

英汉对照

Zhenglish
正字英语



The Most
Influential and Best
Inspirational Voices

听力+词汇+文化

影响你一生的

财富精英励志演讲

可点读



倾听最具感召力的声音
感悟精英的奋发激情
听懂最地道流畅的英文
体味世界的励志回声
背诵最闪亮激昂的段落
收藏灵魂的智慧光芒

总主编◎方振宇
主编◎申秋元
郑辉



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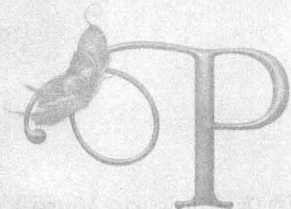
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触摸灵魂的声音

对于英语学习者来说，多听多看多练英语演讲是学地道英语的最有效途径之一，也是训练语音语调最有效的辅助手段。你不用担心这些演讲是否有语法问题，也不用担心用词是否准确，表达是否到位。因为一些名人的演讲稿通常是字斟句酌精心完成的。此外，通过演讲学英语还可以潜移默化地帮助自己提升对英文的驾驭能力，增强英语的语感和美感。

振宇英语推出了“影响你一生的英语励志演讲”系列丛书。本书是其中的“财富精英”演讲集，集合了 19 位财富精英的 20 篇演讲。这些财富精英大多是世界著名公司的 CEO，在经济领域成就斐然。在演讲中他们或讲述其奋斗历程，分享其成功的经验，教人执着于梦想和追求；或阐释他们对于公司及行业前景的独到见解，给人以启迪和思考。

本书精选了苹果电脑公司前首席执行官史蒂夫·乔布斯的两篇演讲，以此向这位创造了大量社会财富并使我们的生活变得丰富多彩的传奇人物致敬。一篇是他 2005 年在斯坦福大学毕业典礼上的演讲。该演讲在美国十大最具影响和十大最具智慧的演讲排行榜中都位居首位。他在演讲中告诉我们，要听从自己内心的声音，执着于自己热爱的事业；另一篇是他在经历了被公司开除、再创业，时隔 12 年之后再次回到苹果公司时发表的演讲。演讲富含激情，展示了他带领苹果走出困境的十足信心。

亚马逊 CEO 杰夫·贝索斯在演讲中讲述了他自己创业的故事，以此鼓励大家：未来掌握在自己的手中，追寻自己的梦想，慎重选择。股神巴菲特的演讲发人深省：在成功的因素中，诚信远比智力和精力更重要。占据世界富豪排行榜首位多年的微软创始人比尔·盖茨在演讲中呼吁大家，要发挥创造力和智慧在众多领域创造可喜的成绩来改变世界。雅芳 CEO 钟彬娴在演讲中分享了她作为一位女性管理者获得成功的经验：热情洋溢、关心别人、虚怀若谷、持之以恒、胸怀梦想。

美国幸福生活酒店 (Joie de Vivre) CEO 切普·柯利认为, 要关注人的内在需求, 计算让生命有意义的事情, 创造真正的幸福。谷歌 CEO 拉里·佩奇、NBA 洛杉矶湖人队老板杰里·巴斯、Twitter (中文称“推特”) CEO 埃文·威廉姆斯、Facebook (中文称“脸谱”) CEO 马克·扎克伯格、惠普公司前 CEO 卡莉·菲奥莉娜、宝洁公司前 CEO 阿兰·乔治·雷夫利等等, 从本书中你能近距离地聆听这些财富精英充满了智慧的语言、深刻的思想和独特洞察力的演讲, 感受他们多姿多彩的财富人生, 开启属于你的财富未来。

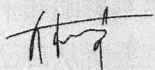
随书赠送的 MP3 演讲音频, 绝大多数是演讲者的原声音频。这些声音铿锵有力, 或给你启迪, 或让你感动, 或给你温暖, 或激发你前行的信念。同时, 也让你更有机会品味最地道的英语表达。

此外, 在每一篇文章之后, 都附有从这些财富精英的演讲中提炼出具有指引性、励志性的“启示”, 方便模仿与背诵。

地道实用的英语学得多了积累得多了, 你就能很自然地表达出极为纯正的英语, 既能提升你的书面语表达能力, 也可以提升你的口语表达能力。

准备好了吗? 让我们从现在开始, 去聆听那些激动人心的声音吧!

时间仓促, 以及水平有限, 难免有错误和不足之处, 希望教育同仁和广大学生朋友不吝赐教。您的意见请直接发往本人信箱: zhenglish@126.com, 以便再版时进一步更正、完善。谢谢!



