Tung has always appreciated Chan's administrative abilities. In early February, she took on the sensitive issue of mainland immigration. Chan now says she was involved in two of Hong Kong's biggest economic initiatives: negotiations with Disney to build a theme park and government plans to help develop a cyberport. Maybe, just maybe, Tung has even come to tolerate Chan's candor. It's part of what makes

- ⑧angling:追逐
- ⑨extension:延长 (任期)
- ⑩inclined: 愿意
- ①echelons:等级; 阶层
- ②lingers: 逗留;徘徊
- [®] pragmatic: 实际的;实用主义的

- ②cyberport:指利用 计算机网络建立 的世界
- (D) candor: 爽直

her popular in Hong Kong, and it's what she thinks makes her effective. "My working relationship with Mr. Tung is every bit as close as it was with [former governor] Chris Patten," Chan said on March 23. "But also—and I make this point—there are occasions when I don't agree with Mr. Tung, and there were occasions when I didn't agree with Chris Patten. I think [one of the ways] in which I can best assist Mr. Tung is to be frank in tendering advice."

Soon after the handover, Tung wanted to establish Chinese as the language of instruction in all secondary schools; Chan said they had to follow the Education De partment's slower timetable. When Tung and Secretary for Justice Elsie Leung Oi-sie decided at one meeting that mainland Chinese organizations in Hong Kong should not be subject to local laws, Chan said they shouldn't settle the matter so quickly. She defended the editorial independence of the government radio and television station, then was criticized for speaking on the topic before Tung did. Chan has had to accept that Tung consults policy secretaries directly, second-guesses her decisions, and just doesn't depend on her the way Patten did. It took time.

Tsang seems not to have looked back after the British left. He has been heard calling Tung Lo-baan (Boss), a deferential form of address most of his colleagues would never use. When the government intervened in the stock market in August, Tsang apparently offered to take full

¹⁶ frank: 坦 白 的, 率直的, 老实的

⑦editorial:编辑的; 社论

® second-guesses: 作 事后批评

(1) deferential: 恭敬 的 responsibility for the consequences. Everywhere he could he defended the controversial decision to worried investors. Never mind that two years ago he would have been as critical as any of them.

Some say Tsang has been too obliging[®], others that he has grown into his position. Tsang says he is moving with the times, which means accepting more government involvement in parts of the economy. He is clearly in synch with[®] Tung. The financial secretary's well-received, feel-good March budget was more than a fiscal[®] blueprint, it was a political manifesto[®] calling for civil-service reform (that Chan will oversee) and more privatization.

Tsang has his ambitions. So do Chan and Tung. Now, for the first time since the handover, their fates are closely linked. They have the Crisis to thank for that.

[Selected from Asiaweek, April 2, 1999, written by Susan Berfield]

- ② controversial: 引 起争论的,有争 议的
- ②obliging:亲切的, 有礼貌的,愿意 帮人忙的
- ②in synch with:与 …相一致,与… 相融洽
- ②fiscal:财政的
- Ø manifesto: 宣言; 声明



Monica Madness

莱温斯基从英国开始其欧洲之行,为其《莫妮卡的故事》助阵,在欧洲大陆掀起莱温斯基热潮,常有千余人的长队在外等其签名。莱温斯基怎会引起如此热潮?

There are few things more exciting than watching famous people do dull things. When Garbo talked, audiences thrilled^①. When Clinton walks Buddy, the world watches. And when Monica Lewinsky arrived in Europe to promote Andrew Morton's biography of her last week, it was her sheer ordinariness that captivated^② the press and public. After her interview with Britain's Channel 4 aired, a German headline blared^③: MONICA LEWINSKY—NOW I TALK! and a British tabloid^④ caption revealed: "She sips drink."

She also signed. And signed. Thousands queued in Britain for the Beverly Hills girl to autograph their copies of Andrew Morton's "Monica's Story," published this month in 10 countries. Lewinsky and Morton, who last week was busy promoting the book in the States, split the book's \$1.5 million-plus advance. Lewinsky also received \$660,000 for her interview with Channel 4 and will get about 75 percent of the royalties which, since the show's been sold in 38 countries, could bring her at least an additional million. A photo spread of Lewinsky at

①thrilled:兴奋

- ②captivated:迷住, 迷惑
- ③ blared:高声鸣叫、奏鸣
- ④tabloid:小报

⑤royalties:版税

her father's Los Angeles home (Monica knits! Monica pours coffee!) in a string of Spanishowned glossies brought the Lewinsky family an additional \$500,000.

