

SHI BAN GONG BEI 事半功倍

译者的话

我非常荣幸能够参与《事半功倍：商业智慧的77颗珍珠》(SHI BAN GONG BEI – Seventy-Seven Pearls of Business Wisdom) 的翻译工作，负责其简体中文、繁体中文与法文版本的翻译。

在中文版本中，我特别采用了中英文对照的呈现方式，一方面帮助读者更深入理解王明旭博士所分享的商业智慧与领导力原则，另一方面也为有志于提升英文能力的朋友提供实用的学习素材。这样的双语编排，不仅适合个人阅读，也非常适合亲子共读，让不同世代通过这本书建立更深的沟通与理解。

《事半功倍》适合各个年龄层的读者阅读。书中的每一颗珍珠都凝聚了王博士多年在人生与职场上的真知灼见，简明而实用，为读者在人生旅程中提供方向与力量。

除了中英文对照的版本外，我们也正在推进法文与中文版的发行计划，期望这份来自东西方智慧结合的结晶，能够祝福更多来自不同文化背景的读者。

感谢大家的关注与支持。

Pierre Wang 王彼得 | 洛杉矶 / 巴黎

Ameuros 美欧多元文化国际学会 创始人

《事半功倍》简体中文、繁体中文与法文版 译者

INTRODUCTION

引言

Shi Ban Gong Bei is an ancient Chinese saying about accomplishing twice the work in half the time. If you begin anything with the right perspective, you make your life easier. As an eye doctor, I know how important clear physical sight is in my patients' lives.

「事半功倍」是一句中国古老的谚语，意思是在较短时间内完成双倍工作。只要以正确的视角开始任何事，就能让生活变得更轻松。作为一位眼科医生，我深知清晰的视力对病人生活的重要性。

I also know how important clear moral and logical sight can be to people's lives. Living in tune with the truth of who people are and how the world works can save you untold

trouble. Living out of tune with those truths can feel as frustrating as trying to cut a steak with a spoon.

我也明白，清晰的道德判断力与逻辑洞察力，对人的生命同样重要。若能与真实的人性与世界运作规律同步而行，将能避免无数困扰；相反地，若偏离这些真理，便如同试图用汤匙切牛排般令人沮丧。

Through my travel, education, and daily work with people, I have gathered the following pearls of wisdom. I offer them to you here in the hope that they will ease your way through life. I hope that using them will lend you the clear spiritual sight that I prize above anything else.

透过我的旅程、学习与日常与人的互动，我整理出以下的智慧珍珠，献给你，愿它们能助你在人生路上走得更顺畅。我更盼望，这些智慧能带给你我最珍视的——那份清澈的属灵洞察力。

MING WANG | NASHVILLE

王明旭 | 纳什维尔

PEARL 1: In partnership, the person is more important than the project.

第一颗珍珠：在合作中，人比项目更重要。

In partnership, who your partner is is more important than what you will be doing together.

在合作关系里，跟你合作的是谁，比你们一起要做什么更重要。

Examine the character of a potential partner before entering into a business relationship with them.

在开始合作之前，要先了解对方的品格和为人。

With the right partner, you may be able to do the right thing.

有了合适的伙伴，你就有可能把事情做对。

However, with the wrong partner, you may never be able to do the right thing.

但如果搭档选错了，你可能永远都做不了对的事。

PEARL 2: In solving a problem, the matter is more important than the person.

第二颗珍珠：在解决问题时，事情本身比责任归属更重要。

When addressing a problem, you should not focus on the personal attributes of the individual who made the mistake.

当你在面对一个问题时，不应该去纠结是哪个人犯的错，或他这个人本身有什么性格缺点。

If you do, you will place the focus on the person, which may incite their ego and create an emotional barrier that could cause them never to be able to see the issue itself.

如果你太在意这个人是谁，他可能会因为自尊心受到刺激而产生防备心理，结果反而完全看不到问题的本质。

Therefore, you should focus on the issue instead of the person.

所以，重点应该放在问题本身上，而不是去评判这个人。

The goal is to solve the problem and improve the system, not to blame a particular person.

我们的目标是解决问题、改进机制，而不是去指责谁。

PEARL 3: Life is a two-way street.

第三颗珍珠：人生是一条双向道。

If you need someone to assist you with your project, you first need to do everything you can to help that person with their

project.

如果你希望别人帮你完成你的事情，你就要先尽力去帮别人完成他们的事情。

Then they will be more inclined to help you with yours.
这样他们才会更愿意帮你。

A person who always wants to take but never give will never be successful.

一个只想索取、从不愿付出的人，永远不会真正成功。

PEARL 4: Make it easy for others to help you.

第四颗珍珠：要让别人容易帮到你。

If you need help with your project, you need to first accomplish as much of it as you can yourself.

如果你需要别人帮你做一件事，你得先自己尽可能多地完成一部分。

Don't be lazy.

不要偷懒。

If the person from whom you need help sees that you truly care about your own project and that you have already done as much of it as you can yourself before you ask for help, they will be more willing to assist you.

如果对方看到你真的在乎这件事，而且在开口求助之前已经尽力自己做了，他们就会更愿意帮你。

Furthermore, the more you have done yourself prior to asking for help, the less they will have to do, so the easier it will be for them to help you.

而且你自己事先完成得越多，他们需要做的就越少，也就越容易帮你。

PEARL 5: Why am I here today?

第五颗珍珠：我今天为什么在这里？

Whatever you are doing, always be willing to step back for a moment, look at the whole situation, and ask yourself this key question—

无论你正在做什么，都要愿意停下来片刻，从整体去看这件事，然后问自己一个关键问题——

"Ultimately, what is the real reason or purpose of me being here today?"

"归根结底，我今天在这里的真正目的是什么?"

PEARL 6: Identify the #1 task.

第六颗珍珠：找出最重要的任务。

When faced with many challenges, rank them in order of importance so you can devote most of your attention to the #1 task.

当你面对很多挑战时，要按重要程度为它们排序，把大部分注意力集中在最重要的那一件事上。

The ability to rank is at the core of the human experience!
懂得排序的能力，是人类处理生活的核心本领！

PEARL 7: Apply logic to everything you do.

