



我为演讲狂  
CRAZY FOR  
SPEECHES

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# CRAZY FOR SPEECHES

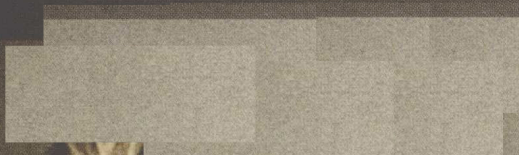
# 我为演讲狂

## ——永不止步

苹果公司CEO 史蒂夫·乔布斯  
诺贝尔物理学奖获得者 朱棣文  
惠普前CEO 卡莉·费奥瑞娜

.....

中英文对照



青岛出版社



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主 编 吴 静

编 译 吴华姝 徐静茹 彭白羽

胡 翠 姜永健

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Follow Your Passion

Steven Chu

Hulford Commencement Address

June 4, 2003

# 我为演讲狂

## ——永不止步



# Follow Your Passion

Steven Chu

Harvard Commencement Address

June 4, 2009

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Madame President Faust, members of the Harvard Corporation and the Board of **Overseers**, **faculty**, family, friends, and, most importantly, today's graduates, thank you for letting me share this wonderful day with you.

I am not sure I can live up to the high standards of Harvard Commencement speakers. Last year, J. K. Rowling, the billionaire novelist, who started as a classics student, graced this **podium**. The year before, Bill Gates, the mega-billionaire philanthropist and computer nerd, stood here. Today, sadly, you have me. I am not a billionaire, but at least I am a nerd.

I am grateful to receive an honorary degree from Harvard, an honor that means more to me than you might care to imagine. As you might have heard this morning, I was the academic failure of my family. Both of my brothers have degrees from Harvard. My older brother, Gilbert, after getting a PhD in Physics from that other school down the river<sup>®</sup>, got an MD — PhD from Harvard. My younger brother, Morgan Chu, who you just heard the name today as the Board of Overseers,

# 追寻心中所爱

朱棣文

哈佛大学毕业典礼演讲

2009年6月4日

尊敬的福斯特校长,哈佛校董会及校监会的各位委员,老师们,家长们,朋友们,当然,还有最重要的各位毕业生:

感谢大家给我机会,让我与你们一同分享这个美妙的日子。

我不确定自己能否够格获此殊荣,担任哈佛大学毕业典礼演讲人。去年,J. K. 罗琳女士荣登这个讲台,她最初是古典文学专业的学生,如今是身价过亿的小说家。前年站在这里的则是比尔·盖茨先生,他是超级富翁、慈善家和电脑天才。今年,很遗憾,你们的演讲人是我。虽然我不是亿万富翁,但至少我也有点“才”。

我很感激哈佛大学授予我荣誉学位,你们也许想象不到这项荣誉对我的意义。你们早上可能听说了,在学术方面,我是我们家最不成器的。我的两个兄弟都获得了哈佛大学学位。我哥哥朱筑文从河下游的另一所学校拿到了物理学博士学位,接着又从哈佛大学获得医学博士学位;我弟弟朱钦文,你们今天刚听过他的名字,他是校监会的成

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**overseer** /'əʊvə'si:ə/ *n.* 监督者,监督机构

**faculty** /'fækəlti/ *n.* 全体教员

**podium** /'pəʊdiəm/ *n.* 讲台,讲坛,(乐队的)指挥台

has a law degree. When I was awarded a Nobel Prize, I thought my mother would be pleased. Not so. When I called her on the morning of the announcement, she replied, "That's nice, but when are you going to visit me next?" Now, as the last brother with a degree from Harvard, maybe, at last, she will be pleased.

Another difficulty with giving a Harvard commencement address is that some students may **disapprove** of the fact that I will borrow material from my previous speeches as well as from others. I ask that you forgive me for two reasons.

First, in order to be heard, it is important to **deliver** the same message more than once. Second, authors who borrow from others are following in the footsteps of the best. Ralph Waldo Emerson<sup>®</sup>, who graduated from Harvard at the age of 18, noted, "All my best thoughts were stolen by the ancients." Picasso declared, "Good artists borrow. Great artists steal." Why should commencement speakers be held to a higher standard?

I also want to point out the **irony** of speaking to graduates of an institution that would have rejected me, had I the **chutzpah** to apply. I am married to "Dean Jean", a former Dean of **Admissions** at Stanford. She **assured** me that she would have rejected me, given the chance. When I showed her a draft of this speech, she objected strongly to my use of the word "rejected". She never rejected applicants; her letters stated that "we are unable to offer you admission". I have great difficulty understanding the difference. After all, Deans of Admissions of highly selective schools are in reality, "Deans of Rejection". Clearly, I have a lot to learn about marketing.

