

支援強大的扶輪社 Supporting Strong Clubs

2012 年國際講習會

國際扶輪社長潘乃傑演講詞

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大家好，***namashkar***（印度話：您好、歡迎）！各位新一代的扶輪領導人，本人非常開心能與大家齊聚一堂。

我知道，在座有許多人是經過長途跋涉、昨天才抵達這裡。我希望，無論你們的時差問題有多嚴重，今天的精彩節目都能讓各位撐下去，因為接下來一週，我們在聖地牙哥這裡將非常、非常忙碌。相信我，各位的處境我都感同身受。我很清楚飛了大半個地球後、一落地就得趕辦正事的感受。牆上時鐘的時間和手錶的時間不一樣，腦子裡還努力回想家裏時鐘上的時間，但身體的生理時鐘已在求饒：「我投降！」

但奇怪的是，我們最後都能克服時差，因為我們必須如此。久經多場國際講習會洗禮的我，接下來要告訴各位一件事，不過你們現在或許也都已發現，那就是：各位在這裡肯定睡不飽。

但是，各位一定會得到激發！

只要看看今天身旁的人，就知道怎麼可能不得到激發？因為在座的兄弟姐妹們，今天下午在這個會議室裡的人物個個來頭都不小，共有 532 位來自世界各地的女士、先生。這個星期在這家飯店的走廊上，各位將聽到人們用著你一週前還聽所未聞的語言交談。而令人驚訝、也讓我們所有人都停下來且讚嘆不已的奇蹟，就是扶輪讓我們每個人都為了相同的理由來到這裡。我們都因為熱愛扶輪而來到這裡，我們都因為熱愛透過扶輪能達成一切而齊聚一堂，而且我們都想要透過扶輪達成更多。

各位來到這裡的目的，是為了成為扶輪領導人，這無關個人榮耀也非為頭銜，單純是因為你們和我一樣，相信透過扶輪的領導，我們能協助其他扶輪社員一起達成更多。而且如果我們有這股信念，無疑地我們每個人都有義務、責任，甚至是神聖的使命，務必戮力成為最優秀的領導人。

地區總監肩負許多責任，但究竟各位的主要角色是什麼？我們為什麼要有地區總監？答案其實很簡單。我們要有地區總監來支援扶輪社，使每位扶輪社社長都有一位擁有更豐富經驗及知識、又與國際扶輪相熟的在地人可以請教；地區總監不只是扶輪社社長的後盾，也是他們面對疑問、困難或需要忠告時可以求助的對象；

Hello and ***namashkar***. I am so very glad to be here with all of you, our new generation of Rotary leaders.

I know that many of you got here only yesterday after a very long trip indeed, and I hope that the excitement of the day is carrying you through whatever jet lag you may be experiencing, because we've got a very, very busy week ahead of us here in San Diego. Believe me, you have my sympathies — I know exactly what it's like to get off a plane from halfway across the world and jump straight into business! The clock on the wall says one thing, your watch says another, you're trying to remember what the clock at home is saying, and your body clock says, I give up! But somehow or other we all get past it, as we have to do. And as the veteran of quite a few International Assemblies myself, I am going to tell you one thing you might as well know right now: you aren't going to be getting very much sleep while you're here. But what you are going to get is inspiration.

How could you not be inspired, just looking around you today? Because my brothers and sisters, what we have in this room this afternoon is nothing short of remarkable. We have 532 men and women from every corner of the world. When you walk through the halls of the hotel this week, you'll be hearing people talk in languages you might not even have known existed a week ago! And the amazing thing, the thing that just makes us all stop and wonder at the miracle that is Rotary, is that every single one of us is here for the same reason. We're here because we love Rotary. We're here because we love what we can do through Rotary, and we want to do more of it.

All of you are here to become Rotary leaders — not for your own glory, not for the honor — but because you believe, as I believe, that through Rotary leadership, we can help our fellow Rotarians do more as well. And if we believe that, then it is only too obvious that each of us has an obligation, a responsibility, even a sacred duty to become the very best leaders that we can be.

