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致加西亚的信

Zhi Jia Xi Ya De Xin

一、致加西亚的信

1. 致加西亚的信（全文）

在古巴事件中，有一个人常常从我记忆中冒出来，让我难以忘怀。

美西战争爆发后，美国当局非常需要与西班牙的起义军首领加西亚取得联系。当时加西亚在古巴广阔的山林里——没有人确切地知道他在哪里，更没有任何邮件或电报能够送到他手上。而美国总统麦金莱又必须尽快地取得与他的合作。

怎么办呢？

有人向总统推荐说：“如果真有人能够找到加西亚的话，那么这个人就是罗文。”

于是总统赶快命人把罗文找来，把写给加西亚的信交给他。那个名叫罗文的人，拿了信，用油纸袋包装好，打封，放在胸口藏好；然后经过四天的船路到达古巴，再经过三个星期，徒步走过一个危机四伏的国家，把那封信交给了加西亚——这些细节都不是我想说的。我要强调的重点是：美国总统把一封写给加西亚的信交给罗文，而罗文接过信之后，并没有问：“他在什么地方？”

像罗文这样的人，我们应该为他塑造铜像，放在每

一所大学里，以表彰他的精神。年轻人所需要的不仅仅是从书本上学习来的知识，也不仅仅是他人的种种教诲，而是要加强一种敬业精神：忠于上级的托付，迅速地采取行动，全心全意去完成任务——“把信送给加西亚”。

加西亚将军早已不在人世，但现在还有其他的加西亚。

没有人能够经营好这样的企业——在那里虽然有很多的人手，但是令人吃惊的是，其中多是碌碌无为的人，这些人要么没有能力，要么不情愿去集中精力做好一件事。

懒懒散散、漠不关心、马马虎虎的做事态度，似乎已经变成常态；在这种状态下，没有人能够成功，除非花言巧语、威逼利诱地强迫他人帮忙；或者，除非奇迹出现，上帝派一名天使提供帮助，不然没有人能把事情办成。

不信的话，我们来做个试验：你此刻坐在办公室里，周围有 6 名职员。你把其中任何一名叫过来，对他说：“请帮我查一查百科全书，把克里吉奥的生平做成一篇摘录。”

那个职员会静静地说：“好的，先生。”然后就立即去做吗？

我敢打赌他绝不会，他会用死鱼般的眼睛盯着你，满脸狐疑地提出一个或数个问题：

他是谁呀？

哪套百科全书？

百科全书放在哪儿？

这是我的工作吗？

为什么不叫乔治去做呢？

他死了吗？

急不急？

需不需要我拿书过来，你自己查？

你为什么要查他？

我敢以十比一的赌注跟你打赌，在你回答了他提出的所有问题，之后那个职员才会走开，吩咐另外一个职员去帮助他查那些资料，然后，会回来告诉你，资料中并没有这个人。当然，我可能会输了这个赌注，但是根据平均概率法则，我不会输。

现在，如果你足够聪明，你就不会对你的“助理”解释，克里吉奥编在什么类，而不是什么类，你会满脸笑容地说：“没关系。”然后自己去查。

这种自主行动的无能，这种道德上的愚行，这种意志上的脆弱，这种惰性的风气，就是未来社会被带到崩溃境地的根源。

如果人们都不能为了自己而自主行动，人们又怎么可能心甘情愿地为他人服务呢？

乍看起来，所有的公司都有许多可以委以重任的人选，但是事实真是如此吗？

你登广告征求一名速记员，应征者中，十有八九不会拼也不会写，他们甚至认为这些都无所谓。

这种人你能够派他送信给加西亚吗？

“你看那职员。”一家大公司的部门经理对我说。

“我看到了，他怎样？”

“他是个不错的会计。不过，如果我派他去城镇办个小差事，他可能把任务完成，但也有可能在中途走进一家酒吧；而到了闹市区，他还可能根本忘记了他的差

事。”

这种人你能派他送信给加西亚吗？

近来，我们听到了许多人对“那些为了廉价工资出苦力工作而又无出头之日的工人”以及“那些为了寻找一份合适的工作而四处跳槽的人”表示同情，同时把那些雇主骂得体无完肤。

但是从来没有人提到，那些过早衰老的雇主们花费了多少时间和精力去促使那些不求上进的懒虫们勤奋起来；也没有人提到，那些长久而耐心地想感动那些当他一转身就投机取巧的员工的雇主。

在每个商店和企业，都有一些常规性的整顿工作。公司负责人经常送走那些显然无法对公司有所贡献的员工，同时也接纳一些新的成员。不论业务怎么繁忙，这种淘汰工作都要进行。只有当经济形势不景气的时候，就业机会不多的时候，整顿才会有明显的成效——那些不能胜任，没有才能的人，都被摒弃于公司大门之外，只有最能干的人，才会被留下来：这是一个优胜劣汰的机制。雇主为了自己的利益，只会保留那些最佳的职员——那些能把信送给加西亚的人。