员,在哈佛大学获得了一个法律学位。我本人得诺贝尔奖时,满以为母亲会很高兴的。但我却想错了。奖项揭晓的那天早晨,我给母亲打了电话,她的反应却是:“挺好的,不过你打算什么时候来看我?”如今在兄弟中,我最后一个拿到了哈佛学位,这下母亲也许会满意了。

在哈佛毕业典礼上演讲还有个难处,就是有些学生可能会反对我借鉴之前演讲人和其他人说过的话。请你们谅解我,原因如下。

第一,要产生影响,有必要重复传递相同的信息。第二,借鉴他人的作者正追寻着精英的脚步。拉尔夫·沃尔多·爱默生 18 岁就从哈佛毕业,他曾提到:“我所有的绝佳想法都让古人偷去了。”毕加索则宣称:“优秀的艺术家借鉴,伟大的艺术家偷窃。”为何对毕业典礼演讲人就要用更高的标准要求呢?

我还想指出一点,向哈佛毕业生演讲对我来说颇为讽刺,因为如果当年我不自量力,斗胆申请哈佛,一定会遭到拒绝。我妻子“吉恩主管”曾是斯坦福大学的招生主管,她敢打包票,如果我当年申请斯坦福大学,她肯定会拒绝我。我把这次演讲的草稿拿给她看,她强烈反对我使用“拒绝”一词。她从不拒绝申请人,而是在拒信中写道:“我们无法为你提供入学机会。”我理解不了这之间有何差别。说到底,有些学校对学生精挑细选,那里的招生主管还不如叫“拒生主管”。很明显,我得好好学学如何推销。

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**disapprove** /ˌdɪsəˈpru:v/ *v.* 不赞成

**deliver** /dɪˈlɪvə/ *v.* 递送,表达

**irony** /ˈaɪərəni/ *n.* 具有讽刺意味的事,出乎意料的结果

**chutzpah** /ˈkʊtspə/ *n.* 无所顾忌,敢作敢为

**admission** /ədˈmɪʃən/ *n.* 许可,入会费,承认

**assure** /əˈʃʊə/ *v.* 使确信,向……保证

My address will follow the **classical sonata** form of commencement addresses. The first movement, just presented, was **light-hearted** remarks. This next movement consists of **unsolicited** advice, which is rarely valued, seldom remembered, never followed. As Oscar Wilde<sup>③</sup> said, “The only thing to do with good advice is to pass it on. It is never of any use to oneself.” So, here comes the advice.

First, every time you celebrate an achievement, be thankful to those who made it possible. Thank your parents and friends who supported you, thank your professors who were **inspirational**, and especially thank the other professors whose less-than-brilliant lectures forced you to teach yourself. Going forward, the ability to teach yourself is the **hallmark** of a great liberal arts education and will be the key to your success. To your fellow students who have added immeasurably to your education during those late night discussions, hug them... Also, of course, thank Harvard. Should you forget, there is an alumni association to remind you.

Second, in your future life, cultivate a generous spirit. In all negotiations, don't bargain for the last, little advantage. Leave the change on the table...

Jimmy Stewart, as Elwood P. Dowd in the movie *Harvey*<sup>①</sup>, got it exactly right... “Years ago my mother used to say to me, ‘in this world, Elwood, you must be... she always used to call me Elwood... in this world Elwood, you must be oh so smart, or oh so pleasant.’ Well, for years I was smart... I recommend pleasant. You may quote me.”

My third piece of advice is as follows. As you begin this new stage of your lives, follow your passion. If you don't have

毕业典礼演讲大都遵循古典奏鸣曲的曲式,我的演讲也不例外。刚才是第一乐章,轻松愉快的闲谈。接下来是第二乐章,主动奉上的忠告。这些忠告很少有人重视,鲜少有人记住,从来没人实践。正如奥斯卡·王尔德所言:“对于忠告,你唯有送给别人。它对你完全没用。”因此,下面送上我的忠告。

第一,庆功时莫忘助你成功之人。要感谢给予你支持的父母和朋友,感谢给你灵感的教授,还要特别感谢那些教课不太好的教授,让你迫不得已,只能自学。从长远看,自学能力是受到优秀文理教育的标志,也会是你成功的关键。还有些同学经常与你半夜讨论问题,他们对你学识的增长做了不可估量的贡献,你要拥抱他们……当然,你还要感谢哈佛。不过就算你忘了,校友会也会提醒你。

第二,在你未来的人生中,要培养慷慨的品格。无论什么谈判,都不要为了最后的一丁点利益咄咄逼人,喋喋不休。不要斤斤计较……

吉米·斯图尔特在电影《迷离世界》中扮演艾尔伍德·P. 窦德,这一角色就完全领悟了这一点……他说:“很多年前,母亲曾对我说,‘在这个世上,艾尔伍德,你要……她总是叫我艾尔伍德……在这个世上,艾尔伍德,你要么活得聪明,要么活得快乐。’我呢,做了好几年聪明人……但我建议你做快乐的人。你们可以引用我这句话。”

我的第三个忠告是,现在你们步入了人生新阶段,请追寻心中所

---

**classical** /'klæsikəl/ *adj.* 古典的,典雅的,经典的

**sonata** /sə'natə/ *n.* 奏鸣曲

**light-hearted** /laɪt 'hɑ:tɪd/ *adj.* 轻松的,愉快的

**unsolicited** /'ʌnsə'lɪsɪtɪd/ *adj.* 自发的,自我推荐的

**inspirational** /ɪnspə'reɪʃənəl/ *adj.* 启发灵感的,鼓舞人心的

**hallmark** /'hɔ:lma:k/ *n.* 标志,特征



a passion, don't be satisfied until you find one. Life is too short to go through it without caring deeply about something. When I was your age, I was **incredibly single-minded** in my goal to be a physicist. After college, I spent eight years as a graduate student and **post doc** at Berkeley, and then nine years at Bell Labs®. During that time, my central focus and professional joy were physics.

