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CRAZY FOR SPEECHES

我为演讲狂

——实现梦想

耶鲁大学校长 理查德·莱文
明星州长 阿诺德·施瓦辛格
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.....

中英文对照



青岛出版社



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主 编 吴 静

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我为演讲狂

——实现梦想

Invent to Drive the Future World

Carly Fiorina

Tsinghua University

March 12, 2004

2

Xiexie, Xia wu hao. Those are the only two words of Chinese I know. That's not true, I know a third — Ni hao. I want to thank all of you for taking time out of what I know is a very busy study **schedule** to be here today. I know this is valuable time that you could be using to work, or study, or maybe to play Sword on-line. Thank you for having me here today.

Coming from a company that has the word “invent” as part of our brand, as part of our signature, I sometimes begin speeches by saying that invention and **innovation** have been part the DNA of HP for more than sixty years. We spend more than four billion dollars a year on **R&D**, so invention is part of our future as well as part of our past.

That all sounds pretty impressive until you think about China's history, and you realize that “invent” has been part of China's DNA for more than 5,000 years. Every schoolchild in America learns about China's many gifts to this world — from the invention of paper, to gunpowder, the **wheelbarrow**, the compass, **acupuncture** — right up to the first blast furnace and

创新推动世界未来

卡莉·费奥瑞娜

清华大学演讲

2004 年 3 月 12 日



“谢谢！下午好！”我只会说这两句汉语，不对，我还会说“你好！”感谢大家抽时间来到这里，据我所知大家的学习计划安排得非常满。大家的时间很宝贵，这段时间你们本来可以工作，学习或者玩网游。感谢大家今天能来听我演讲。

惠普公司品牌标识里有“创新”两字，作为惠普公司的一员，我演讲时常说，60 多年来创造和创新已经成为惠普 DNA 的一部分。每年我们花费 40 多亿美元用于研发，所以说创造是我们过去的一部分，也是我们未来的一部分。

这听起来似乎令人印象深刻，但是如果回头对比中国的历史，你会发现“创新”作为中国的 DNA 已有 5000 多年。在美国，每一个学童都会学习、了解中国献给世界的众多礼物，中国发明了造纸术、火药、

schedule /'skedʒul/ *n.* 时间表

innovation /ɪnəʊ'veɪʃn/ *n.* 创新，革新

wheelbarrow /'wi:l,bærəʊ/ *n.* 独轮手推车

acupuncture /'ækjupʌŋktʃə/ *n.* 针灸，针治

the first use of iron casting, back in the sixth century.

As a company, we at HP are especially indebted to a man named Bi Sheng, who had the vision in 1045 A.D. to invent the world's first movable type, which led to its first printer — a full 300 years before Gutenberg's^① invention of movable type changed the Western world. So today, I want to issue a belated thank you to Bi Sheng for having the foresight to set in motion a process that would eventually lead to a \$ 20 billion business for HP.

That great tradition of invention and innovation has certainly been carried on here at Tsinghua, where some of the finest instructors in the world today are working to train some of the finest scientists and engineers. It's a bit ironic that this school was originally established nearly 100 years ago as a place where young Chinese could go to America and other western nations to learn from us. Today, the rest of the world, I think, has much to learn from you.

It's always struck me that the process of invention is a little bit like the process of being a college student. After all, as an inventor, you go into a lab and you have a strong but perhaps vague idea of what you want to achieve. By working hard, experimenting, learning along the way, and using as a guide the work of those who went before you — you advance down the road toward discovery. You may not end up where you started — or even where you expected, but if you're successful, then begins another difficult process of trying to make your invention work in the world around you.

Like inventors, many of you have travelled the same road over the last four years here in the university. The person you

手推车、指南针、针灸,另外公元6世纪时中国最先使用了高炉,最先掌握了铸铁技术。

作为一家企业,惠普公司要特别感谢毕昇,他在公元1045年就富有远见地发明了世界上第一种活字印刷术,后来又研发出第一个活字印刷装置,古腾堡也发明了活字印刷,改变了西方世界历史,但比毕昇的发明晚了整整300年。因此今天我想对毕昇说一声迟到的谢谢,感谢他卓有远见地研究了一套活字印刷体系,如今它已演变成为惠普一项价值200亿美元的业务。

中国人民创造、创新的伟大传统在清华大学这里一定得到了传承,这里有当今世界上最好的老师,他们正辛勤培养未来最优秀的科学家、工程师。有意思的是,这所学校100多年前最初建立的目的是培养中国年轻人到美国和其他西方国家学习。我认为今天世界有很多需要向你们学习。