北京千鹤园



01. Three Stories from My Life

我生命中的三个故事

——史蒂夫·乔布斯1

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma — which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary. 你们的时间都有限，所以不要按照别人的意愿去活，这是在浪费时间。不要囿于成见，那是在按照别人设想的结果而活。不要让别人观点的聒噪声淹没自己的心声。最主要的是，要有跟随自己感觉和直觉走的勇气。无论如何，感觉和直觉早就知道你到底想成为什么样的人，其他都是次要的。



02. We See Genius in the Craziness

在疯狂中我们看到了天才

——史蒂夫·乔布斯15

We too are going to think differently and serve the people that have been buying our products since the beginning. Because a lot of times, people think they're crazy. But in that craziness, we see genius. And those are the people we're making tools for. 我们也会有不同的想法，并为那些从一开始就购买我们产品的人提供服务。因为很多时候，人们会觉得他们疯了。但是，从这种疯狂中，我们看到了天才，我们正是在为这群人提供工具。



03. We Are What We Choose

选择塑造人生

——杰夫·贝索斯31

Cleverness is a gift, kindness is a choice. Gifts are easy — they're given after all. Choices can be hard. You can seduce yourself with your gifts if you're not careful, and if you do, it'll probably be to the detriment of

your choices. 聪明是一种天赋，而善良是一种选择。天赋得来很容易——毕竟它们与生俱来。而选择却颇为艰难。如果一不小心，你可能就会被天赋所诱惑，这可能会损害到你做出的选择。



04. Unleashing Your Creativity

释放你的创造力

——比尔·盖茨40

And I believe that through our natural inventiveness, creativity and willingness to solve tough problems, we're going to make some amazing achievements in all these areas in my lifetime. 我相信，凭借人类与生俱来的发明创造能力和不畏艰难、坚韧不拔的品格，在我的有生之年里我们将在所有这些领域都创造出可喜的成就。



05. What Determines Your Success

决定你成功的因素

——沃伦·巴菲特46

But in determining whether you succeed, there is more to it than intellect and energy. 但是在智力和精力之外，还有更多的因素决定你是否能够成功。



06. Everything Is Possible

一切皆有可能

——钟彬娴65

Anything you choose to do is within your reach. How far you go will depend on how high you set your dreams and how hard you work to achieve them. 无论你们选择什么样的事业，你们都可以做得很出色。你们的梦想有多大，你们就能走多远；你们为梦想付出得越多，你们就会越成功。



07. Dream Your Dream, Please

梦想的力量

——拉里·佩奇83

Follow your curiosity, and be ambitious about it. Don't give up on

your dreams. The world needs you all! 跟着自己的好奇心, 雄心勃勃地实现它。不要放弃你们的梦想。世界需要你们所有人!



08. No Doubt!

不要怀疑, 相信自己!

——杰里·巴斯96

I'm blessed with the wonderful family, who have helped me and guided me every step of the way. This support is the best anybody could ever have. 我有幸拥有这样美好的家庭, 他们帮助我, 指引我在这条道路上前进。这种支持是相当难得的。



09. Share the Moments of Our Life

分享生活点滴

——埃文·威廉姆斯103

The fundamental ideas that Twitter lets people share moments of their lives whenever they want, either the momentous occasions or mundane ones. It's by sharing these moments as they are happening that let people feel more connected and in touch despite distance in the real time. Twitter 的基本理念是让大家随时随地分享生活点滴, 无论是意义非凡的大事还是平凡琐事。正是通过即时分享, 让大家即使在现实中有距离, 也有彼此关联和保持联系的感觉。



10. Measuring What Makes Life Worthwhile

计算让生命有意义的事情

——切普·柯利111

Why it is that business leaders and investors, quite often, don't see the connection between creating the intangible of employee happiness with creating the tangible of financial profits in their business. We don't have to choose between inspired employees and sizable profits. We can have both. And in fact, inspired employees, quite often, help make sizable profits, right. 商业领袖和投资者为什么总是不明白, 给员工创造一个无形的幸福环境, 就是给自己带来有形的商业盈利的道理呢? 我们不需要在“有激情的员工”和“可观的利润”之间做选择。我们可以两者兼得, 前者通常还可以促进后者。



11. Define Your Objectives

确定你的目标

——马克·扎克伯格127

We tried to be as academic about this as possible in trying to think rigorously through the different results that we'll get if we go to different directions. But a lot of it is just like you define your objectives, what you're going for. 我们一直努力以做学术的态度去谨慎地思考不同方式所能产生的不同结果。但多数时候，你得先确定你的目标，你要的是什么。