第七颗珍珠：做每件事都要讲逻辑。

Apply logic to everything you do—whether it is big or small—

and ask yourself two questions:

不管事情大小，都要带着逻辑去处理，并且问自己两个问题：

"Does it actually make logical sense?" and

"这件事真的在逻辑上讲得通吗?"

"How can I solve this problem more logically?"

"我有没有更有条理、更合逻辑的方法来解决这个问题?"

PEARL 8: Check things orthogonally.

第八颗珍珠：换个方法来检查问题。

When you check something for accuracy, try not to use the same method that you used to obtain your initial result.

当你在检查结果是否正确时，不要用你最初得出这个结果的方法来验证。

Because if there was an error with that method, you would likely make the same mistake again!

因为如果原来的方法有错误，你很可能又会犯一样的错。

You are much more likely to catch an error if you use a

completely different and unrelated—i.e., orthogonal (“in logic”)—method the second time.

如果你用一种完全不同、不相关的方法来检查，你就更容易发现原来的错误。

PEARL 9: Focus on content before form.

第九颗珍珠：先注重内容，再考虑形式。

Content is more important than form.

内容比形式更重要。

Substance is much more important than formality.

实质比表面上的正规或排场重要得多。

First, focus on what really matters.

先专注在真正重要的部分。

Then, if needed, improve how it looks.

如果有需要，再去美化它的外表或包装。

PEARL 10: Focus only on what you do and the things you can control.

第十颗珍珠：专注你能做、能掌控的事情。

Don't worry about what others do.

别去烦恼别人做了什么。

Focus only on what you yourself can do.

只关注你自己能做些什么。

Do not waste any time on things that are not under your control.

不要浪费在你无法控制的事情上。

Focus only on things you can do or change.

专心去做你能完成的、你能改变的事。

PEARL 11: Learn from others' mistakes.

第十一颗珍珠：从别人的错误中学习。

If you can learn from someone else's mistake, you may be able to avoid repeating it yourself.

如果你能从别人的错误中吸取教训，你就有可能避免自己重蹈覆辙。

Think carefully about what happened to them, why it happened, and how it might have been prevented.

认真思考他们发生了什么，为什么会发生，以及原本有什么办法可以避免。

What can you learn from it?

你能从中学到什么？

Is there anything you need to change about your own actions so that you do not fall into the same trap?

你是否需要调整自己的行为，避免落入同样的陷阱？

PEARL 12: Focus on the issue, not the person.

第十二颗珍珠：专注问题本身，不要针对人。

When someone makes a mistake, don't focus on the individual.

当有人犯错时，不要把注意力放在这个人身上。

Focus on the issue.

要专注在具体发生的问题上。

If you place too much emphasis on the person, they may become defensive.

如果你太强调“这个人”的问题，他可能会变得很防备。

This may make it hard for them to admit the mistake, or even to see it.

这样会让他们很难承认错误，甚至看不见错误在哪里。

As a result, the issue may never be resolved.

结果可能就是问题一直得不到解决。

Instead, focus on the mistake itself.

相反，你应该把注意力放在错误本身。

Talk about what went wrong and how to improve it.

讨论事情出了什么问题，以及要怎么改进。

The goal is not to assign blame.

我们的目标不是责怪谁。

The goal is to fix the problem and improve the process so it

doesn't happen again.

而是要解决问题，优化流程，让错误不要再发生。

PEARL 13: Don't try to change others. Change yourself.

第十三颗珍珠：不要试图改变别人，先改变自己。

You cannot change another person.

你无法真正改变一个人。

You can only change yourself.

你只能改变你自己。

In an ideal partnership, you should already share many traits that make it easy for the two of you to work together.

在理想的合作关系中，你们本来就应该有很多相似之处，使彼此合作更顺利。

If adjustments are needed, start by adjusting yourself.

如果确实需要调整，那就先从调整自己开始。

PEARL 14: Success is measured by effort, not results.

第十四颗珍珠：衡量成功的标准是努力，而不是结果。

You may work very hard and still not get the outcome you wanted.

有时候你非常努力，仍然得不到你想要的结果。

That does not mean you failed.

但这并不代表你失败了。

It simply means you did not get the result you hoped for.

这只是说明结果没有如你所愿而已。

If you truly gave your best effort, then you were successful.

如果你已经尽了全力，那你就是成功的。

Give yourself credit for your effort, not just the result.

肯定自己付出的努力，而不仅仅是看结果如何。

PEARL 15: People do what people see.

第十五颗珍珠：人们常常模仿他们看到的行为。

If you want someone to do something, look for someone else who has done it in a similar situation and talk about that example.

如果你希望某人做某件事，找出另一个在类似情况下做过这件事的人，并把这个例子讲给他们听。

People tend to follow what others have done before them, especially in uncertain situations.

人们往往会效仿他人的做法，尤其是在他们不确定该怎么办的时候。

This makes them feel safer.

因为这样会让他们觉得更有安全感。

PEARL 16: Could I do this better?

第十六颗珍珠：我还能不能把这件事做得更好？

Whether you are part of a process or part of a product, always ask yourself:

无论你是这个流程中的一环，还是某个成果的一部分，都要经常问自己：

"Could I do this better?"

"我还能不能做得更好一点?"

That one question, if asked daily, will lead to greatness over time.

如果你每天都问自己这个问题，时间一久，你就会变得非常优秀。

Even if the answer is no, the fact that you are asking it will keep you alert and growing.

即使答案是否定的，光是你愿意去问，就能让你保持警觉，并不断成长。

PEARL 17: Remind them of the issue.

第十七颗珍珠：在跟进问题时，先提醒对方问题是什么。

When you follow up on an issue, remember that while the issue is clear to you, it may not be clear to the other person.

当你在跟进某个问题时，要记住：对你来说这件事很清楚，但对方可能早就忘了或根本不清楚。

So before you follow up, help them recall what the issue was about.

所以在你提出跟进之前，先帮他们回忆一下事情的来龙去脉。

This will save them time.