我一直认为创新的过程和上大学的过程有一点相似:作为一个创新者,你来到实验室,抱着一种强烈的,抑或是模糊的想法想要取得一些成果。通过不断的努力工作、试验、学习,利用前辈的工作为向导,就会一步一步走向了发现的道路。最后结果可能并非如你所料,或者没有到达你期望的地点,但是一旦成功了,那么你就要开始另一个艰难的过程,努力将你的创新应用于现实世界里。

你们许多人已经在大学四年里走过了和发明家一样走过的道

indebted /ɪn'detɪd/ *adj.* 负债的,受惠的

foresight /'fɔ:sait/ *n.* 远见,深谋远虑

ironic /ai'rɒnɪk/ *adj.* 说反话的,讽刺的

are today — the goals you have today, the dreams you have today — may be different from the ones you had when you came here. And now, you are become prepared to take what you've learned here and make it work in the world around you.

I believe that young people are graduating today into a world filled with more hope and more promise than in any other time in our history. I know that might sound strange, because we think always of the dangers and challenges in the world around us. But I have studied history in my life. I do believe this is an era of great promise and great opportunity.

For those of you who have seen our ads, you know that they end with the phrase, "everything is possible." A cynic might say that just a marketing slogan — but I actually believe that. I don't think everything is easy. I don't think things happen right away, but I do think everything is possible.

For all the remarkable advancements we have seen in our work in recent years, nothing has matched the power of information technology to change our world for the better. And in the next decade, it will take us to places we can only imagine today.

China is the world's fastest-growing economy, the world's leader in direct foreign investment, one of the world's largest trading nations — a leader on both the production and **consumption** of information technology. China is **poised** to play a large part in that future, and the students who graduate from Tsinghua University are poised to shape the future of technology like never before.

Like any university students, I know for you the road ahead has much uncertainty. But if there is one thing I have

路。你自己,你今天的目标,你今天的梦想,这些与你初来清华时已有所不同。现在,你们应该已经准备好带上你的才学,施展其于世界。

我认为如今毕业的年轻人面对的是一个历史上最有希望、最有前途的世界。听起来好像有点怪,因为通常我们看世界时想到的总是危险与挑战。但是通过学习历史,我坚信这是一个前景光明、机遇难逢的时代。

看过惠普广告的人都知道,最后一句话是“一切皆有可能”。愤世嫉俗之人可能会说,这只不过是一条营销口号而已,但事实上我对此坚信不疑。我并不是认为一切事都很容易,我也不认为事情会立马变好,但我真的相信,一切都是有可能的。

过去几年的工作中我们看到的所有巨大进步,没有什么可以和信息技术的力量相比,是它引领我们向更好生活前进。未来十年,信息技术将把我们带到一个什么样的境地,现在只能想象。

中国是世界上增长最快的经济体,吸引外资世界第一,是世界上最大的贸易国之一,中国也是生产和销售信息技术的最重要国家之一。中国做好准备将在未来扮演重要角色,清华大学的毕业生将准备前所未有的塑造未来科技。

和所有其他的大学生一样,我知道你们的未来道路也充满不确

cynic /ˈsinik/ *n.* 愤世嫉俗者

consumption /kənˈsʌmpʃən/ *n.* 消费

poised /poɪz/ *v.* 为……做准备,保持……姿势

learned from the past 20 years in this industry, it is that the principle you have learned inside the walls of Tsinghua is more true outside the university than inside. The principle I am speaking of is this: that great leaders, like great organizations, great companies, and great nations — great leaders are defined not simply by their capabilities, but by their character. Not just by the company they are, but by the company they keep. Not by success alone, but as Tsinghua teaches, with **self-discipline** and social concern in equal balance.

To be honest, I wish I could say that the road to learning that lesson for me was easy. I wish I could tell you that the day I graduated from university I knew exactly how all the pieces would fit together, that I knew exactly what I wanted to do from day one and my life as been a nice straight line and careful plan ever since. The truth is I didn't begin my career as a technologist. I took to heart the wisdom of **Confucius**, who taught us that one should "study the past if you would define the future", and I majored in medieval history and philosophy at Stanford University. As perhaps you can appreciate, that sort of degree was not in great demand when I graduated from university.

