

立足過去，著眼未來

2002-03 年度國際扶輪社長陳裕財

2004 年國際扶輪講習會講詞

社長，敬愛的朋友、下屆的地區總監，各位先生女士：

有些時候會讓人禁不住屏息。對我來說，此時便是這樣的時刻！

在這個重大盛會——國際講習會——世界各個角落的扶輪領導人集聚一堂，學習與規劃邁向扶輪運動創立百週年紀念的路線，我能夠獲得社長當選人艾思梯士的邀請來此發表演說，實在是莫大的一項殊榮。

於此接近第二個世紀之際，我們正矗立在一個新世紀歡欣的期望中，要去鼓舞使運動成為一種行善的力量。

無疑地，百週年紀念有其可敬之處。環繞在價值與成就及贏得勝利與達成目標的光環中，這一百年乃是一段非凡的時間。

在一個人的生命中，一百年是一段很長、很長的時間，並無法輕易達到。然而，在一個組織的生命中，從整體來看一百年不過是滄海一粟而已。

明年 2 月 23 日在我們邁向一百年時，我們並不算稍稍放慢腳步，當然也不會自滿目前所擁有的東西——所有的知識、友誼和財富。

在我們抵達這個歷史性的時刻，乃是停下來省思的時機，看看我們走過的路，看看我們經過的里程碑。最重要的一點，那也是我們讚嘆全球對扶輪服務與友誼理想之肯定的機會。

坦白說，對扶輪早期的成功與成長——不僅在芝加哥，還擴展到其他城市與國家——其互惠互利的概念當有相當大的幫助。可是從扶輪的歷史來看，協助自我與同社社員之事業的基本概念，已經昇華為更崇高的服務與協助他人各層面生活的理想……最後，更擴展為服務所有的人類。就是在扶輪社員瞭解到事業進展自然屬於那些有意協助他人者時，整個重點便從「獲得」轉變為「付出」。

Building on the Past with a Focus on the Future

Bhichai Rattakul

Past President, Rotary International, 2002-03

Mr. President, my esteemed friends, the incoming governors, ladies and gentlemen:

There are moments when one's breath is simply taken away. To me, this is such a moment!

What a great privilege it is for me to have been invited by President-elect Glenn Estess to speak at this most prestigious event — the International Assembly, when leaders of Rotary from every corner of the world gather to learn and to chart the course of Rotary leading to the centennial year of the founding of the Rotary movement.

Approaching the second century, we stand up in joyful anticipation of a new century, inspired to make the movement a real force for good.

There is, no doubt, something awesome about a centennial birthday. One hundred years is a very distinguished age, with an aura of worth and achievement and a memory of battles won and goals attained.

In the life of an individual, 100 years is a long, long span and does not come by easily. But, in the life of an institution, it is a mere speck in the whole scheme of things.

As we step into our 100 years of existence on the 23rd February next year, we do not plan to slow down one bit, and certainly not to use and enjoy the things already acquired: all the knowledge, friendships, and possessions.

As we reach this historical landmark, it is a time to pause and take stock, to look at the road we have traveled and the mileposts we have passed. Above all, it is also an opportunity to marvel at the international acceptance of the Rotary ideal of service and fellowship.

Admittedly, the concept of Rotary as a mutually beneficial arrangement may have contributed heavily to its early popularity and growth — not only in Chicago, but also in its extension to other cities and countries. However, in the unfolding story of Rotary, the basic idea of service to oneself and one's fellow club members in business gave way to the higher ideal of service and helpfulness to others in all aspects of life...and eventually, service to all mankind. It was at that point that the emphasis was changed from "**getting**" to "**giving**" as Rotarians learned that business gains flowed appropriately to those who demonstrated their interest in helping others.