12. Tough Choices

艰难的抉择

——卡莉·菲奥莉娜136

Never sell your soul, because if you do, no one will pay you back. 永远不要出卖你的灵魂。灵魂出卖了，没人会付给你钱的。



13. The Importance of Humanity

以人为本的重要性

——阿兰·乔治·雷夫利151

Consumer-driven strategy, innovation and leadership are corner stones of P&G success and reflection of the influence Peter has had on me and on our company. 以顾客为先的策略、创新精神和领导力是宝洁成功的重要基石，这也反映了彼得·德鲁克先生对我本人及我们公司的影响。



14. Innovation in the Open

在开放中创新

——维克·冈多特拉156

The connectivity was about to explode both in its availability as well as its bandwidth, and that would allow us to build cloud-based services that we could hardly have dreamed of a few years ago. 无论就应用性还是就网络带宽而言，我们都将进入网络爆炸时代。这些也使得我们可以建立基于云计算的服务，而这一切都是几年前我们根本没法想象的。



15 The Internet Will Change Everything

互联网会改变一切

——约翰·钱伯斯161

The Internet revolution brings together people, and information and virtual companies around the world. And our role with the company, if we execute properly, is to enable the Internet generation. 互联网革命会把世界上的人们、信息以及虚拟公司集合在一起，而我们在公司里扮演的角色就是是否能使互联网一代变得强大。



16. The Power of Information Technology

信息技术的力量

——路易斯·郭士纳172

Personally I believe that future leadership companies and by the way future leadership institutions of all kinds will be those who know how to compete and win on the basis of knowledge — learning, adapting and improving the vital asset we know as information. 我个人认为，未来社会领先的企业和领先的机构将是那些懂得如何在知识的基础上开展竞争并取胜的企业和机构——他们将懂得学习、适应和改进这种我们称为信息的重要资产。



17. The Future of Cars

汽车的未来

——拉里·伯恩斯189

If you take the power-generating capability of an automobile and you compare that to the electric grid in the United States, it turns out that 4 percent of the automobiles, the power in 4 percent of the automobiles, equals that of the electric grid of the US. That's a huge power-generating capability, a mobile power-generating capability. 如果你比较汽车和美国电网的发电能力，结果就会发现汽车电力的百分之四相当于美国电网的供电能力。由此可看出汽车发电能力的强大，而且还是可移动的发电。



18. The Way Ahead

未来的路

——乔治·索罗斯199

As China is becoming a world leader, it must learn to pay more attention to the opinion of the rest of the world. But all this may be happening too fast for the Chinese leadership to adjust to it. Hopefully, the Chinese leadership will rise to the occasion. It is no exaggeration to say that the future of the world depends on it. 随着中国世界领袖地位的确立，中国必须学会更多地关注其他国家的看法。但所有这些可能都来得太快，使中国领导人很难调整和适应。希望中国领导人能够对此应付自如。毫不夸张地说，世界的未来依赖于中国。



19. Take Efforts to Establish an Electric World

携手打造电子化世界

——卢·普拉特224

The Electronic World represents a whole new way of doing business. 电子化世界代表着全新的经营方式。



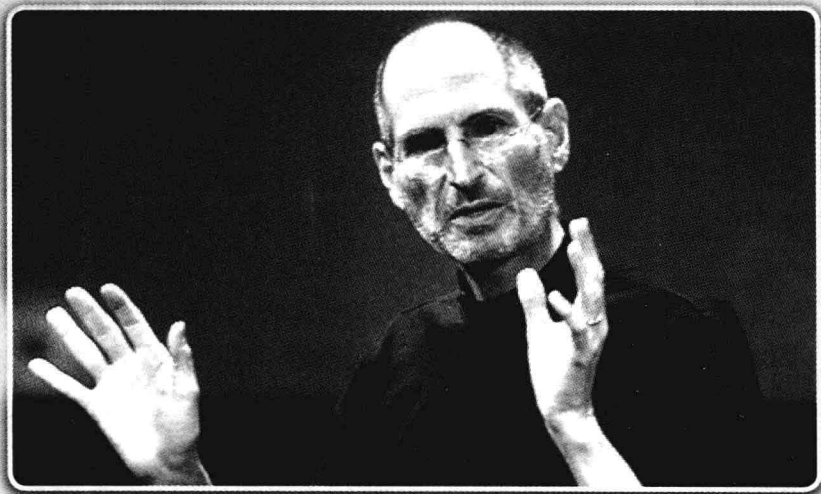
20. Improve Our Ability to Meet Your Needs