这样可以帮他们节省很多时间。

If they have to figure it out themselves, they may end up doing nothing—especially if the issue is not their own.

如果他们得自己重新搞清楚发生了什么，最后可能什么都不做——特别是当这件事本来就不是他们负责的事时。

PEARL 18: Always have a backup plan.

第十八颗珍珠：永远要有备选方案。

When doing anything, try to have at least one backup plan.

做任何事情时，都要准备一个备用方案。

Sometimes, you may even need a backup for your backup.

有时候，你甚至还需要为“备用方案”再准备一个备用方案。

When the unexpected happens and you don't have a backup plan, it takes a lot of time to go back and start over.

当突发状况发生，而你又没有准备后路时，你往往只能从头来起，

浪费很多时间。

PEARL 19: Fix the system, not just the symptom.

第十九颗珍珠：别只修表面的错误，要改整个系统。

When solving a problem, don't just fix the immediate issue.
当你在解决问题时，不要只盯着眼前的问题去处理。

Try to understand the system that created the issue in the first place.

要试着去了解：这个问题最初是怎样由系统中的某些环节引发的。

See if there is a way to change the system itself so the problem doesn't happen again.

看看是否能调整这个系统本身，让类似问题以后不会再次发生。

Fixing the system may take longer, but it's a better long-term solution.

修复整个系统可能花的时间更长，但从长远来看，它才是更好的解决办法。

PEARL 20: What's the real goal?

第二十颗珍珠：真正的目标是什么？

Sometimes, what someone says they want is not what they actually want.

有时候，一个人说他想要什么，其实并不是真的想要那个东西。

A person may say they want a drink, but what they really want is comfort or attention.

一个人可能说他想喝点东西，但其实他真正想要的是被安慰，或者得到别人的关心。

Try to see the deeper need behind the surface request.

试着看透那些表面要求背后更深层的需要。

This will help you better understand others—and help them better understand themselves.

这不仅能帮助你更了解他人，也能帮助他们更了解自己。

PEARL 21: Listen, then speak.

第二十一颗珍珠：先倾听，再开口。

Let others finish speaking before you respond.

在回应之前，让别人把话说完。

This is not only polite, but also wise.

这不只是礼貌，更是一种智慧。

If you interrupt, you may miss important information.

如果你打断别人，可能会错过重要的信息。

If you listen fully, you will have a better understanding—and your response will be more thoughtful and effective.

如果你认真听完，你会理解得更透彻，而你的回应也会更有深度、更有效。

PEARL 22: Find what is certain.

第二十二颗珍珠：在混乱中，找出确定的事。

When you feel overwhelmed, it may be because many things seem uncertain.

当你感到压力很大时，往往是因为你面对太多不确定的事情。

Try to find one or two things that are absolutely certain—and hold on to them.

试着找出一两件你可以确定无疑的事情，然后紧紧抓住它们。

Let them be your anchor while you figure out everything else.

在你努力弄清其他事情的时候，让这些确定的东西成为你内心的锚。

Certainty—even just a little—brings peace.

哪怕只有一点点确定感，也能带来内心的安定和平静。

PEARL 23: At least try.

第二十三颗珍珠：至少要试试看。

If you don't try, your chances of success are zero.

如果你不去尝试，你成功的几率就是零。

If you try, even just a little, your chances are greater than zero.

但只要你愿意尝试，哪怕只付出一点点努力，你就已经比零要多出机会了。

Trying—even without success—builds strength, confidence, and experience.

尝试本身，即使没有成功，也能建立你的能力、自信与经验。

So don't worry about whether or not you will succeed.

所以，不要太担心你最终会不会成功。

Instead, focus on trying.

重点是：你有没有真正去试过。

PEARL 24: Don't solve problems that don't exist.

第二十四颗珍珠：别去解决那些根本不存在的问题。

Some people are so eager to fix things that they try to solve problems that aren't real.

有些人太急着“解决问题”，结果反而去处理那些其实根本不是真的问题。

Before you spend time or energy on a problem, ask yourself:

在你花时间或精力处理一个问题之前，先问问自己：

“Does this problem actually exist?”

“这个问题真的存在吗？”

“Is it worth solving?”

“它值得我去解决吗？”

“Will it really make a difference?”

“解决它，真的会带来改变吗？”

Be wise with your time and energy.

要聪明地使用你的时间和精力。

PEARL 25: Happiness = What you have ÷ What you want

第二十五颗珍珠：幸福 = 你拥有的 ÷ 你想要的。

The more you want, the less happy you are.

你想要得越多，反而越不容易感到幸福。

The more you appreciate what you already have, the happier you become.

你越能珍惜自己已经拥有的东西，你就会变得越快乐。

Gratitude is one of the fastest ways to increase happiness.

感恩是提升幸福感最快的方法之一。

If you want to be happy, don't increase what you have—
decrease what you want.

如果你想更幸福，不是去增加你拥有的东西，而是减少你想要的东西。

PEARL 26: Restate the question.

第二十六颗珍珠：重新说一遍问题，才能答得清楚。

Sometimes people rush to give an answer without fully
understanding the question.

有时候人们太急着回答，还没完全听懂问题就开始说话。

This creates confusion, mistakes, and wasted time.
这会造成误解、错误和时间浪费。

Before you answer, restate the question in your own words.
在回答之前，先用你自己的话把问题重复一遍。

If the other person agrees with your version, you know you're
on the same page.

如果对方同意你转述的问题，那就说明你们理解一致了。

Then your answer will actually be helpful.

这样你的回答才真正有用。

PEARL 27: The goal of life is to live.

第二十七颗珍珠：人生的目标，是活出生命，而不是到达终点。

The goal is not just to arrive at a destination.

目标不是只是“到达终点”。

The goal is to be alive while you are on the journey.

而是在旅程中，活出生命的感觉。

Don't be so focused on where you're going that you forget to live today.

不要太执着于你要去的地方，而忘了今天怎么活。

Appreciate the moment.

好好珍惜当下的每一刻。

Enjoy the process.

享受这个过程。

Be thankful for the steps, not just the finish line.

要为每一个脚步感恩，而不只是终点。

PEARL 28: You can change the reality around you.