然而，百週年不只是一個回顧過去的時刻。它也是檢討現在的時刻：我們今天的成就；我們現在的作為；我們是否朝向正確的方向走？

百週年是省思未來，設定新目標，面對新挑戰的時刻。

像扶輪這樣的組織比人類多了一項優勢：雖然我們慶祝它存在的時間，它卻是歷時不墜的。它可以重生，一而再，再而三，順應時代潮流與需求不斷改變。它可以擴展，可以成長，只要它依然有生命力，便可服務一百、一千年。

問題是：我們是否深信扶輪真的是個有生命力的組織？

當然相信！

各位先生女士，我這樣說是因為我深信在扶輪多采多姿、備受尊崇之過去的背後，是 100 年的服務故事，是扶輪社員照顧他人需求、透過個人職業奉獻社區的故事。任何人企圖鉅細靡遺訴說這個故事的都註定會失敗。100 年裡發生許多事...在這樣短的時間裡難以傾述關懷、體貼、與幫助的故事。

然而此時此刻，至少應該提一下扶輪善行的重點...一世紀的民間服務。無論如何，必須於此刻提出。

在早期，我們是從一個非常簡單的計畫開始的。芝加哥扶輪社對社區服務第一個明顯的興趣是支持在市政廳設立公共廁所。如各位所知，其後又推行了各式各樣的社區服務計畫。

也許，早期的扶輪社員在不知不覺間，開始樹立了本組織往後的特性與原則。

之後的數十年見證了各地扶輪社員努力所締造的成功故事。

世界有百萬名殘障、貧窮、飢餓、生病、無知、沒有希望、無家可歸的人，還有全世界數十億名兒童，他們的生命都因扶輪社員獲得拯救與豐富。所有這些人都被扶輪—被各位—所感動。多麼輝煌的過去啊！

引用扶輪偉大社長之一，已故的柏馬(Jim Bomar)所說的話：「今天，熱心服務之扶輪社員的善心發光發熱。憑藉 1905 年至今所細心發展的『**一袋工具**和**一本準則**』，我們將更有力量面對未來。」

However, the centennial year is not just a time for looking back. It is also a time for reviewing the present: Where are we today; what are we doing now; are we heading in the right direction?

The anniversary is a time for contemplating our future, for setting new goals and facing new challenges.

An organization like Rotary has one advantage over people: In spite of the years of existence it celebrates, it is ageless. It can renew itself, over and over again, constantly changing to fit the times and the needs of those times. It can reach, it can grow, it can serve for a hundred or a thousand years as long as it remains a productive force.

The question is: Are we convinced that Rotary is really a productive force?

Absolutely!

Ladies and gentlemen, I say this because I strongly believe that behind Rotary's rich, revered past is a 100-year story of Rotary service, a story of Rotarians caring for the needs of others, giving to their communities through their individual occupations. Any effort to tell the story in detail would be futile. A lot has happened in 100 years...too great an outpouring of care, thoughtfulness, and helpfulness to illustrate in such a short time.

The highlights of Rotary's good work...a century of civic service, however, should at least be mentioned at this point.

In the early days, we started with a very modest initiative. The first manifest interest of the Chicago club in community service was its support of efforts to have public comfort stations installed in city hall. That, as you are aware, was followed by a wide variety of community service projects.

Perhaps, without being aware of it, the early Rotarians were beginning to shape the characteristics and principles of the movement and organization that was to follow.

The years and decades that followed witnessed the tremendously successful stories of hard work carried out by Rotarians everywhere.

There were millions of the handicapped, the poor, the hungry, the sick, the ignorant, the hopeless and the homeless, and the world's children — billions of them — whose lives we have saved and enriched. All those people were touched by Rotary...by you and you. What a glorious past!

To quote the remarks made by one of the great Presidents Rotary has ever produced, the late Jim Bomar: "Today, the goodness of service-minded Rotarians shines brightly. We face the future strengthened with a 'bag of tools and a book of rules' which have been carefully developed since 1905."

是什麼樣的未來？仔細看看扶輪已經推展的計畫，將可看出未來的服務機會，並可讓我們樂觀相信，我們已經朝向一個善心人主導的世界邁進。

然而，我們絕對不可以鬆懈，因為生命充滿意外。雖然我們即將贏得對抗小兒麻痺的戰役，卻還沒贏得對抗所有疾病、無知、與貧窮的戰爭。我們必須保持警戒，才能確保我們在世界做善事的力量。