我认识一个极为聪明的人，他没有自己创业的能力，而对他人也没有一丝一毫的价值，因为他老是疯狂地怀疑他的雇主在压榨他，或存心压迫他。他没能力指挥他人，也不愿意被别人指挥。如果你要他送封信给加西亚，他极可能回答：“你自己去吧。”

当然，我知道像这种道德不健全的人比那些肢体不健全的人更不值得同情；我们却应该同情那些努力去经营一个伟大的企业的人，下班的铃声不能够停止他们的工作，他们因为努力维持那些漠不关心、偷懒被动、不

知感激的员工的工作而日增白发。那些员工从来不愿想一想，如果没有雇主们付出的心血，他们是否将挨饿或者无家可归？

我是否说得太严重了？可能如此。但是，就算整个世界变成贫民窟之时，我也要为成功者说几句同情的话——这些人在成功机会极小的情况下，承受巨大的压力，导引众人的力量，终于获得了成功；但他从成功中所得到的是一片空虚，除了食物和衣服，其他什么也没有。

我曾经为了衣食而为他人工作，也曾经当过一些雇员的老板，我深知两方面的种种甘苦。贫穷没有什么优越之处，也不值得赞美，衣衫褴褛更不值得骄傲；并非所有的雇主都是采取高压手段极力压榨员工，并且我敢说，大多数雇主都比穷人更有美德。

我甚为钦佩的是那些不论老板在还是不在都会努力工作的人，我也敬佩那些能够把信交给加西亚的人，迅速地接受任务，不会提出任何愚蠢的问题，也不会随手把信丢进水沟里，而是不顾一切地把信送到。这种人永远不会被解雇，也永远不必为加薪而罢工。

文明，就是孜孜不倦地寻找这种人才的一段长久过程。

这种人才无论要求什么都能够得到。他在每个城市、村庄、乡镇，以及每个办公室、商场、企业，都会受到欢迎。世界呼唤这种人才——非常需要并且急需——这种能够把信送给加西亚的人。

谁能把信送给加西亚？

附：英文原版信

A Message To Garcia （“致加西亚的信”英文原版）

In all this Cuban business there is one man stands out on the horizon of my memory like Mars at perihelion.

When war broke out between Spain and the United States it was very necessary to communicate quickly with the leader of the Insurgents. Garcia was somewhere in the mountain vastness of Cuba – no one knew where. No mail nor telegraph message could reach him. The President must secure his cooperation, and quickly. What to do!

Some one said to the President, “There’s a fellow by the name of Rowan will find Garcia for you, if anybody can.”

Rowan was sent for and given a letter to be delivered to Garcia. How “the fellow by the name of Rowan” took the letter, sealed it up in an oil – skin pouch, strapped it over his heart, in four days landed by night off the coast of Cuba from an open boat, disappeared into the jungle, and in three weeks came out on the other side of the Island, having traversed a hostile country on foot, and delivered his letter to Garcia – are things I have no special desire now to tell in detail. The point that I wish to make is this: McKinley gave Rowan a letter to be delivered to Garcia; Rowan took the letter and did not ask, “Where is he at?”

By the Eternal! there is a man whose form should be cast in deathless bronze and the statue placed in every col-

lege of the land. It is not book – learning young men need, nor instruction about this and that, but a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrate their energies: do the thing – “Carry a message to Garcia!”

General Garcia is dead now, but there are other Garcias. No man who has endeavored to carry out an enterprise where many hands were needed, but has been well – nigh appalled at times by the imbecility of the average man – the inability or unwillingness to concentrate on a thing and do it.

Slipshod assistance, foolish inattention, dowdy indifference, and half – hearted work seem the rule; and no man succeeds, unless by hook or crook or threat he forces or bribes other men to assist him; or mayhap, God in His goodness performs a miracle, and sends him an Angel of Light for an assistant.

You, reader, put this matter to a test: You are sitting now in your office – six clerks are within call. Summon any one and make this request: “Please look in the encyclopedia and make a brief memorandum for me concerning the life of Correggio.” Will the clerk quietly say, “Yes, sir,” and go to do the task?

On your life, he will not. He will look at you out of a fishy eye and ask one or more of the following questions: Who was he? Which encyclopedia? Where is the encyclopedia? Was I hired for that? Don't you mean Bismarck? What's the matter with Charlie doing it? Is he dead? Is there any

hurry? Shall I bring you the book and let you look it up yourself? What do you want to know for?