第二十八颗珍珠：你可以改变你周围的现实。

You can change your environment by changing how you see it.

只要你改变看事情的角度，你的环境也会随之改变。

A positive attitude creates a more positive reality.

积极的态度，会带来更正面的现实。

When you change your perspective, the world around you changes too.

当你换一个角度看事情，你周围的世界也会跟着改变。

You have more power than you think.

你拥有的力量，比你想象的还要多。

PEARL 29: Do everything just a little better.

第二十九颗珍珠：每件事都尽量比上次好一点点。

Success is not about being perfect.

成功不是追求完美。

It's about small improvements every day.

而是每天都有一点点进步。

You don't need to make huge changes all at once.

你不需要一下子做出巨大的改变。

Just try to do each thing a little bit better than before.

只要你每次都比上一次做得好一点点就可以了。

Over time, those small improvements will add up to something big.

时间久了，这些小小的进步就会累积成大大的成果。

PEARL 30: Most of what you experience is your reaction.

第三十颗珍珠：你所经历的大多是你对事情的反应。

Life is not just what happens to you.

人生并不只是发生在你身上的那些事。

It is how you respond to what happens to you.

而是你如何回应这些发生的事。

Your response creates your experience.

你的回应，塑造了你的感受和经历。

If you change your response, you change your experience—
even if the situation stays the same.

即使事情本身没有变，只要你改变了回应方式，你的体验也会完全不同。

You have more control than you think.

你能掌控的，其实比你想象的还多。

PEARL 31: Yin and Yang

第三十一颗珍珠：阴阳之道

Life is about balance: yin and yang.

人生的智慧在于平衡：阴与阳的调和。

Going to one extreme often generates exactly the opposite effect of what you desire.

走向任何极端，往往会带来与你期待相反的结果。

If you are extreme in your efforts at something,
如果你在做某件事时太过用力，

you can actually end up being non-productive and bad at
accomplishing the desired goal.

结果可能是反而无效，甚至离目标越来越远。

PEARL 32: Before you speak, first rank your questions or answers.

第三十二颗珍珠：在发言前，先排序你的问题或答案。

People pay the most attention to what you say first.
人们最专注听你开头说的内容。

So before you ask or answer a question,

所以在提问或回答前，

think it through in your own mind and then ask the most important question first.

要先理清思路，再提出最重要的问题。

Similarly, when answering a question,
同样地，回答问题时，

figure out your top and most critical answer and state that first.

也要先讲出最关键、最重要的观点。

PEARL 33: A frog at the bottom of the well does not see the horizon.

第三十三颗珍珠：井底之蛙看不到地平线。

Each of us is a "frog at the bottom of a well."

我们每个人，其实都是“井底之蛙”。

That is to say, our perspective, basis for judgment, and opinions are limited by our own experience and exposure.

也就是说，我们的观点、判断依据和看法，都受限于自己的经验和见识。

We look up and see a small round patch of clear sky and believe it is a beautiful day!

我们仰望天空，只看到一小片蔚蓝，就误以为今天是个好天气！

However, when we climb out of the well up to ground level and are now able to look around at the entire sky, 然而，当我们跳出井口，来到地面，能看到整个天空时，

we may realize it is actually a cloudy day! 才会发现，原来整片天空其实是阴天！

We see that the small patch of sky that we were able to see earlier when we were at the bottom of the well 我们终于明白，之前在井底看到的那一小块天空，

was actually *not at all* representative of the whole situation! 其实根本不能代表整个真实的天空全貌！

PEARL 34: The goal of our communication is understanding.

第三十四颗珍珠：沟通的目标是理解。

The goal of our communication should not be to get a chance to just talk!

我们沟通的目标，不应该只是让自己有机会讲话。

The goal should be to make sure that our listener(s) understand what we are talking about.

而是要确保听的人真正明白我们在说什么。

Don't just continue talking and be oblivious to whether or not your listener understands or even cares at all about what you are saying!

别一味地讲个不停，却根本不在乎对方有没有听懂、甚至有没有在听你说什么！

PEARL 35: Every student has a best teacher.

第三十五颗珍珠：每个学生都有最适合他的老师。

The best teacher is not someone who knows the most.

最好的老师，不一定是知识最渊博的那一位。

It is someone who knows the most about what their students know.

而是那个最了解学生目前所知、所缺的老师。

PEARL 36: People may be wrong, but they still want to be respected and heard.

第三十六颗珍珠：即使人错了，他们仍渴望被尊重与倾听。

Although people may be wrong, they still want to be respected and heard.

即使他们错了，也仍然希望受到尊重，并被认真倾听。

So respect them and let them fully express their opinion.

所以要尊重他们，让他们把话说完。

Consider carefully what they say.

然后认真思考他们讲的内容。

PEARL 37: Left and right brains — $1+1 > 2$!

第三十七颗珍珠：左右脑合一，一加一大于二！

A right-brain dominant person is supposed to be creative and artistic, and one who is considered a left-brain is rational and logical.

人们常说右脑型的人富有创意与艺术气息，而左脑型的人则理性、善于逻辑思维。

However, we should not be limited by these classifications (e.g.)—"I am a right-brain person, so I am not good at logical things."

然而，我们不该被这种标签限制住（例如：“我是右脑型的人，所以我不擅长逻辑思考。”）

Instead, engage your right brain to help you with logical tasks, such as applying artistry to precision eye surgery,
相反，我们可以运用右脑去帮助完成逻辑性任务，比如将艺术感应用于精密的眼科手术中，

and summon your left brain to help your creative work, such as applying mechanical and physics principles in learning ballroom dancing.

也可以动用左脑来支援创意性的工作，例如利用机械原理与物理知

识来学习社交舞。

Rather than treating them as two isolated halves, our right and left brains are meant to work together, synergistically.
我们不应将左右脑当作彼此独立的两半，而应让它们协调运作，产生协同效应。

It is a situation where 1+1 equals actually more than 2!
在这种情况下，一加一的效果实际上远远超过二！

PEARL 38: Don't do it, don't write it.
第三十八颗珍珠：不该做的事，也别写出来。

If you don't want people to know what you are doing, then simply don't do it.