可是，我所說的雖然值得讚揚，卻只是看到「外在」表現出來的行為而已。

在追思具有同樣希望與抱負的早期扶輪社員並展望未來時，我不免覺得在許多方面，有許多世代的社員對一個熱心服務組織的期望並沒有實現！

讓我們看看自己的「內在」。我所指的是扶輪近年來所面臨最重要，卻受到忽視的挑戰。這個挑戰在去年的國際講習會之前，已經有許許多多年曾被提及或討論。

那便是職業服務！

是的，扶輪現在可以自傲在許多人道與教育計劃經歷大風大浪卻依然卓越。然而，我們也必須體認到雖然我們在人類活動的許多方面都有重大進展——無論就物質或精神方面來說——我們的事業與職業生活卻依然飽受醜聞與腐化之苦。

道德標準的轉變在商業與政治領域的許多層面已經清楚可見，並且正快速蔓延至社會各個角落。

藐視法律規則、授與親友和金主獨佔壟斷的特權、利用特權取得資訊利己、買票、浪費資源、剝削他人——這種圖利自己的濫行實在是不勝枚舉。

尤其有一件事震驚全世界，讓人對所有負責任何組織運作的人的正直與尊嚴也不禁起疑。沒錯，我講的就是恩隆公司(Enron Corporation)，它的垮台最後讓會計稽核界的龍頭 Arthur Andersen 會計事務所也面臨破產。

很難相信恩隆只花了 16 年的時間成為全球最大的能源公司，年營業額超過 1000 億美元。它是商業界最閃亮的一顆明星。然而，它只在一年之間便失去光芒。被揭露的事端包括企圖心過大和規模驚人

What of the future then? A close look at the programmes which Rotary has already evolved previews the opportunities that lie ahead and provides the optimistic certainty that measured progress is being made towards a world where people of goodwill prevail.

Yet, we must never let our guard down, because life is so full of surprises. Although we will be winning our battle against polio, we have yet to win the war against all diseases, ignorance, and poverty. We need to remain vigilant in order to ensure our potential of doing good in the world.

But, what I have referred to, though commendable, is just a look at an act performed 'outwardly.'

As I peer into the future with a vivid remembrance of earlier generations who had similar hopes and aspirations, I cannot avoid the feeling that in many cases there are generations whose expectations of a vibrant service organization were left unfulfilled!

Let us look 'inwardly' at ourselves. I refer to the most crucial but ignored challenge facing Rotary in recent years. A challenge that, until last year's International Assembly, had not been mentioned or discussed in many, many years.

And that is Vocational Service!

Yes, Rotary can pride itself on how it has weathered the storms with distinction in the many humanitarian and educational programmes. And yet, it is important to recognize that although we have made significant progress in the many areas of human activity, both in a material and spiritual sense, our business and professional lives continue to be plagued with scandals and corrupt practices.

That shift in ethical standards is clearly observable in many quarters, both in the business and political arenas, and it is spreading rapidly across society.

The flouting of legal and regulatory provisions; the granting of monopoly privileges to friends, relatives, and financial backers; the preferential use of privileged information; vote buying; resource wastage; human exploitation...the list of abuses committed for personal gain is depressingly long.

One case in particular shocked the world and questioned the integrity and dignity of those people responsible in the operation of any institution. Yes, I am talking about Enron Corporation, which collapsed and eventually drove accounting and auditing colossus, Arthur Andersen, into liquidation.

It is hard to believe that it took 16 short years for this company to become the world's biggest energy trader with annual revenues of over 100 billion dollars. It was the brightest star in the business world. But, the lights suddenly went out in just one year. Arrogant ambition and financial chicanery on a mind-boggling scale were

