



网络原文快读系列

WANGLO YUANWEN KUAI DU XUE

丛书策划：梁卫

Intelligent Americans

● 霍海洪 黄秋凤 编译

精明的美国人



世界图书出版公司

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前 言

我们都知道，美国是世界上最大的发达国家，中国是世界上最大的发展中国家。二者迥异的社会、文化、历史特点以及当前的全球化趋势，使我们两个民族的相互了解、相互学习显得尤为重要。尤其是美国在国际政治、经济，以及军事方面举足轻重的地位得到一致公认。所以近年来，越来越多的人渴望了解美国，认识美国人。《精明的美国人》正是根据读者的这一需要编译而成的。该书共 11 个单元，每个单元由英汉两部分组成。

本书具有以下特点：

一、选材广泛。“精明”不仅指一般意义即商业上的赢利、赚钱，还指一种明智的生活态度，对世界正确的认识。所以我们不仅选取了因变废为宝而赚大钱的贝尔、赚钱之神提什的故事，也选择了 15 分钟创造奇迹改变世界的美国青年丹尼·西奥的故事以及美国人对自己国内外政策的明智反思。

二、语言地道。本书内容全部源于英文原版，编者力求保持原文特色。虽经改编，仍不失为学习地道英语的精明之选。

三、英文部分后面附有翻译，可帮助不同水平的读者理解英文。

我们在编译本书过程中，得到了梁卫先生的大力支持，广东外语外贸大学的褚东伟先生为本书的完成提出了宝贵的意见，并给予了极大的鼓励和帮助，编者在此深表谢意。

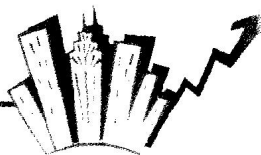
由于我们的水平和掌握的材料有限，缺点和错误在所难免，欢迎广大读者批评指正。

编译者

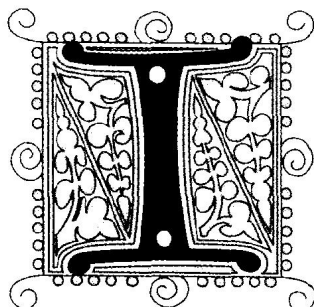
于广东外语外贸大学

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1. Anderson's Way



Intelligence. Hardworking. Creative. Daring. Optimistic. These are the road signs along Anderson's way. Business is fun to him. Anderson's idea of having fun is meeting life head on-accepting adversity and change to his advantage. Ralph Anderson brings people, ideas, science, and marketing all together. They attributed to his successful company and lied in his intelligence.

Anderson and Belcan

Belcan's initial operations were first located in a one-room office at 9509 Montgomery Road. Anderson's job at Ketco provided a living for family until Belcan's own business could be developed. At the time of establishing Belcan, Anderson had no line of credit at the bank. Since he had little savings and no credit standing, he borrowed a small amount on his life insurance and turned to his friends, one of whom lent





\$7,000 to him. Anderson began his business by temporarily providing clients with engineers. During the early 1970s Belcan depended on the technical services operations for its growth. During this period it expanded its base of large clients. It had good relations with General Motors and General Electric and Procter & Gamble. At the same time, Anderson began his investment in real estate. From the late 1960's investment in real estate made a major contribution to Anderson's acquisition of wealth. During this period, Anderson purchased farmland in Mercer County, Kentucky, as a means of building up his savings. Inflation during these decades made these investments especially wise.

In 1976, Anderson observed a structural change in industry. In the 1960s and 1970s, large companies found out-sourcing to be preferable to expensive permanent engineering staffs. Industry would contract with Belcan for projects to be performed in Belcan's buildings. The in-house capabilities built by the mid-seventies made it possible for Belcan to satisfy the needs of large firms that were thinking of reducing their fixed costs of a permanent engineering staff. In 1985, a new opportunity appeared in industrial organization nationally. Some large companies wished to disband



their entire engineering departments in certain parts of the company and to make long-term contracts with engineering special companies for all projects within the defined limits. This change moved Belcan from the field of temporary engineers of projects to one of long-term cooperation between Belcan and its customers. In 1959 Ralph Anderson was not quite sure where the next payment for his house would come from. Now Belcan has become one of the nation's largest engineering companies. The personnel file had grown from about 100 résumés in the 1960s to 200,000 résumés in the 1990s. This small town boy with limited funds has realized his dream through his intelligence and hard work.