如果你不希望别人知道你做了什么，那最好的办法就是别去做。

And if you don't want people to read what you have written, then don't write it!

如果你不希望别人读到你写的东西，那就干脆别写！

PEARL 39: Don't criticize unless you have a better idea.

第三十九颗珍珠：没有更好的主意，就别急着批评。

If you don't have a better idea, then keep your mouth closed.
没有更好的方案，就别急着开口评论。

If you want to criticize something, always be ready to offer
what you believe is a better solution.

批评别人之前，请先准备好一个你认为更好的解决方式。

PEARL 40: The ultimate drive in life is love.

第四十颗珍珠：人生最大的驱动力是爱。

The ultimate drive in life is to love what you do.

人生最终的动力，是去爱你所做的是。

If you don't, then change what you do!

如果你不爱现在所做的，那就改变你的方向！

PEARL 41: Maintain fairness, independent of human bias and favoritism.

第四十一颗珍珠：维持公平，不受偏见与偏心影响。

A system is truly fair if it is independent of the identity of any particular person who is placed in that position or system.

一个制度只有在不因任何特定个人的身份而改变对待方式时，才是真正的公平制度。

PEARL 42: Blindness to reality is the ultimate failure.

第四十二颗珍珠：看不见现实，是最大的失败。

If a human being, if left to their own devices, is bound to become corrupt since we are all selfish by nature.

人若任由自己随心所欲，终将走向败坏，因为我们本性里都有自私。

The best way to develop a solid, incorruptible system is not to rely upon any assumptions of the goodness or unselfishness of any human being.

要建立一个稳固而不会腐败的系统，最好的方式是不依赖于人性本善或无私的假设。

It should be a fair system, and no one should be above that system.

这个系统应该是公正的，没有任何人可以凌驾于制度之上。

PEARL 43: Today is important too!

第四十三颗珍珠：今天也很重要！

Yesterday is what we have done.

昨天是我们已经完成的事。

Tomorrow is what we will do.

明天是我们即将要做的事。

But how about today? Should today merely just serve to remember what we did yesterday and prepare for what we will do tomorrow?

那今天呢？难道今天只是为了回顾昨天、预备明天而存在的吗？

That is not fair! Today has the right to be its own day!

这并不公平！今天也有成为“今天”的权利！

Focus on today, stay in the moment, and make the best of right now!

专注于今天，活在当下，把握此刻！

Think about it: the reason that we actually need to constantly remind ourselves as such is because we naturally really don't do this.

仔细想想：我们之所以要不断提醒自己这一点，是因为我们本性上真的做不到这样做。

Instead, we tend to focus only on the past or future and ignore today!

我们往往只关注过去或未来，却忽略了今天！

PEARL 44: Make a deal you would be happy to accept.

第四十四颗珍珠：做你自己也愿意接受的交易。

A truly fair business deal is one in which you can picture yourself stepping into your partner's shoes.

真正公平的商业交易，是你能想象自己站在对方的立场上去思考的交易。

And when you look at the deal from that perspective, it is still fair.

即使换位思考后，你仍觉得这个交易是公平的。

In all human interactions, always be willing to look at things from the other's perspective.

在所有人际互动中，都要愿意从他人的角度来看事情。

PEARL 45: Establish validity before you examine efficacy.

第四十五颗珍珠：先确认正确，再谈效果。

If Johnny always tells lies, you are not going to listen to anything that he says!

如果强尼总是说谎，你就不会听信他讲的任何一句话！

So before you consider what a person has to say, first spend some time verifying their validity.

所以在考虑一个人说了什么之前，应该先花时间确认他的话是否真实可靠。

Only evaluate what a person says after you have the chance to first establish that they are indeed reliable and

that their opinion is (whether it is) indeed worth considering.

只有当你先确认这个人可信的，他的意见确实值得听取时，才去评估他所说的内容。

PEARL 46: Never assume that you are the smartest person in the world.

第四十六颗珍珠：永远不要以为自己是最聪明的人。

If people do something in a different way than you do, don't just dismiss their way, believing you are a smarter person.

如果别人做事的方法跟你不同，不要立刻否定，以为自己更聪明。

You will be proven wrong!

你很可能被现实打脸！

People do things in certain ways for a reason.

别人做事自有其道理。

It is better to be humble and study what they do and why they do it, as there is always something to learn from

everyone.

更好的态度是谦卑地去观察他们的做法和背后的原因，因为每个人身上都有值得我们学习的地方。

PEARL 47: Start with the big picture.

第四十七颗珍珠：先掌握大局。

You can't see the forest for the trees.

如果你只盯着细节，就看不见整片森林。

So always start with the big picture ("the forest") before being bogged down with individual details ("the trees").

所以在陷入各种细节之前，一定要先掌握整体局势（“森林”），再去处理具体问题（“树木”）。

PEARL 48: Kill many birds with one stone.

第四十八颗珍珠：一石多鸟。

The best way to improve efficiency is to identify the commonalities among the tasks that you need to do,

提升效率的最佳方法，是找出你要做的各项任务中有没有共同之处，

and try to do just one (or very few) thing(s) that will take care of everything.

然后只做一件（或少数几件）事情就能一并解决所有问题。

PEARL 49: Improve the method of how something is done.

第四十九颗珍珠：改进做事的方法。

99% of us focus on accomplishing a job, but only 1% do more than that.

我们当中有 99% 的人只关注把事情做完，只有 1% 会多做一点。

After a job is done, 99% will move on to other things,
当一项工作完成后，99% 的人就会转向其他任务，

but the 1% linger a bit longer,
但那 1% 的人会多停留一会儿，

ponder and reflect, "Can I do this sort of thing a bit better the next time around?"

思考反省：“我下次能不能把这件事做得更好？”

Has another person finished this job in a way that was actually better than mine?

有没有别人用比我更好的方式完成了这件事？

What can I learn from this experience so I can improve the way I do things in the future?"