的財務弊端，再加上管理階層濫用會計措施，造成美國企業史上最大的醜聞。

無疑地，恩隆公司曾經是非常成功的企業。然而，就像扶輪的許多例子一樣，自私和貪婪讓各階層的領導人跨越合宜舉止的分際。

根據我在世界某些地方的所見所聞，這種行為可以說是從「**盡忠職守**」轉變為「**追求立即報酬**」。貪心和自私正取代對整體福祉的關懷。

我們要如何扭轉這種趨勢，至少做點什麼來避免它進一步擴散至社會和扶輪？

讓我們看看扶輪社員能夠做些什麼。

我們都知道扶輪與眾不同之處，就是它的職業分類原則。

對我來說，這是扶輪的「**註冊商標**」。它是扶輪的基本特性，讓每位社員都得以表達對道德原則的尊崇，而這種道德原則正是人與人往來時所迫切需要的。

我們的社員是由如此多元的職業分類組成，這點讓我們對任何問題都能以更多面向的角度來處理。我們並不一定都關心商業教育的問題，因為扶輪的主要興趣並不在於過程、步驟或制度；每個事業與職業共通的問題便是待人處事的方式。我們對他人的態度和方法才是最重要的。扶輪有很大機會能在人與人、企業與企業、國家與國家之間注入二個寶貴的元素—**正直與同情心**。待人處事的崇高道德標準向來是職業服務的最高目標。

然而，扶輪這種獨特的特質只有在扶輪社員個人的行為中才能彰顯出來。因此，除非扶輪社員在其態度、社會行為、在其公民與專業角色中表現出我們組織的理想與目的，我們便無法達成改善世界的目標。

那麼各位可能說這點理論聽起來很不錯，可是不切實際。

我相信扶輪並無法教導一個人的行為要符合道德與正直。我認為它的目標是鼓勵將一個早已存在的態度，應用在事業與專業生活的領域中。扶輪提醒

disclosed along with the management's stretched accounting principles that led to one of the biggest failures in American corporate history.

No doubt, Enron Corporation was a very successful enterprise. However, like many cases in Rotary, ego and greed drove the leadership at all levels to step outside the lines of proper conduct.

From what I have seen and from what I have heard in some parts of the world, this conduct may be characterized as a transformation from '**Devotion to Duty**' to a '**Search for the Instant Pay-off.**' Greed and egoism are replacing concern for the common good.

How can we divert this trend or at least do something to prevent it from spreading out further in society and in Rotary?

Let's take a look at what can be done as far as Rotarians are concerned.

We all know what sets Rotary apart, what makes it so unique. It is its classifications principle.

To me this is really Rotary's '**trademark.**' It is Rotary's fundamental characteristic, the manner in which it gives each Rotarian the privilege of expressing one's commitment to ethical principles of which life in society is always in need.

The fact that our membership is made up of such diverse professions and business classifications ensures us a many-sided approach to any given problem. We will not concern ourselves necessarily with those problems of business education, for Rotary's prime interest is not in processes, procedures, and systems; the common problem in every business and every profession is in our dealings with people. Our attitudes and approaches to them are of the greatest significance. Furthermore, Rotary has a great opportunity to impart two priceless ingredients into the relationship between individuals, between business firms, and between nations — they are **integrity** and **a sense of sympathetic understanding**. High ethical standards as we deal with one another has always been the paramount objective of Vocational Service.

However, this distinguishing characteristic in Rotary becomes evident and recognized only through the individual action of the Rotarian. So, unless the Rotarian reflects the ideals and purpose of our association in his or her attitudes, in his or her social behavior, and in the role as a citizen and professional, we will be unable to reach our goal to improve the world in which we live.

Now, you might say that in theory this may sound very well, but it is not practical.

Having said so, I believe that Rotary does not profess to teach a person to behave ethically and with integrity. I think its object is to encourage application in business and professional life of an attitude which is known to be

我們廣泛的原則，可是對此原則的詮釋與應用則操之在扶輪社員與其良知。

那麼，到底職業服務是什麼？這個問題有二個答案。

第一，在工作中展現服務的理想；第二，事業與職業中與非扶輪社員分享服務的理想。如果扶輪社員做不到這二點，那麼扶輪的主要目的也就無法達成。

因此，增加社員委員會的責任便十分重大。如果我們吸收了不合適的社員，職業服務便註定失敗，扶輪在各地的聲譽也會受到波及。在大眾的眼中，少數幾位不良社員便會損害整個組織的信譽。這些年來我目睹過許多這樣的例子。