提高我们的能力，满足您的要求

——艾克哈得·普菲福尔250

We at Compaq know that our success comes from one source only, and that's our customers. We also know that in this highly competitive business, we must continuously earn your trust and your confidence. 所有康柏的员工都非常明白，康柏成功的唯一因素就是客户。我们也明白，在这个竞争极其激烈的业务领域里，康柏必须不断地赢得您的信任和信心。

我生命中的三个故事




背景资料

毕业典礼上的演讲大多轻松愉快，但是容易被遗忘。然而，史蒂夫·乔布斯（Steve Jobs）2005年6月在斯坦福大学的演讲至今依然为人所津津乐道。这位苹果电脑公司（Apple Computer）和皮克斯动画公司（Pixar Animation Studios）的首席执行官在演讲中谈到了他人生中的三个故事，这三个故事不仅在斯坦福大学的毕业生，也在硅谷乃至其他地方的技术同行中引起了巨大反响。

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma — which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

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最名人档案

姓名	史蒂夫·保罗·乔布斯（Steve Paul Jobs）	
性别	男	
职业	IT 工程师、苹果电脑公司创始人及首席执行官、企业家	
国籍	美国	
出生日期	1955 年 2 月 14 日	
成功点睛	好学若饥，谦卑若愚；特立独行，永不言弃。	
个人成就	1976 年，乔布斯与沃兹尼克创立苹果电脑公司； 1977 年，苹果二代电脑上市，这是有史以来第一台具有彩色图形显示功能、键盘、电源和造型的个人电脑产品，也是第一台在市场上进行销售的个人电脑； 乔布斯被称为“天使与魔鬼结合体”的商业奇才，跻身于计算机、音乐和动画电影三大产业界。	

名人简介

史蒂夫·保罗·乔布斯(Steve Paul Jobs)，“苹果”电脑的创始人之一，同时也是前皮克斯动画公司的董事长及首席执行官（皮克斯公司已在 2006 年被迪士尼收购）。乔布斯还是迪士尼公司的董事会成员和最大的个人股东。乔布斯被认为是电脑业界与娱乐业界的标志性人物，同时人们也把他视作 Mac 电脑、iPod、iTunes 商店、iPhone 等知名数字产品的缔造者。1985 年，他获得了由里根总统授予的国家级技术勋章；1997 年，他成为《时代》周刊的封面人物；同年他被评为最成功的管理者，是声名显赫的“计算机狂人”。2009 年，乔布斯被《财富》杂志评选为这十年美国最佳 CEO，当选同年《时代》周刊年度风云人物之一。





Thank you !

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 was a young, unwed college 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

谢谢大家。

很荣幸和你们一起参加世界上最好的一所大学的毕业典礼。说实话，我大学没毕业，这是我第一次离大学毕业典礼这么近。今天我想给大家讲我人生中的三个故事，不讲别的，也不讲大道理，就讲三个故事。

第一个故事讲的是把生命中的点滴串连起来。

我在里德学院只读了六个月就退学了，此后便在学校里旁听，又过了大约一年半，我彻底离开了。那么，我为什么退学呢？

这得从我出生前讲起。我的生母是一名年轻的未婚在校研究生，她决定将我送给别人收养。她非常希望收养我的是有大学学历的人，所以把一切都安排好了，决定我一出生就将我交给一对律师夫妇收养。没想到我才刚刚出生，那对夫妇却决定收养一名女孩。就这样，我的养父母——他们的名字当时还在登记册上——半夜三更接到一个电话：“我们这儿有一个没人要的男婴，你们要吗？”“当然要。”他们回答。但是，我的生母后来发现我的养母不是大学毕业生，我的养父甚至高中都没有毕业，所以她拒绝在最后的收养文件上签字。不过，



drop-in ['drɒpɪn] *n.* 旁听生
unwed [ʌn'wed] *adj.* 未婚的

biological mother 生母，亲生母亲

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

And 17 years later I did go to college. But I **naively** 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 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-cent deposits to buy food with, and I would walk the 7 miles across town every Sunday night to get one good meal a week

没过几个月她就心软了，因为我的养父母许诺日后一定送我上大学。这就是我生命的起点。

17年后，我真的上了大学。但当时我幼稚地选了一所学费几乎和斯坦福大学一样昂贵的学校，而我的养父母只是工薪阶层，他们倾其积蓄为我支付了大学学费。过了六个月后，我却看不出上大学有什么意义。我既不知道自己这一生想干什么，也不知道大学是否能够帮我弄明白这一点。而且在那儿我会花光父母一辈子节省下来的钱。所以，我决定退学，并且坚信日后会证明我这样做是对的。当年做出这个决定时心里很害怕，但现在回想起来，这还真是我有生以来做出的最好的决定之一。一退学，我就可以不再选那些我一点都不感兴趣的必修课，开始旁听一些看上去有趣得多的课程。