我可以从这次经验中学到什么，从而改善我未来的做事方式？”

The nature of the work that we do will not stay with us (since we will do different things tomorrow),

我们所完成的工作本身不会陪伴我们太久（因为明天我们要做的事可能不同），

but, the improvements in our method of doing things, 但我们做事方法上的改善，

which are made by learning from this experience, 正是通过经验学习而来，

will indeed *stay* with us and will benefit us in the future. 却会真正留下来，并在未来带给我们帮助。

PEARL 50: To be successful is to work selectively.

第五十颗珍珠：成功的关键在于有选择地工作。

放大两号字体：这句话提醒我们，聚焦在重要的少数，胜过分散在众多事务中。

People say that in order to be successful, one has to be talented and work hard.

人们常说，要想成功，就必须有才华并且努力工作。

While these two factors are indeed two of the top three qualities needed to be successful,
虽然这两点确实是成功所需的三大要素中的两个，

however, *neither* is actually the #1!

然而，它们都不是最重要的那一个！

The most important thing to do if you want to be successful
is to work intelligently

如果你想成功，最重要的是要聪明地工作，

by selecting only a few things, focusing on them, and doing

the best you can with those few things.

也就是只选择少数几件事，专注于它们，并全力以赴地完成它们。

The goal is not to continue adding to your to-do list,

目标不是不断往你的待办清单里添加新任务，

but rather to work on subtracting various things on your plate

而是要设法减少你当前的任务负担，

until there is actually nothing left to subtract.

直到没有任何多余的事可删减为止。

PEARL 51: Maximal alignment means minimal work.

第五十一颗珍珠：高度对齐，事半功倍。

In a business collaboration, maximal alignment of interests in the beginning produces minimal work later.

在一项商业合作中，如果一开始各方利益高度对齐，后期所需的工作量就会最小。

The opposite is also true:

反之亦然：

minimal alignment of interests among the various parties
early on

如果在初期各方的利益没有对齐，

often ends up necessitating a lot of unproductive work later.
往往会导致后面产生大量无效的工作。

Pearl 52: Clearly define the issue first.

第五十二颗珍珠：先把问题界定清楚。

When you clearly define the issue first, you are actually
already halfway there!

如果你一开始就能清楚地界定问题，那你其实已经成功了一半！

Pearl 53: Fiduciary responsibilities cover both parties.

第五十三颗珍珠：信托责任涵盖双方。

The fiduciary responsibility of a leader is to listen to and
carefully consider a team member's suggestion.

领导者的信托责任，是要倾听并认真考虑团队成员的建议。

The fiduciary responsibility of a team member is to accept a leader's final decision and do it!

团队成员的信托责任，是接受领导者最后的决定并贯彻执行！

Pearl 54: More important than doing things is learning how to behave while doing them.

第五十四颗珍珠：比起做事，更重要的是学会在做事的过程中如何行事为人。

While what we do changes over time,
随着时间推移，我们做的事情会不断变化，

how we do things,
但我们做事的方式，

as well as our human quality and attributes that are reflected
through the things we do and how we do it,
以及在做事的过程中所反映出的人格与品格，

does not change.

却始终如一。

For example, do we do what we have promised?

例如，我们是否信守承诺？

Are we good communicators?

我们是否是良好的沟通者？

Do we know life is a “two-way street”?

我们是否明白人生是一条“双向道”？

Pearl 55: A proud person eats what is bitter.

第五十五颗珍珠：骄傲的人也必须吞下苦果。

If the things we do don't turn out how we had hoped they would,

如果我们所做的事情没有如我们所期望的那样发展，

yet the decision to do them was our own to begin with,
但一开始做这件事的决定是我们自己做出的，

then we as human beings tend to be more accepting of the outcome

那么作为人类，我们往往更容易接受这样的结果，

than we would have been if the decision to do them was made for us by others.

比起如果是别人替我们做这个决定的情况来说更能接受。

The reason for this is that in the former situation, 之所以如此，是因为在前一种情况下，

we have no one to blame but ourselves.

我们除了自己之外，没人可以责怪。

Pearl 56: You can make yourself happier.

第五十六颗珍珠：你可以让自己更快乐。

Human beings become unhappy when we unwisely compare what we have with the ideal and often non-existent alternatives!

人类之所以感到不快乐，是因为我们不明智地把自己拥有的东西与那些理想的、甚至根本不存在的选项作比较！

So, the way to make ourselves happier—which *does* work every time—is to compare your current situation *only* with other *existing* alternatives.

因此，让自己更快乐的方式——这真的每次都有效——就是把你目前的状况只拿来和其他「真实存在的」选择做比较。

As long as your current situation is better than all other existing alternatives, you will be happy!

只要你现在的情况比所有其他现实中的选择都好，你就会感到快乐！

Pearl 57: Pick the longest straw you see.

第五十七颗珍珠：挑选你所看到最长的稻草。

We sometimes are stuck in inaction because we feel that the method that we have is still not the perfect one.

有时候我们会因为觉得手上拥有的方法还不够完美，而陷入无所作为的状态。

Well, the 100% ideal method actually does *not* exist!

但事实上，百分之百理想的方法根本不存在！

So, as long as what we are considering is the best among the existing choices of method, then let's do it!

所以，只要我们正在考虑的方法是在现有选择中最好的，那就动手去做吧！

Ideal height does not really exist at all.

理想的高度根本就不存在。

Life is about picking the longest straw.

人生的关键在于选择那根最长的稻草。

Pearl 58: Two references provide double security.

第五十八颗珍珠：两个依据带来双重保障。

For important things, always use "double security" measures.

面对重要的事情，总是要采用“双重保障”的措施。

For example, in communication, use BOTH the date and the day of the week,

例如，在沟通时，要同时注明日期与星期几，

since our chance of making mistakes for BOTH is very slim.
因为两者同时出错的几率非常低。

Pearl 59: Focus on improving yourself.

第五十九颗珍珠：专注在提升自己。

Some people live by focusing on [the errors of] others or even by trying to sabotage others (e.g., a competitor).
有些人一生都专注在指出他人的错误，甚至试图打击他人（例如竞争对手）。

A much better and productive way of living, however, is to focus on yourself (i.e., how to improve yourself).
但一种更好也更有成效的生活方式，是专注在自己身上（也就是如何提升自己）。

Pearl 60: While in safety, think of danger.