是的，職業服務對個人的生活非常重要，也許是每位扶輪社員最能發揮其理想的領域並且呈現作為有用公民與人類的真正意義。

是的，職業服務便是正直與信賴。是的，職業服務便是努力提升事業與職業的道德標準...不僅在大眾之間，更重要的是在扶輪社員本身之間。

不幸的是，我們許多人忘記這個扶輪哲學中最重要的一點。他們故意忽視，未能在事業與職業生活中——甚至也不在扶輪事務中——實踐道德與正直，實在遺憾！

保羅·哈理斯把職業服務定義為每個扶輪社員在其事業與職業維持最高的道德標準。

是的，職業服務的精要便是提升事與職業道德，在投入這項工作時，我們的腳步必須堅定但謹慎。

多年前，日本籍的前國際扶輪社長東崎潔(Kiyoshi Togasake)告訴我一個很好的故事。他描述一個熱忱的年輕扶輪社員拜訪該市一位商人，斷然告訴這位商人應該停止不誠實的廣告行為。隔天，那年輕人出現在午餐例會時，似乎受到教訓，眼眶瘀青。果不其然，他要求轉任國際服務委員會，他相信後者的工作應該不會那麼危險。

現在，我並不期望各位這麼走極端，但是這個故事反映出職業服務的重點。你如何定義職業服務？不僅是告訴別人該怎麼做，還要在我們的日常生活中實踐道德標準。

there already. Rotary reminds us of broad principles, but interpretation and application are matters between Rotarians and his or her own conscience.

Now, what actually is Vocational Service? There are two answers to this question.

First, exemplifying the ideal of service in the conduct of our job; and second, sharing the ideal of service with non-Rotarians in our business or professions. If Rotarians cannot do this, then the main purpose of Rotary is defeated.

A big responsibility, therefore, is placed on the membership committee. If the wrong type of member is admitted then Vocational Service is bound to fall and its worldwide reputation will be impaired. In the eyes of the public, a few bad members discredited the entire institution. This is very true in many cases I have witnessed all along these years.

Yes, Vocational Service is essential to the lives of the individual and is perhaps the best area through which each Rotarian can express his or her idealism and the real sense of usefulness as a citizen and as a human being.

Yes, Vocational Service is integrity and trust. Yes, Vocational Service seeks to improve the standard of business and profession...not only among the public, but more importantly, amongst the Rotarians themselves.

Unfortunately, many of us have forgotten this most important element of Rotary's philosophy. What a great shame that they have deliberately ignored the application of ethics and integrity in our business and professional life and even in the business of Rotary!

Paul Harris defined Vocational Service as being the maintenance of the highest ethical standards by each individual Rotarian in his business or profession.

Yes, the crux of Vocational Service is the improvement of business and professional ethics, and in applying ourselves to this task we have to tread resolutely, but warily.

Many years ago, our Past RI President Kiyoshi Togasaki of Japan told me a good story on this subject. He described how an enthusiastic young Rotarian called on a businessman in the town and told him resolutely that he should end his dishonest advertising. The next day, that young Rotarian turned up at the luncheon meeting somewhat chastened and with a black eye. And, not surprisingly, he requested a transfer to the International Service committee, where he believed the work would be less dangerous.

Now, I don't expect you to go to that extreme, but this story boils down to the crux of this particular Avenue of Service. How do you define Vocational Service? It is not only telling others what they should do, but it is putting into practice the standards of ethics and integrity in our daily life.

不久之後，各位將分成許多小組討論如何藉由「立足過去，著眼未來」來推行職業服務。除非身為地區總監的各位瞭解並實踐您職業的真正目的，並在所有的交易中以尊嚴與正直實踐崇高道德標準，否則再努力討論也是白費。

我希望當各位拜訪你的扶輪社時，能夠花些時間討論職業服務如何能大大提升生活品質以及以扶輪社員身分提倡道德與正直。

親愛的扶輪友人，如果各位無法記得我所說的全部，請至少記住一點：

記得你是如何成為扶輪社員的：

- 是因為你深深關心社區的福祉嗎？不。
- 是因為你對國際事務十分積極感興趣嗎？不。
- 是因為你喜歡年輕人，和年輕人一起合作嗎？不。

當然，上述的因素可能都是有助於入社的部份動機，可是各位會被邀請加入扶輪的唯一理由便是因為某人對你有相當的信任，相信你是最適合代表你職業的人。我們必須確認我們不會辜負這種信任。