Quotes for Business

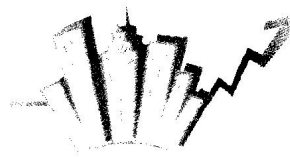
I can learn from anyone. This short quote describes Anderson's approach to people. This is the open mind. This simple idea not only makes it possible for him to gain new knowledge from his numerous personal contacts, but it renews life's challenges — often on a daily basis — and therefore keeps him young. As the company increases in size and resources, this message translates into continual contact with higher education, especially to personnel at the University of Kentucky.



Invest in the capital, land and building before attempting to secure a contract for work. The client wants to see evidence that you are ready and able to fulfill your commitment. Anderson has always been ready to take the risk of obtaining facilities before a successful outcome was assured. He believes it is necessary to prove that you are ready and able to carry out promises. In fact, Anderson believes that the physical capabilities are more important than a signature on a contract. Action speaks louder than written words.

You must trust people. Anderson is always ready to deal with people on their word. He does not feel that an agreement in writing or a legal document adds much. If the person is not going to abide by his word, a legal support does not reinforce the moral commitment. It merely provides grounds for legal action.

Whereas some people promise to deliver services when needed, we deliver the services. Much of industry depends upon individuals meeting time schedules. Anderson's belief is that much success depends upon building the client's confidence that he would deliver — not deliver promises — but deliver the services. Good excuses are contradictions. Failure to meet a schedule is bad, regardless of the quality of the excuse for failure to deliver.



Excellence in Selecting Personnel by “Gut Feeling”

Anderson has confidence in selecting personnel with only 10-15 minutes interviews, but he would explain it only by his “gut feeling”. From a study of the profiles of those who had been selected by “gut feeling” the results indicate certain characteristics of what he was looking for even though he did not use an explicit checklist or questionnaire. Then how does his “gut feeling” work in selecting personnel?

First, Anderson looked for people who liked to work. If their early life was on a farm where money was short, he felt that this background was evidence of a hard worker. Example includes Beymer, Gilliam, Helm, Mitchell and Smith. Individuals who earned their own way in an engineering school indicated they liked to work. Example includes Anderson, Clark, McCammon, and Spidalieri. People who liked to start early in the morning got extra “gut” points.

Second, Anderson looked for people with new ideas. Creativity got his attention. He needed this type of person because he wanted to let the people “give it a go”. Even if others would view an idea as a wild one, Ralph went for it. Anderson listened and supported such



attempts using his gut feeling even if risk could not be calculated, e.g., Hope and Mendenhall.

Third, Anderson's gut feeling sought only people he could trust. If a person gave signs of ethical defects, that person was out. This quality was especially important in Anderson's case because he would give a job and let the person alone without detailed controls. Anderson found that the majority of those selected could be trusted; in fact, in some cases, trust was self-fulfilling: by expecting a person to warrant trust, that person will fulfill that trust.

Fourth, Anderson looked for a simple, straightforward person who is not impressed by titles or evidence of class distinction. No names or titles are on the doors to offices; only the desk name is evident. Business cards give the title for sales purposes but when asked to give the exact title, the person often had to look at the title on his business card to make sure what that title was. Anderson referred to individuals and actions, not to positions and jobs specifications.

By his gut feeling, Anderson attracted excellent personnel for his company. As Joseph L. Massie stated, he makes the right people help him in the right place at the right time. That is the key to Anderson's success.