I wasn't sure what to do after college, so I went to law school because that's what my father wanted me to do. But I found I didn't like law school; I didn't have any passion for it. I quit after one semester, and wandered off into the world to find myself, and did some strange things. I answered the phones and typed — I was what you call a secretary. I worked for a year at a commercial **brokerage** company, then I went off to Italy to teach English to Italian businessmen. And finally, I decided to

定。如果说过去 20 年我在这个行业只学到一个经验的话,这就是,你们在清华所学的准则在校园外比在校园内更真实有用。我所说的准则是:伟大的领导者,比如说大的组织机构、大公司、或者大国,是不能简单的通过能力来判断他们的,而是看他们的品质;不能通过他自身来判断其自身,而是要看他身边的伙伴;不能只看成败,也要看其是否自律,要看其是否关注社会,力求二者平衡,正如清华老师的言传身教。

坦率地说,我真希望能对你们说,我得到这个经验的过程很轻松。我希望可以告诉你们:我从学校毕业那天就确切知道向哪里走,从第一天我就知道我想做什么,我也曾预见到我的生活将一直按照规划一帆风顺。但事实不是,我在惠普并非技术专家。我牢记着孔子的智慧,他教育我们说,一个人应该“温故而知新”。我在斯坦福大学时所学专业是中世纪史和哲学。你们可能也知道,当时这种学位的毕业生是少人问津的。

毕业后不知道该干什么,我就去上了法学院,仅仅因为我父亲希望我上法学院。但后来我发现自己并不喜欢那里;我对法学没有一点激情。一个学期后我辍学离开,开始闯荡社会,寻找自我,做了一些奇怪的事。我接电话、打字,做了秘书。我在一家商品交易公司工作一年,然后去了意大利,在那里教意大利商人学习英语。最后我决定申

self-discipline /ˌself'disiplɪn/ *n.* 自律,自我约束

Confucius /kən'fjuːʃiəs/ *n.* 孔子

brokerage /'brəʊkərɪdʒ/ *n.* 经纪人(或中间人)业务

apply to business school. There, I learned about marketing, and operations, and other skills necessary for business. But more importantly, I had professors, like the students here do, who challenged me, and taught me a different notion of what was possible, who forced me to see my life in new ways. And I think in a very great measure, that is what leadership is about, that is what education is about, that is what character is all about.

You see, I think one of most important qualities a leader can bring is the ability, the energy, the desire to unlock potential in others. I think leadership is **ultimately** about helping other people achieve more than they think is possible; it is about helping people see a different set of possibilities for themselves.

I've been asked a lot since then if there are any lessons I've learned about character and leadership. There are three lessons, I think that I have learned, that continue to instruct me to this day, that continue to guide me in both business and in life.

The first lesson is that values matter and character counts, and that no matter how much things change, fundamental values shouldn't. For those of you who are just starting out your career, you will find that in leadership, as perhaps in life, the most important decisions you make, and the toughest decisions you make are often the decisions you make alone. And when you make those decisions, there is an opportunity to be **buffeted** about by and confused by all kinds of things: **conventional** wisdom and popular emotion, and maybe by cynicism and doubt, as well.

I think leadership is a compass. At a personal level, and I use this phrase a lot inside the business, I think leadership takes

请上商学院。在那里我学会了营销、运作,及其他的一些必备商业技能。但更重要的是,我的教授,像你们这里的教授一样,他们鞭策我,传授给我一种不同的观念,让我发现潜能,他们迫使我以新的角度看待生活。我认为这就是所谓的领导力,这就是教育的真谛,这就是品质的意义。

可见一个领导者应具备的最重要的品质之一是要有发掘别人潜力的能力、精力和愿望。我认为领导力最终无非就是帮助别人取得他们不敢想象的更好成绩;就是帮助人们发现自己更大的潜能。

很多人问我就领导力和品质有什么经验。我想应该有三点,这三点直至今日还指导着我事业和生活方向。

第一个经验就是,价值观和个性品质很重要,不管事情怎样变化,基本价值观不应改变。对于刚开始工作的同学,你们将会在未来的领导工作中,也可能在生活中发现,人生中最重要、最艰难的决定往往是自己独自做出的。当你做这些决定时,总是会被各种力量,各种考虑左右而疑惑不定、摇摆不前,比如说传统观念、习惯想法,甚至还有讥笑和怀疑。

领导力就是指南针。个人而言,我在工作中经常使用这个词语,

ultimately /ˈʌltɪmɪtli/ *adv.* 最后,最终

buffet /ˈbʌfɪt/ *v.* 打击,连续猛击

conventional /kən'venʃənəl/ *adj.* 传统的,惯例的,常规的