Why the interest? Part prurience[®], part geopolitics. "America is the world's only superpower, "explains Renaud Bombard, the French publisher of "Monica's Story." "What concerns America concerns us." British publisher Michael O' Mara has a more sentimental spin. He sees the story as a modern fairy tale, whose cast[®] of characters includes a "young, innocent girl," a "prince, who has a wife, "and the "evil Knight of the Starr. "This being the '90s "happily ever after" is replaced by another closing rite[®]: a book tour. Newsweek followed Lewinsky around Britain on her first week of European signings.

Harrods, noon, March 8

Two floors above the Di Aan Dodi memorial fountain, a thousand people wait to see Monica. The queue snakes around Travel Books, through Garden Furniture and into Appliances. It's a line so long it has its own celebrities. Harrods issues a press release on "The First Five Customers to Have Their Books Signed." Buyers in line debate the Meaning of Monica, clutching copies of her story. "She's become such a focus of world history," says John McCloud, a Sussex-based software designer. "What's the reason for it, metaphysically?" Virginian Michael Mitchell, 19, isn't sure, but reckons there's one thing that everyone agrees on: "The wedding

- ⑥ glossies: 注释, 评 论
- ⑦prurience:好色

- ®cast:演员表
- ⑨rite:仪式, 典礼, 习俗

- ⑩ celebrities: 名声, 名人
- ① clutching: 抓住, 攫住
- [®]metaphysically: 形而上学的,纯 粹哲学的,超自 然的

ring is sacred and should not be violated." "Er, not necessarily[®], " responds McCloud.

A few yards away, the oak-signing table is flanked by massive urns of lilies. Blue-suited staff members frantically sweep the red carpet, as the 200-some journalists jockey for space. When Monica arrives, sleek in a navy pantsuit and heels, bagpipes serenade her, flash-bulbs pound like strobe lights and the paparazzi yell. She signs a few books and then leaves the room, in what the tabloids will call tears and her press spokeswoman will call flu symptoms. Minutes later she's back and signing. Next door a crowd waits for people to emerge with their trophies. The lucky 450 vamp for the cameras, holding their books above their heads. For a split second, they are stars themselves.

Borders, Oxford Street, 12:30 p.m., March 9

At borders the next day, the Monica line starts at 9 a.m. By mid afternoon, 2,000 people will have filed through it. Chet Baker croons "Let's Get Lost," and shop assistants and bobbies try to calm the crowd. But when Monica arrives with her British bodyguard, publicity agent and David Crombie, Michael O'Mara's U.K. sales director, there's still a mosh. People clamber onto shoulders and ladders, crushing into the shelves of taped Charles Dickens and Jane Austen novels.

The Europeans in line seem to have a collective crush on Monica. Some bring teddy bears,

- [®] necessarily: 必定 地,必然地
- ① flanked: 在 ··· 的 侧面, 侧翼包围
- Durns: 瓮, 缸
- fillies:百合花
- ⑪ frantically: 狂暴 地, 疯狂似地
- ®jockey:运用手段
- (1) sleek: (外表过分)整洁的,时髦的,讲究的
- ②tabloids:小报
- ②flu symptoms:流 感症兆
- ②trophies:战利品
- ②vamp:荡妇

Offiled:列队行进

② croons: 纵情歌唱:低唱

②teddy bears:玩具 能 others chocolates. Colin Dexter, author of the Inspector Morse books, waits in line to tell her he wishes he were 45 years younger. One woman says she identifies with Lewinsky's weight problems. Another says she knows how the girl feels because she, too, is Jewish. For the Americans, eagerness is mixed with sheepishness. "Take a picture of me, "shouts one woman. "Just so I have proof that I'm not the only insane person here." She's not: during the week, more than 29, 999 others will buy the book in Britain. In the United States, "Monica's Story" is No. 1 on The New York Times bestseller list. In France and Germany, a second printing is ordered within days of publication. In Norway and Finland, Monica's story flies off the shelves. If reading "Monica's Story" is, as one girl in line at Borders says, "like checking out road kill, "then Lewinsky is causing a global traffic jam.