安德逊成功之路

精明、勤奋、创造力、冒险精神和乐观主义组成了安德逊成功之道的特色路标。对他来说，经商简直就是一种乐趣——直面生活，接受挫折，变不利为有利。拉尔夫·安德逊善于把人才、创见、科学和市场完美结合起来，成功经营他的公司。这就是安德逊的精明之处。



安德逊和他的贝肯工程公司

贝肯公司最初的营业点位于蒙特戈默尔街9509号一间房子的办公室里。当时安德逊还在克特克公司靠做兼职来养活全家，直到自己的业务发展起来才停止。建立贝肯公司时，安德逊还没有在银行存过款，既无积蓄又无存款，他只得从自己的人身保险账户上借支一小笔钱，另外还得向朋友们求助，其中一个借给他7000美元。安德逊就这样靠向客户提供临时工程师开始了他的业务。20世纪70年代早期，贝肯公司主要在技术服务方面发展壮大。这段时期它也扩大了自己的客户范围，和通用汽车、通用电子以及宝洁公司建立了良好的关系。与此同时，安德逊开始投资房地产业。20世纪60年代晚期开始的房地产投资大大增加了安德逊的财富积累。这一时期，为了广开财源，安德逊收购了肯塔基州默色县的农田，结果几十年的物价上涨使安德逊的这些投资策略更显明智。

1976年，安德逊注意到了企业界的结构改革。六七十年代，



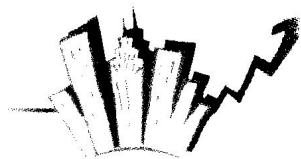
临时技术服务比雇用开支庞大的固定工程技术人员更划算。工业界愿意和贝肯公司签定合同，让一些工程项目在贝肯内部进行。这种70年代中期建立的内部处理能力使贝肯公司能够满足那些大公司的需要，他们都在考虑减少雇用永久工程人员的固定投资成本。1985年，全国范围内的工业机构改革给贝肯公司带来了新的机遇。一些大公司希望公司的某些方面裁减整个工程部门，再和专门的工程公司签定合同，在一定的范围内让他们去完成所有的项目。这使贝肯公司从临时提供工程服务变为与客户保持长期合作。1959年时，拉尔夫·安德逊还不知道下一笔房款从何而来。现在贝肯公司已经成为美国最大的工程公司之一，员工也从20世纪60年代的百十来人增加到90年代的20万人。这个资金有限的小镇男孩终于靠自己的聪明才智和辛勤工作实现了自己的梦想。



至理名言话赚钱

“三人行，必有我师。”这简短的一句话描写了安德逊的待人之道。这是一种开放的心态。看似简单的道理，不仅使他在大量的人际交往中获取新的知识，同时每天都在更新生命的挑战，因此使他永远保持年轻状态。随着公司在规模和财力方面的增长，这一思想发展为结交高学历的人员，尤其是肯塔基大学的人士。

打算获得一份工作合同前，必须在资金、地产、厂房方面充分投资。客户想要看的证明是你是否做好准备，是否有能力实现你的承诺。安德逊时常在一个合同成功签订之前就冒险准备好所有的硬件设施。他相信要做成生意就必须证明你



做好了准备而且有能力兑现你的诺言。事实上，安德逊相信物质方面的能力远比合同书上的签名更重要，行动比书面文字更有说服力。

必须相信别人。安德逊总是乐于与口头信誉好的人打交道。他感到，书面协议或法律文书并不能增添多少信誉。如果这个人不信守诺言，即使法律支持也不会增强道德上的责任，而只是为合法行为提供一些依据而已。

当一些人答应提供服务时，我们已经开始提供了。行业内的很多业务依赖个人繁琐的会谈计划表。而安德逊相信大多数的成功源于客户的信任：他能够提供的，不仅是诺言而且是服务。再好的借口都不行。如果没有提供优质的服务，无论借口多么动听，不能完成合同计划也是一件可怕的事情。

慧眼识珠选人才

安德逊相信自己只需10到15分钟的面谈就能找到合适的人才，不过他往往解释这仅仅是靠自己的本能直觉而已。但是研究一下他靠本能挑选的那些人的档案就会发现，尽管他没有用那些图表或问卷，但所选中的人才都具有某些共同的特征。那么，他是怎样靠直觉招贤纳士的呢？