Here is my final advice. Pursuing a personal passion is important, but it should not be your only goal. When you are old and gray, and look back on your life, you will want to be proud of what you have done. The source of that pride won't be the things you have acquired or the recognition you have received. It will be the lives you have **touched** and the difference you have made.

After nine years at Bell labs, I decided to leave the warm, **cozy** ivory tower for what I considered to be the "real world": a university. Bell Labs, to quote what was said of Mary Poppins, was "practically perfect in every way", but I wanted to leave behind more than just scientific articles. I wanted to teach and give birth to my own set of scientific children.

Ted Geballe, a friend and distinguished colleague of mine at Stanford who also went from Berkeley to Bell Labs to Stanford years earlier, described our motives best:

"The best part of working at a university is the students. They come in fresh, enthusiastic, open to ideas, unscarred by the battles of life. They don't realize it, but they're the recipients of the best our society can offer. If a mind is ever free to be creative, that's the time. They come in believing textbooks are authoritative, but eventually they figure out that textbooks and professors don't know everything, and then they start to

爱。没有爱好就去找寻一个,找不到绝不罢休。生命太短暂,不可空手过。我像你们这么大的时候,脑子就一根筋,一心一意要成为物理学家。本科毕业后,我在加州大学伯克利分校待了8年,读完了研究生和博士后,接着又去贝尔实验室待了9年。在那段时光,我关注的焦点和专业乐趣都在物理学上。

我还有最后一个忠告。追寻个人爱好固然重要,但这不该是你的唯一目标。等你老了,头白了,回首你的一生,你会希望自己有所作为,能让自己为之骄傲。但自豪感不会来自你得到的物质或获得的认可,而是来自那些你触动过的心灵和你带来的改变。

我在贝尔实验室待了9年后,决定离开这个温暖安逸的象牙塔,走进我心目中的“真实世界”——大学。贝尔实验室可以用描述魔法保姆玛丽·波平斯的话来形容:“几乎尽善尽美。”但我想为后人留下更多东西,而不仅仅留下科学论文。我想去教书,在科学上培育自己的后代。

好友泰德·葛贝尔曾在斯坦福大学与我共事,表现非常突出。几年前他也是从伯克利去了贝尔实验室,接着又去了斯坦福大学。他对我们回校教书的初衷做了最佳描述:

“在大学工作,最大的好处就是能接触到学生。他们精力充沛,满腔热情,思想开明,还没被生存斗争磨砺得伤痕累累。他们得到了这个社会所能提供的最好资源,不过他们自己并未认识到这一点。要说思想自由,勇于创新,那就是在大学时期了。入校时,学生们毫不质疑课本的权威性,但最终他们发现课本并非无所不包,教授也并非无所不知,于是

---

**incredibly** /ɪnˈkredəbli/ *adv.* 极其,令人难以置信

**single-minded** /ˈsɪŋɡlˈmaɪndɪd/ *adj.* 一心一意的,专心致志的

**post doc** /pəʊst dɒk/ *n.* 【美】【口】从事博士后研究的人

**touch** /tʌtʃ/ *v.* 感动,触动,使同情

think on their own. Then, I begin learning from them.”

My students, post doctoral fellows, and the young researchers who worked with me at Bell Labs, Stanford, and Berkeley have been **extraordinary**. Over 30 former group members are now professors, many at the best research institutions in the world, including Harvard. I have learned much from them. Even now, in rare moments on weekends, the remaining members of my **biophysics** group meet with me in the **ether** world of **cyberspace**. I began teaching with the idea of giving back, but I received more than I gave.

This brings me to the final movement of this speech. It begins with a story about an extraordinary scientific discovery and the new **dilemma** it **poses**. It's a call to arms and about making a difference.

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In the past several decades, our climate has been changing. Climate change is not new: the Earth went through six ice ages in the past 600,000 years. However, recent measurements show that the climate has begun to change rapidly. The size of the North Polar ice cap in the month of September is only half the size it was fifty years ago. The sea level has been rising since direct measurements began in 1870, but the rate is now five times faster than it was since the beginning of recorded measurements.

Here is the remarkable scientific discovery. For the first time in human history, science is now making predictions of how our actions will affect the world fifty and a hundred years from now. These changes are due to the increase in carbon dioxide put into the atmosphere since the beginning of the industrial revolution. The Earth has warmed up by roughly 0.8 degrees Celsius since the beginning of the industrial revolution. There is already