那种日子一点儿都不浪漫。我没有宿舍，只能睡在朋友房间的地板上。我去退还可乐瓶，用那五块钱的押金来买吃的。每个星期天晚上我都要步行七英里，走到城那头的黑尔·科里施纳礼拜堂去吃每周才能享用一次的美餐。我喜欢那里的饭菜。我凭着好奇心和直觉所做的许多事情后来都证明是无价的。

relent [ri'lent] *vi.* 变得心软
tuition [tju:'iʃən] *n.* 学费

naively [na'i:vli] *adv.* 幼稚地，天真地

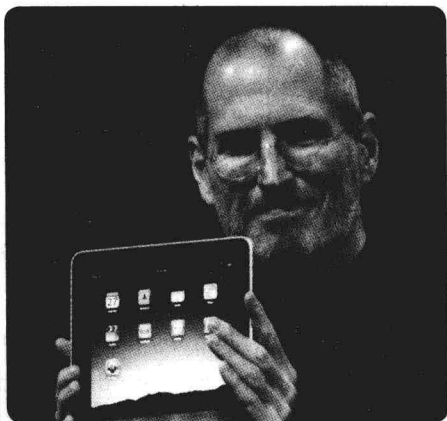
at the Hare Krishna temple. I loved it. And much of what I **stumbled** into by following my curiosity and **intuition** turned out to be priceless later on. Let me give you one example:

Reed College at that time offered perhaps the best **calligraphy** instruction in the country. Throughout the campus every poster, every label on every drawer, was beautifully hand calligraphed. 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** and **san-serif** typefaces, 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**, 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

我给大家举个例子：

当时，里德学院的书法课大概是全国最好的。校园里所有的公告栏和每个抽屉标签上的字都写得非常漂亮。因为我已经退学，不用正常上课，所以我决定选修书法课，学学怎么写出漂亮的字。我学习写带短截线和不带短截线的字体，根据不同字母组合调整其间距，并学习怎样把版式调整得更好。这门课太棒了，既有历史价值，又有艺术



造诣。这一点，科学就做不到，我觉得它妙不可言。

当时我并不指望书法在我以后的生活中能有什么实用价值。但是十年之后，我们在设计第一台 Mac 计算机时，它一下子浮现在我眼前。于是，我们把这些东西全都设计进

stumble ['stʌmbəl] *vi.* 蹒跚

calligraphy [kə'ligrəfi] *n.* 书法

san-serif 无衬线

typography [tai'pɒgrəfi] *n.* 排印

capture ['kæptʃə] *vt.* 夺得

intuition [intju'ɪʃən] *n.* 直觉

serif ['serif] *n.* [印] 衬线

typeface ['taɪpfeɪs] *n.* 印刷字体

subtle ['sʌtl] *adj.* 微妙的，精细的

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 that the dots will connect down the road, will give you the confidence to follow your heart, even will lead you off to one's own path, and then will **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

了 Mac 计算机中。这是第一台有这么漂亮的文字版式的计算机。要不是我当初在大学里偶然选了这门课, Mac 计算机绝不会有那么多印刷字体或间距安排合理的字号。要不是 Windows 照搬了 Mac, 个人电脑可能不会有这些字体和字号。要是我当初没有退学, 我绝不会碰巧选了这门书法课, 个人电脑也可能不会有现在这些漂亮的版式了。当然, 我在大学里不可能从这些点滴上看到它与将来的关系。十年之后再回头看, 两者之间的关系就非常非常清楚了。

你们同样不可能从现在这个点上看到将来; 只有回头看时, 才会发现它们之间的关系。所以, 你们要相信这些点滴迟早会连接到一起。你们必须相信某些东西——勇气、命运、生命, 以及因果报应等等。要相信, 这些点会为你铺平前进的道路, 会给予你听从自己的心声的自信, 会引导你走自己的路, 然后取得成就。

我的第二个故事是关于好恶与得失。

幸运的是, 我在很早的时候就发现自己喜欢做什么。我在 20 岁时和沃兹 (注: 苹果公司创始人之

proportionally [prə'pɔ:ʃənəli] *adv.* 相称地, 适当地

font [fɒnt] *n.* 字体, 字形

karma ['kɑ:mə] *n.* 因果报应

gut [gʌt] *n.* 勇气, 胆量

make all the difference 起重要作用