And I will lay you ten to one that after you have answered the questions, and explained how to find the information, and why you want it, the clerk will go off and get one of the other clerks to help him try to find Garcia – and then come back and tell you there is no such man. Of course I may lose my bet, but according to the Law of Average, I will not.

Now, if you are wise, you will not bother to explain to your “assistant” that Correggio is indexed under the C’s, not in the K’s, but you will smile very sweetly and say, “Never mind,” and go look it up yourself. And this incapacity for independent action, this moral stupidity, this infirmity of the will, this unwillingness to cheerfully catch hold and lift – these are the things that put pure Socialism so far into the future.

If men will not act for themselves, what will do when the benefit of their effort is for all?

A first – mate with knotted club seems necessary; and the dread of getting “the bounce” Saturday night holds many a worker to his place. Advertise for a stenographer, and nine out of ten who apply can neither spell nor punctuate – and do not think it is necessary to.

Can such a one send a letter to Garcia?

“You see that bookkeeper,” said the foreman to me in a large factory. “Yes, what about him?” “Well he’s a fine accountant, but if I’d send him up to town on an errand, he

might accomplish the errand all right, and on the other hand, might stop at four saloons on the way, and when he got to Main Street would forget what he had been sent for.” Can such a man be entrusted to carry a message to Garcia?

“We have recently been hearing much maudlin sympathy expressed for the downtrodden denizens of the sweat – shop” and the “homeless wanderer searching for honest employment”, “and with it all often go many hard words for the men in power”.

Nothing is said about the employer who grows old before his time in a vain attempt to get frowsy never – do – wells to do intelligent work; and his long, patient striving after “help” that does nothing but loaf when his back is turned.

In every store and factory there is a constant weeding – out process going on. The employer is constantly sending away “help” that have shown their incapacity to further the interests of the business, and others are being taken on. No matter how good times are, this sorting continues; only, if times are hard and work is scarce, the sorting is done finer – but out and forever out the incompetent and unworthy go. It is the survival of the fittest. Self – interest prompts every employer to keep the best – those who can carry a message to Garcia.

I know one man of really brilliant parts who has not the ability to manage a business of his own, and yet who is absolutely worthless to any one else, because he carries with him constantly the insane suspicion that his employer is op-

pressing, or intending to oppress him. He cannot give orders; and he will not receive them. Should a message be given him to take to Garcia, his answer would probably be, "Take it yourself!"

Tonight this man walks the streets looking for work, the wind whistling through his threadbare coat. No one who knows him dare employ him, for he is a regular firebrand of discontent. He is impervious to reason, and the only thing that can impress him is the toe of a thick - soled Number Nine boot.

Of course I know that one so morally deformed is no less to be pitied than a physical cripple; but in our pitying, let us drop a tear, too, for the men who are striving to carry on a great enterprise, whose working hours are not limited by the whistle, and whose hair is fast turning white through the struggle to hold in line dowdy indifference, slipshod imbecility, and the heartless ingratitude which, but for their enterprise, would be both hungry and homeless.

Have I put the matter too strongly? Possibly I have; but when all the world has gone a - slumming I wish to speak a word of sympathy for the man who succeeds - the man who, against great odds, has directed the efforts of others, and having succeeded, finds there's nothing in it: nothing but bare board and clothes. I have carried a dinner pail and worked for day's wages, and I have also been an employer of labor, and I know there is something to be said on both sides. There is no excellence, perse, in poverty; rags are no recommendation; and all employers are not rapacious

and high – handed, any more than all poor men are virtuous. My heart goes out to the man who does his work when the “boss” is away, as well as when he is at home. And the man who, when given a letter for Garcia, quietly takes the missive, without asking any idiotic questions, and with no lurking intention of chucking it into the nearest sewer, or of doing aught else but deliver it, never gets “laid off” nor has to go on a strike for higher wages.

Civilization is one long anxious search for just such individuals.

Anything such a man asks shall be granted. He is wanted in every city, town and village – in every office, shop, store and factory. The world cries out for such; he is needed and needed badly – the man who can “Carry a Message to Garcia.”