當國際扶輪前社長泰勒(Herb Taylor)所提出的四大考驗為扶輪所接受採納時，我們備受尊敬的高階扶輪領袖內心真正在想些什麼？

我認為四大考驗的用意在於作為我們事業行為的指南。它是個人生活與工作中面臨決定時的有用指標，因為如果我們能對四個問題回答「是的」並做出決定的話，我們便能確信自己走的路是正確的，可以滿懷信心的繼續前進。

可是就像昨日一樣，社會再度質疑大小企業與非政府組織的運作-包括扶輪-是否夠正直與透明。

討論扶輪內部的道德與正直是許多人心興趣的主題，我們這幾年來在許多地方的發展也是引發這種關心的部份原因。我非常強烈感受到今日比以往都有更迫切的需求要實行-而非宣傳-四大考驗。

親愛的扶輪社友，我並不是說四大考驗可以運用在恩隆的案例，或是可以避免其悲劇的結果。可是扶輪與各地的扶輪社員當然能運用與實踐四大考驗。

我碰過的一些扶輪社社員相信在這個高度競爭的

In a little while, you will be participating in your various groups discussing how to implement Vocational Service by Building on the Past with a Focus on the Future. You will achieve little success in your efforts unless you as district governors possess and practice the true purpose of your vocation and, in all your dealings, uphold high ethical standards with dignity and integrity.

I hope that when you visit your clubs, you will take time to discuss the enormous potential Vocational Service can offer for raising the quality of life and the upholding of ethics and integrity of being a Rotarian.

My fellow Rotarians, if you do not remember all the things being said here, at least remember one thing:

Remember how it was you became a member of your club:

- Was it because you were deeply involved in the welfare of your community? No.
- Was it because you took an active and intelligent interest in the international affairs? No.
- Was it because you felt for and worked with young people? No.

All those facets may have helped, of course, but the only reason you were approached to join Rotary was because someone had enough faith and trust in you to believe that you were the one person best qualified to represent your classification and your vocation. We must ensure that this faith and trust is never betrayed.

When The Four-Way Test proposed by our Past RI President Herb Taylor was adopted and accepted by Rotary, what was really behind the mind of our well respected senior Rotary leaders?

I think it was meant to give us a guide for our business practice. It was, and is, a useful yardstick for measuring the decisions that arise in our personal and business life, for if we can arrive at those decisions by answering "yes" to all four questions, we can be assured of being on the right track and can proceed with confidence.

But, just like yesterday, society is once again questioning the integrity and transparency in the operation of big and small corporations and of the work of NGOs, including Rotary.

The discussion of ethics and integrity in Rotary is a topic of interest to many, and the perception of our own recent past in many regions is contributing to that concern. I feel very strongly that the need to practice rather than preach The Four-Way Test has never been more urgent than right now.

My fellow Rotarians, I am not suggesting that The Four-Way Test could be applied in the Enron case or could avert the tragic ending. But certainly this could be applied and practiced in Rotary and by Rotarians everywhere.

Some members of the clubs I have met believe that in this highly competitive age, it is impossible to maintain

時代，要維持扶輪宗旨與四大考驗所陳述的原則是不可能的。我進一步詢問原因時，他們告訴我會減少生意與利潤。

英國倫敦一位高等法院的法官把不必付諸文字的「君子協定」，定義為二個人-而非君子-之間的協定，其中一位希望對方能夠實踐他所承諾的義務，而他自己則完全沒有實踐的打算。

各位先生女士，這是我們應有的處世之道嗎？追求利潤應該是生命的主要目標嗎？我可以大膽指出金錢、財富、資產、社會地位必須重新評估嗎？這些東西無疑有其重要性；它們有其地位與價值。可是很不幸，今天有人主張---無論就理論或實踐---這些東西是至高無上的。財富的重要性應該次於幸福，我們需要以誠實與正直為標準來重新評估成功者。

我可以捐款給泰國的一所大學，也許還可以封官晉爵；我也可以加入扶輪社---可是這並不會我使我成為真正的扶輪社員。

我可以捐款 10 萬美元給扶輪基金會成為巨金捐獻者，或是成為保羅·哈理斯之友 100 次.....可是那並不會使我成為真正的扶輪社員。

要成為一名扶輪社員，我必須隨時實行我所認為是誠實、公平、合宜的行為，並在家中、事業、和職業中提高道德標準。

親愛的扶輪社友，在這樣一個講習會中，很容易把職業服務的理想說得天花亂墜，可是除非我們願意把這些理想化為行動，不然一切都是徒勞無功。一方面說相信四大考驗，另一方面卻關心財富甚於生命，乃是道地的偽君子。