A district governor has many responsibilities, but when you come right down to it, what is your main role? Why do we have district governors? Well, it's really quite simple. We have them to support our clubs, so that every club president has someone more experienced and more knowledgeable, someone who is connected with RI but still local,

地區總監永遠在扶輪社社長身邊啟發、激勵他們，幫助他們的扶輪社盡可能地強大和卓越。

我想各位一定都聽過愛迪生的名言：「天才是百分之一的靈感加上百分之九十九的汗水。」這句話千真萬確，但我更喜歡愛因斯坦所說：「如果 A 等於成功，那麼成功的方程式就是： $A=X+Y+Z$ ，其中 X 是工作，Y 是玩樂，Z 是少說話多做事。」

愛因斯坦不是扶輪社員，而且要邀請他加入又可惜晚了點。但是，他這句話寫的或許正是扶輪領導的成功方程式。各位都需要歡樂，這點毋庸置疑，歡樂也是構成扶輪的一部份。但歡樂是其次，工作才是第一。我們都樂在扶輪，但最主要的原因、也是我們今日齊聚一堂的原因，一定是工作，一定是服務，一定是我們所創造的不同。

而且這一定是我們的核心價值。身為扶輪社員和領導人，我們在扶輪所做的一切，必須奠基於這些核心價值，而且必須立足於信任之上。因為當你找出一位偉大領導人的所有特質，然後將它們歸納為一個詞，這個詞將會是：**信任**。

各位知道，無論發生什麼事，一位偉大的領導人都不會爭功諉過。

如果你們帶著問題上門，他們會準備妥當並願意提供協助。他們擔當領導人不是為了評論或批評，而是要幫助各位把問題看得更清楚，協助各位解決問題。

一位偉大的領導人是可以信任的人，雖然不見得知道所有答案，卻有能力找到答案。一位偉大的領導人也是願意傾聽的人，他不會漠視你的憂慮，願意撥冗認真相待。

那麼，偉大領導的黃金準則又是什麼？在扶輪，我認為這個答案很簡單。就是成為領導的典範，讓地區裡每位扶輪社員都說：「你知道，要是我當上地區總監，我要成為像他（或她）一樣的地區總監。」**因為在扶輪，領導的職責之一就是要身為表率。**在扶輪擔任領導人，絕非領導其他任何一個地方可以比擬。各位帶領的是和你們一樣優秀的人。**你們的存在不是為了發號施令，而是要提供協助。**

正因如此，我長期以來都認為，擔任扶輪的職務或許是世界上最學習謙卑領導的最佳機會。短短一年任期，你們根本沒有太多時間自我膨脹，也沒有太多時間完成任務，只能不斷往前衝。而應視為當然，一旦任期屆滿，而且很快就會屆滿，你們也很清楚下一步該何去何從：趕緊回到各位原本在扶輪社的位子坐好，因為有人要接下你剛離開的位子。

someone who is standing behind them, someone to turn to when they have questions or perhaps problems or just need a bit of advice, someone who is there to inspire them, to motivate them, to help them make their clubs the strongest and the best they can possibly be.

I think everyone has heard that quote of Thomas Edison's, that genius is 1 percent inspiration and 99 percent perspiration. That's true enough, but what I like even better is a saying of Albert Einstein's, that if A equals success, then the formula is: $A=X+Y+Z$, where X is work, Y is play, and Z is the ability to keep your mouth shut.

Well, Einstein wasn't a Rotarian, and sadly it's a bit too late to recruit him. But he might as well have been writing about success in Rotary leadership. You do need the fun, of course — that's part of what makes Rotary what it is — but fun is secondary and work is first. We all enjoy Rotary, but the primary thing, the point of why we're here, it has to be the work, it has to be the service, it has to be the difference we are making.