Books Etc., Bayswater, 6:30 p.m.

A woman in a black suit is looking at greeting cards in a mall. Nothing more banal[®], except that she is "that woman" and the store is selling just one book tonight; her biography. A crowd is smashed[®] against the window, and beyond them are 6,000 others—Iraqis, Kurds, Sicilians and Japanese. Says one Thai man: "Maybe I have a chance to be a small part of world history."

Monica has found a new pen—a Pilot V, which Crombie, Michael O' Mara's sales director, hopes will speed up the autograph process by 20 sig-

② insane: 疯狂的, 极愚蠢的

⊗ second printing:
 第二次印刷

②jam:交通堵塞

③ banal: 平凡的, 陈腐的, 老一套的

①smashed:打 碎,粉碎 natures an hour. Not that Crombie is complaining. Monica has been averaging about 500 books an hour. "Faster than Thatcher," says Crombie, who promoted the former prime minister's autobiography, as well as Charlton Heston's. Monica is quick—and quiet, as there are two partial restrictions on her free speech, one from Kenneth Starr, and the other from Channel 4, which banned Lewinsky from doing other television interviews for two weeks after its own show aired.

Despite the avid fans and constant media attention, Europe still holds humiliations. Monica and her handlers have grown wary of the press since a Daily Telegraph profile painted her as "vain and shallow, "possessing a "leaden gait "and ankles "even thicker than Hillary's." Back in Bayswater, where Monica signs and smiles, a man breaks into the mall where we wait a rubber Clinton mask and a large white strap-on phallus. The crowd whistles and claps as two bobbies drag him out.

Waterstone's, City of London, March 10

Monica sits signing books at the spot where Pets meets Science Fiction and Cookery. Brash[®] young pinstriped bankers come in packs. To speed queues along, it's been decided that Monica won't sign dedications[®]. "Have your books open to the page with 'Monica's Story' on it," yell the shop assistants. "Will you just write 'Love to Colin'?" pleads one gray-haired fan. "I'm sorry," says Monica, just as she's said

- ②avid:热心的
- ❸humiliations:差 辱,蒙耻
- 劉wary:谨慎的;机 警的
- ③mall:购物商场, 商业街,林荫路
- 舒 Brash: 仓促的, 无礼的, 性急 的, 傲慢的
- ②dedications:献词

hundreds of times by now. "I'm sorry, I can't."

Waterstone's, Oxford, noon, March 11

Monica's late, and the rumor is that she won't leave her hotel because she's scared of the paparazzi outside. The night before, she enjoyed a shard[®] of normal life: Andrew Morton called a friend with a son at Oxford, who organized a dinner for Monica with seven students.

Inside the bookstore it's tense. The press are told not to talk to Monica, so for a few minutes the only noise is the clicking of cameras and the buzz of tills. Then, a lone voice: "What do you think about today's news that the Clintons might be splitting up, Monica?" No reply.

WH Smith, Bristol, 6:30 p.m.

The queue may be women and teenage girls, but the impromptu[®] crowd is young and male. There are jokes about cigars and "distinguishing characteristics." A man in an Iron Maiden T shirt holds up an obscene[®] sign. As the men hoist their camcorders[®], the mob[®] starts a ragged howl[®], "Mo-ni-ca, Mo-ni-ca." Small wonder that Monica has asked for a bodyguard in every country.

There's no sense of whether Monica might get a bit more freedom in Germany, her next stop—after a quick trip back to the States for an Oscars party. The Germans have offered two bodyguards, and her sightseeing plans are being tightly guarded. Her Parisian publisher expects "a craze[®]" when Monica signs books on the Champs-

- ⑤ impromptu: 即兴地(的); 即席地
 (的)
- ① camcorders: 可携 式摄像机
- ②mob:乌合之众, (盗贼等的)一群 ②howl:嚎叫:呼号

Acraze: 狂热