So who will send a letter to Garcia?

by Elbert Hubbard

1899

2. 一本风靡全球的书

这本书太可怕了，它把一切都说了

——美国总统 布什

布什是如何发现这本书的呢？这就要提到赖特先生了。赖特是奥兰多的一名律师，他一直效力于布什以及前任总统。在 1998 年布什竞选总统时，他向布什推荐了这本书。

后来赖特讲述了这个故事：“我从来不允许自己抱怨工作，我的信条是：你得到一个任务，就应该全力以赴地去完成它。当时，我向布什推荐这本书，这位候选人说：‘我没兴趣。’我说：‘请读一读，只需要一杯咖啡的时间，这虽然不是新时代的东西，但它永远不过时。’再一次，我遇见他的时候，他已经读过了这本书。正如我所预料的，他说：‘这本书太可怕了，它把一切都说了。’”

100 多年以前，一篇为了凑数的文章编辑进了一本即将出版的杂志里。这篇文章写的是一个美国士兵的故事。就是这篇看上去无关紧要的文章后来竟然成了印刷史上销量最高的出版物之一它就是《致加西亚的信》，被译成多种文字而且销量已达几亿册。

长期以来，美国西点军校和海军学院的学生都要上一门关于自立和主动性的课。教材就是这本名为《致加西亚的信》的小册子，其精神影响了一代又一代的学员。

在政界，这本书也成为培养公务员敬业守则的必读

书。布什家族的成员都深受其影响。布什就曾在这本小硬皮书里签名，把它赠送给了自己的助手。

这本窄小的只有支票簿大小的书——《致加西亚的信》现在依然放在布什办公室最后一张桌子上。布什的签名后面写了这样一句话：“你是一个送信者！”就此他解释说：“我把它献给所有那些在政府建立之初与我们同行的人们……我寻找那些能把信带给加西亚的人，让他们成为我们的一员。那些不需要人监督而且具有坚毅和正直品格的人正是能改变世界的人！”

一些政府机构把这本书的复印稿钉在了墙上，要求读过《致加西亚的信》的人签名，纸上满满都是签名。



3. 一篇凑数的文章

究竟这篇文章有什么过人之处，竟然在世界上引起如此大的轰动？

那是 1899 年一个名叫阿尔伯德·哈伯德的人为一本名叫《菲士利人》的杂志写的一篇评论。喝茶的时候，哈伯德和他的家人讨论起了美西战争。每一个人都为古巴起义军首领加西亚而喝彩，因为他在古巴的战役中起到了关键作用。然而哈伯德的儿子伯特，却提出了不同的观点。“在我的印象中，”伯特肯定地说，“战役中真正的英雄不是加西亚将军，而是罗文中尉，那个把信送给加西亚的人。”儿子的话令哈伯德的心久久不能平静。

于是哈伯德写下了《致加西亚的信》这篇文章并出版发行。起初他并没有注意这篇文章，但后来要求重印这期杂志的呼声越来越高，才使他不得不加以关注。重印的定单一个接一个地飞来，令杂志社的工作人员应接不暇。

看着这些源源不断的订单，哈伯德感到迷惑不解。他在想，人们为什么会对这本杂志情有独钟呢？得到的答案令他惊讶不已：人们为的是那篇“凑数”的文章。10 万份的订单，50 万份的订单，100 万份的订单。最后，哈伯德不得不给予那些需要大量份数的人印刷发行的版权，因为他的印刷能力承受不了。

有一天纽约中心铁路局的乔治·丹尼尔竟然也发来了一份电报“订购 10 万份以小册子形式印刷的关于罗文的文章……请报价……封底有帝国快递广告……用船

装运……需要多长时间。”

哈伯德给了他报价，并且保证他们能够在两年时间内提供那些小册子——当时的印刷设备十分简陋，印10万册书听起来是一项十分可怕的任务。

哈伯德答应丹尼尔先生按照他的方式来重印那篇文章，最后的结果是，他居然销售和发送了近50万本这样的小册子，其中的两三成都是由丹尼尔先生直接发送的。除此之外，这篇文章在两百多家杂志和报纸中转载刊登，并被翻译成了各种各样的文字在全世界流传。

正当丹尼尔先生发送《致加西亚的信》之时，俄罗斯铁道大臣西拉克夫亲王恰巧也在纽约。他受纽约政府之邀来访，丹尼尔先生亲自陪同其参观纽约。于是，亲王看到了这册小书并对它产生了浓厚的兴趣。其中最重要的原因也许是由于丹尼尔先生是以大写字母的形式出版的。亲王回国后，让人把此书译成了俄文，发放给俄罗斯铁路工人使其人手一册。

其他国家也纷纷引进翻译这本书，它从俄罗斯流向德国、法国、西班牙、土耳其、印度和中国。日俄战争期间，每一位上前线的俄罗斯士兵人手一册《致加西亚的信》。日本人在许多俄罗斯士兵的遗物中都发现了这本小册子。他们断定这肯定是一件十分有价值的东西，于是，这篇文章又有了日文版。

日本天皇下了一道命令：每一位日本政府官员、士兵乃至平民都要人手一册《致加西亚的信》。

迄今为止，《致加西亚的信》的印数高达4千万册。可以说在一个作家的有生之年，在所有的文学生涯中，没有人可以获得如此成就，也没有一本书的销量可以达到这个数字！