第一，安德逊选择那些热爱工作的人。如果一个人的童年是在农场里度过，不很富有，他认为有这个背景就表明可能这是一个勤奋的人。这种例子包括：贝尔默、吉利姆、荷尔姆、密歇尔和史密斯。那些靠自己的工作读完工程学院的人也可能是热爱工作的人。这些例子包括安德逊、克拉克、麦克蒙和斯皮达利尔。另外那些一大早就开始工作的人也会得到安德逊“直





觉”上更多的分数。

第二，安德逊挑选那些具有新思想的人。具有创造性的人才往往能得到他的青睐。因为他经常让员工自己处理事情，所以他更需要这种类型的人。有时被别人认为是一个疯狂的念头，安德逊也会大力支持。甚至在一种想法的危险系数无法计算时，安德逊仍会倾听并用自己的直觉支持这些尝试，比如说霍普和门登豪就是这样。

第三，安德逊靠直觉只挑选他能信任的人。如果一个人暴露某些道德污点，那就败局已定了。因为他总是把工作交给某个人，不再具体指挥，个人品质在安德逊这里尤其重要。安德逊发现他所选拔的大多数人都可信赖。实际上，有时信赖也是一种自我实现。要想得到别人的信任，就必须自己具备这份信任感。

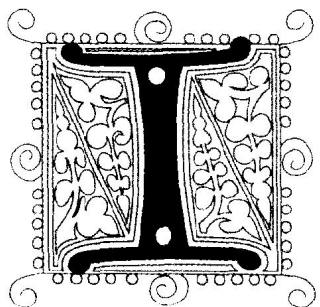
第四，安德逊寻找那些率直的人，他们不易受到头衔、级别的影响。办公室的门上没有名字也没有头衔；只有办公桌上的名字很清楚。为了销售目的，名片上才有头衔，当被问到具体职位时，人们经常得看看名片，搞清自己的头衔是什么。安德逊的管理只对人对事，与职位、工种无关。

靠他的直觉，安德逊为他的公司吸引了大批优秀人才。正如约瑟夫·麦西所言，他在适当的地方、适当的时间，让适当的人助他一臂之力。这就是安德逊成功的关键。





2. Benjamin Franklin: A Quintessential Example of Intelligent American



If you would not be forgotten, as soon as you are dead & rotten, either write things worth reading, or do things worth writing. America has never forgotten Benjamin Franklin because he did both. He lived these words of wisdom by writing as much as he possibly could and by doing even more. He became famous for being a scientist, an inventor, a statesman, a diplomat, a printer, an entrepreneur, a philosopher, a writer, a musician, and an economist. Today, we honor Ben Franklin as one of our Founding Fathers and as one of America's greatest citizens. He was not merely a dilettante. On the contrary, he was world-renowned for his contributions in all these fields. His life represented the American Dream. Born from poverty, Franklin won the glorious fame through his unrelenting struggle.



Doreen, his biographer said that Franklin was not the great person who made by times and chance. Whenever and wherever he was born, Franklin would become a great man. He was the example that incorporated intelligence and will, talent and art, strength and elegance, capacity and grace. It seemed that the Creator was especially happy and generous when He created Franklin. The following is only a bit of his career in printing, politics and science to share with readers.

A Stranger in Philadelphia

At the time of Franklin's arrival in Philadelphia in 1723, the city was a small town of fewer than 10,000 people. However, within 50 years, the town would grow to become the second largest city in the British Empire. As it turned out, Franklin's fortunes and Philadelphia's were inextricably linked.

Benjamin's immediate concern, though, was to find employment and a means of sustenance. Arriving with only three cents in his pocket, he spent the money on three loaves of bread, generously sharing one of them with an old widow. At that point, the young traveler did not have a single penny to his name. Nevertheless, on the second day in town, Franklin found a position as a journeyman printer in the shop of Samuel Keimer, only