第六十颗珍珠：居安思危。

Even when things are going well, don't become complacent.

即使一切順利，也不要自滿鬆懈。

Think of things that could go wrong.

要預想哪些事情可能出錯。

If they do go wrong, how would you deal with them?

如果真的發生問題，你會如何應對？

Pearl 61: Do not trust people blindly.

第六十一顆珍珠：不要盲目相信他人。

If someone promises you something, don't just listen and trust it.

如果有人向你承諾什麼，別只是聽了就相信。

Look for system reasons, reality, and facts that will ensure what they said is indeed true.

要尋找系統性的依據、現實狀況與事實，來驗證他們所說的是否屬實。

Pearl 62: Choose the rare path.

第六十二颗珍珠：选择少有人走的道路。

Don't crowd in on the road much traveled.

不要一味挤入人潮拥挤的大路。

It is hard to get ahead, and it does not differentiate you.

这种路难以脱颖而出，也无法显出你的独特。

Identify and travel a road less traveled and build your life uniquely.

找到那条少有人走的道路，并走出独特的人生。

Pearl 63: The 75% Rule—don't follow rabbit trails.

第六十三颗珍珠：75% 法则——不要跟着兔子跑偏。

When looking at anything, always examine the situation in a majority of the cases (75%).

当你看待任何事情时，都应关注大多数情况下（75%）的情形。

Don't get bogged down with exceptions.

不要被个别的例外所困扰。

Pearl 64: Learn why you succeed and why it worked.

第六十四颗珍珠：了解你为何成功，也为何奏效。

当人生中有事情顺利时，

When something worked in life,

要停下来，暂停一下，

stop, and pause,

并思考：“为什么这次成功了？

and contemplate, “Why did it work?

有什么可以从中学习的功课吗？”

Are there any lessons that can be learned?”

Pearl 65: The best ideas work.

第六十五颗珍珠：最好的点子会奏效。

（真正有效的点子，才是最值得坚持的方向。）

No matter how good an idea was, move on if it does not actually work!

无论一个点子当初听起来多好，如果它实际上行不通，就该果断放弃，继续前行。

Pearl 66: Speak in the language of the listener, not the speaker.

第六十六颗珍珠：用听者的语言说话，而非说话者的语言。

The goal of communication is to be understood.

沟通的目标是让人理解。

So, speak in the language of the listener, and *not* that of the speaker!

所以，要用听者的语言说话，而不是用说话者自己的语言！

Pearl 67: Investigate all available choices.

第六十七颗珍珠：仔细调查所有可行选项。

Before making a decision, make sure that you have indeed examined carefully *all* of the available choices.

在做决定之前，一定要确保你确实已经仔细检查了所有可用的选择。

Jumping into making a decision and then finding out that there are actually choices that were not considered, is a waste of time!

仓促做出决定，事后才发现还有其他未曾考虑的选项，那就是在浪费时间！

Pearl 68: Involve fully or not at all.

第六十八颗珍珠：要么全程参与，要么完全不参与。

Either involve someone in a whole discussion, or do not involve that person at all.

在讨论中，要么让某人全程参与，要么就完全不让其参与。

A person who does not know all of the factors that apply to your situation will waste your time with unworkable options and irrelevant advice.

不了解你处境所有关键因素的人，会用不切实际的选项和无关的建

议浪费你的时间。

Involving someone halfway is the best way to create confusion!

让某人只参与一半，是制造混乱的最好方式！

Pearl 69: Choose the time to stand on principle.

第六十九颗珍珠：选择何时坚持原则。

A customer is always right when you are *in front of* that customer.

当你面对顾客时，顾客永远是对的。

Sometimes, you must choose good will between people over being right.

有时候，你必须在“彼此之间的善意”与“坚持自己是对的”之间做出选择。

Do your best to balance kindness and correctness.

尽力在善良与正确之间取得平衡。

Pearl 70: The best life balances virtues.

第七十顆珍珠：最美的人生，是美德的平衡。

Lack of effort hurts productivity, while extreme effort uses all of our energy and leaves us unhappy.

缺乏努力會損害生產力，而過度努力則會耗盡我們所有精力，讓我們變得不快樂。

So, life is always an optimization process.

所以，人生其實是一個不斷優化的過程。

Finding your particular balance gives you a good life.

找到適合自己的平衡點，就能擁有美好人生。

(If the vertical (Y) axis is productivity or happiness, and the horizontal (X) axis is human effort (from 0% to 100%), then life is always a bell-shaped curve.

(如果縱軸 (Y) 代表生產力或快樂，橫軸 (X) 代表人類的努力程度 (從 0% 到 100%)，那麼人生的曲線就是一個鐘形曲線。

While 0% effort will get us nowhere (low values in the Y axis), 0% 的努力會一事無成 (Y 軸的值很低)，

trying while ignoring the writing on the wall (100% effort) is also detrimental and non-productive (also low values in Y axis).

但如果在明知無望時仍投入 100% 的努力，也會適得其反，無法產生效果（Y 軸同樣很低）。

So life is always an optimization process,
所以，人生永遠是一個優化過程，

i.e., we keep on working and exploring to find that particular location on the X axis (particular % of effort)

也就是說，我們不斷努力與探索，試圖在 X 軸上找到那個最佳的位置（某個努力的百分比），

where the vertical Y axis value (productivity/happiness) is at a maximum.

這個位置能讓縱軸 Y（生產力 / 幸福）達到最大值。

PEARL 71: When evaluating a situation, use BOTH subjective (mental impression) and objective (factual data) approaches.

第七十一顆珍珠：在評估情況時，需同時運用主觀（心理印象）與

客观（事实数据）的方法。

在评估一个人或一件事时，一定要同时具备主观和客观的信息。
In assessing a person or a situation, be sure to have both subjective and objective info.

PEARL 72: Focus on the problem that you can do something about.

第七十二颗珍珠：专注于你能有所作为的问题。

When faced with a list of problems, focus only on the problem that you can do something about.