And it has to be our core values. Everything we do in Rotary, as Rotarians and as leaders, has to be based on those, and has to be based on trust. Because if you take all the qualities of a great leader, and you sum them up in one word, that's what that word would be: **trust**.

You know that whatever happens, a great leader is not going to take more than their share of the credit — or less than their share of the blame.

If you go to them with a problem, they'll be ready and willing to help. They're not there to judge or criticize; they're there to help you see the problem more clearly, so that you can see it through.

A great leader is someone you can trust, not necessarily to have all the answers but to be able to find them. And it's someone who will listen, who will not dismiss your concerns, who will take the time to take you seriously.

What's the gold standard of great leadership? In Rotary, I think it's very simple. It's being the kind of leader about whom every Rotarian in your district says, "You know, if I am ever a district governor, I'd want to be a district governor just like him (or her)." **Because in Rotary, part of leadership is being a role model.** Leading in Rotary isn't like leading anywhere else. You're leading equals. **You're not there to give orders; you're there to give support.**

And that's why I've thought for a very long time that Rotary office is perhaps the best exercise in humble leadership that there is. It's only for a year, so there's not much time to get a big head and also not much time to get things done, so you've got to keep moving. And of course, once you're done being the leader, which happens quite quickly, you know exactly where you're going: right back to your old seat in your own club, as someone else takes the office you've just left.

各位的任期只有一年。理所當然我們每個人都想留下成績，這是很自然的想法。但我現在要告訴各位：如果你們從零開始，卻試圖在短短一年內作出永垂不朽的貢獻，而且名留青史，那就註定要失敗。要獲致真正的成功，各位的眼光必須超越自我、超越任期，放眼未來，聚焦在你們社區和我們扶輪的長期健全成長。

因此，當各位展開 2012-13 扶輪年度時，切記：你們能為地區所做的最大貢獻，就是讓地區在你們卸任時比接任時更加強大。重點不在於各位在短短一年裡能成就什麼，而是在短短一年裡能帶領地區邁進多遠；你們能接續打造什麼？能開展什麼？能為地區內扶輪社做些什麼？而且讓這些成果在各位卸任多年後還能持續發揮、持續運作前進、持續讓生活變得更好？

而且我們人人都必須謹記：到頭來，是誰最先發想或贏得讚許都不重要，因為我們的座右銘是「超我服務」。這一切無關個人，甚至無關我們做的工作，重點在於完成工作。

謝謝大家！

Your office is only for a year. And of course it's natural that each of us wants to make our mark. But I can tell you right now that if you try to start from scratch and achieve something monumental with your name on it in just one year, you are bound for failure. To really succeed, you have to look past yourself, past your year, and into the long term, at the health of your community and our organization.

So when you start the 2012-13 Rotary year, remember that the best thing you can do for your district is to leave it stronger than you found it. The question is not what can you do in just one year, but how far can you bring your district in just one year — what can you build on, what can you begin, what can you do for your clubs that will still be going, still be moving, still be changing lives for the better long after you've left office?

And we each have to remember that in the end, it doesn't matter who thought of it or who gets the credit, because our motto is Service Above Self. It's not about us. It's not even about the work we do. It's about the work that gets done.

Thank you.



國際扶輪社長葛爾揚·潘乃傑於在 1 月 16 日 2012 年國際講習會的第二次全體會議當中談論有關支持扶輪社。該會議是由國際扶輪社長當選人田中作次所主持。

RI President Kalyan Banerjee talks about supporting clubs during the second plenary session of the 2012 International Assembly on 16 January. RI President-elect Sakuji Tanaka presided. *Rotary Images/Monika Lozinska*



國際扶輪社長卡爾揚·班納吉和他的妻子 Binota 於 1 月 19 日在 2012 年國際講習會國際才藝之夜當中分享歡笑。

RI President Kalyan Banerjee and his wife, Binota, share a laugh during International Festival Talent Night at the 2012 International Assembly on 19 January. *Rotary Images/Alyce Henson*