当你面临一连串的问题时，只专注在那个你可以解决的问题上。

Pearl 73: People have a one-track mind.

第七十三颗珍珠：人常常是一根筋。

People are there for one reason and one reason only.

人们通常是因为一个特定的原因才会出现在那里，仅此而已。

They don't pay attention to anything else.

除此之外的事他们根本不会留意。

Pearl 74: What ultimately matters?

第七十四颗珍珠：最终重要的是什么？

What ultimately matters, is *not* what you think you said.

最终重要的，不是你以为你说了什么。

It is what is understood by the listener.

而是听者理解了什么。

Pearl 75: Always think "Why?"

第七十五颗珍珠：凡事要问“为什么？”

Whatever we do, always ask ourselves, "WHY do we do this in this way?"

不论我们做什么事，都要问自己：“为什么要这样做？”

Pearl 76: Commitment comes before "how."

第七十六颗珍珠：承诺在“怎么做”之前。

Don't worry about *how* to do something until after you are, indeed, sure that you really *want* to do it!

在你真正确定自己“想要去做”之前，别急着担心该“怎么做”！

Pearl 77: What do you want?

第七十七颗珍珠：你真正想要的是什么？

Life has *less* to do with what it will give you objectively, 人生真正的重点，不在于它在客观上会给予你什么，

but *more* with what you want subjectively. 而在于你主观上真正渴望的是什么。

关于作者

王明旭博士毕业于哈佛大学和麻省理工学院（医学博士，优等荣

誉)，是当今世界上极少数拥有激光物理博士学位的眼科激光手术专家之一。他现任美国田纳西州纳什维尔王眼科中心 (Wang Vision Institute) 院长，同时也是全球最大眼科集团爱尔眼科美国分部的首席执行官。该集团在三大洲设有 900 家眼科中心，拥有 8 万名员工，总市值达 1000 亿美元。

王博士已完成超过五万五千例激光视力矫正手术，其中包括为四千多位医生进行的手术，并成功实施了全球首例激光人工角膜植入手术。他已出版 10 本眼科学教科书，发表 120 篇科学论文，其中一篇刊登在世界著名学术期刊《自然》(*Nature*) 上。王眼科中心是本州唯一能够实施以下尖端视力手术的机构：SMILE 微创激光近视手术 (18 岁以上)、可植入式隐形眼镜 (21 岁以上)、“永葆青春”人工晶体 (45 岁以上) 以及激光白内障手术 (60 岁以上)。

获奖影片《看见》(*Sight*, angel.com/sight) 是美国主流媒体首次全国公映的第一代华裔移民题材电影 (覆盖 2118 家影院)，该片改编自王博士的自传《从黑暗到看见》，主演为陈志伟和格雷格·金尼尔。

青少年时期，王博士在中国经历贫困与艰辛，后来只带着 50 美元来到美国。他在激光物理与医学两领域获得博士学位，并以最高荣誉毕业于哈佛医学院与麻省理工学院。

王博士发明了羊膜隐形眼镜，并拥有两项美国专利 (他已将此技术

无偿捐献全球)。目前，该技术已被世界几乎所有国家的数万名眼科医生采用，成功帮助数以百万计的患者恢复视力。如今，羊膜隐形眼镜已发展为一个价值 50 亿美元的产业，深刻改变了全球眼科医疗格局。

他创立的“重见光明基金会”已为美国 40 多个州和全球 55 个国家的患者提供免费视力重建手术。因其终生致力于帮助全球的盲童和孤儿，王博士被国际基瓦尼斯会评为“年度纳什维尔人”。

他还荣获美国眼科学会颁发的荣誉奖、中国裔美国医师协会的终身成就奖、美国国家公共广播电台 (NPR) “年度慈善家奖”，并被特雷维卡拿撒勒大学授予荣誉博士学位。

关于出版人

Robbie Grayson III 出生于一个军人家庭，1972 年诞生于冷战时期的欧洲。他在 1977 年开始就读于比特堡小学 (Bitburg Elementary School)，1990 年在前西德的 Mehlingen 基督教学院 (Mehlingen Christian Academy) 完成高中学业。1983 至 1987 年在英国的四年时间，亦对他的成长具有深远影响。这段时期的地缘政治紧张局势深深影响了他的经历，激发了他对世界的好奇心及外交式的思维方式。

在与家人穿行于欧洲期间，Robbie就读于美国国防部所属学校（DOD）及多所美国私立学校。他接触到形形色色的人，也亲历了许多历史大事。特别是动荡的1980年代后期，给他留下了深刻印象——他亲身经历了革命的余波，特别是1989年柏林墙倒塌、苏联改革计划解体以及共产主义的最终崩溃。

1996年，Robbie从彭萨科拉基督学院（Pensacola Christian College）毕业，获得小学教育学士学位，同时辅修英文文学，并对心理学有广泛涉猎。毕业后，他在田纳西州富兰克林市（Franklin, Tennessee）创办了“石桌学校”（Stone Table School），这是一个替代性教育项目。他将心力投入音乐之城的精英青少年教育，直到2011年。此后，他转向图书出版行业发展。

Robbie自1997年起与作家兼教育者Sharilyn Suzette Smith-Grayson结为连理，两人育有六名子女。他们一家居住于田纳西州的富兰克林市——被誉为“美国南方的马里布”。Robbie为人脚踏实地，常常可以在富兰克林历史城区的星巴克见到他的身影。

电影《重见光明》（*Sight*，网址：angel.com/sight）改编自王明旭医生的自传《从黑暗到光明》（*From Darkness to Sight*），由王医生本人撰写，格雷格·金尼尔（Greg Kinnear）参与主演。

王明旭医生的自传《从黑暗到光明》讲述了他从中国移民美国、从艰难困境中走向医治与希望的真实旅程，这部自传也正是电影《重见光明》的创作基础。

王明旭视觉中心

3D 白内障与激光近视矫正中心

WANG VISION INSTITUTE

3D Cataract & LASIK Center

1801 West End Avenue

Suite 1150

Nashville, TN 37203

www.drmingwang.com

drwang@wangvisioninstitute.com