近來，我們的社長當選人艾思悌士被一位高階扶輪領袖問及他對扶輪道德與正直的感覺。

他的回答是：「貪心和自私讓領導階層跨越合宜舉止的界限。」當被問到：「我們何時應該寬恕？」他的回答是：「我們可以寬恕，可是也許另一個同樣重要的問題是：『我們何時才會忘記？』」

蒙受金錢大量虧損的恩隆股東將記得很久很久。同樣地，當扶輪社員被看到做出踰矩之事，扶輪社員要忘記也要花很久的時間。沒錯，這很可悲，但卻是事實。請記得一個忘記自己是誰的人通常會做出

the principles laid down in the object of Rotary and The Four- Way Test. When I ask why, I am told business would be lost and profits reduced.

A high court judge in London, England, defined a "gentlemen's agreement" as an agreement between men, neither of whom was a gentleman, in which one hoped the other would carry out all the obligations he had promised, whilst he himself had no intention of carrying out his.

Ladies and gentlemen, is this the way we should conduct our affairs? Is profit making the primary aim of life? Dare I suggest that money, wealth, riches, social position need to be re-estimated?

They have their place undoubtedly; they have their place and their value. Today, unfortunately, in theory and in practice, people assert that they are paramount and supreme. I would honestly suggest that wealth should be secondary to well-being and that we need a new estimate of the successful men and women on the basis of their honesty and integrity.

I could endow a university in Thailand and perhaps end up with a peerage; be a member of a Rotary club...but, that does not make me a Rotarian.

I could give US\$100,000 to The Rotary Foundation and become a Major Donor or a Paul Harris Fellow 100 times over...but, that itself does not make me a Rotarian.

To be a Rotarian, I must at all times not only put into practice but also raise the level of high ethical standards in my home, in my business, and in my vocation what I know to be honest, fair, and proper.

My fellow Rotarians, at an assembly like this it is easy to pay lip service to the high ideals of Vocational Service, but all this is of no avail unless we are willing to translate these ideals into action. To say we believe in The Four-Way Test when at the same time we are more concerned with having than with being is a sheer hypocrisy.

Recently, our President-elect Glenn Estess was asked by one senior Rotary leader how he feels about ethics and integrity in Rotary.

His response was: "Greed and ego drove the leadership to go outside the lines of proper conduct." And when asked: "When should we forgive?" His reply: "We can forgive, but perhaps a question of equal importance is 'When does one forget?'"

The stockholders of Enron who lost a great deal of money will remember for a long, long time. Likewise, when a Rotarian is perceived to go outside the line, it takes a long time for Rotarians to forget. Yes, this is tragic, yet reality. Please remember that a man who forgets himself usually does something that everyone

其他人記得的事。身為貴地區唯一的國際扶輪職員
---請不要片刻忘記自己是誰！

親愛的扶輪社友，各位會從這場研習會中獲得許多。我深信各位離開時會帶著許多愉快的記憶以及
領導扶輪社與改善地區的豐富經驗，並做一個稱職
的好總監。

在各位努力達成工作的過程中，讓我再次強調扶輪
從過去到未來有二個不變的基石---聯誼與職業服
務。如果我們忘卻這點，扶輪便註定衰敗，影響力
也會萎縮。

我們衣領所佩戴的這個小小的扶輪領章除非代表
著什麼，否則是沒有意義的，職業服務是我們的測
試場，它是個人的，私人的。它是扶輪與扶輪社員
的良知。

引用前國際扶輪社長薩寶(Raja Saboo)去年在布
理斯班研習會所說的話：「過去扶輪支持道德價
值。因應時代與社會情況的需求，扶輪現在必須再
度起身支持。時代可能會改變，可是正直的定義卻
不會。」

各位友人，我確信如果我們認真看待職業服務，認
同它需要我們大家的投入，那麼扶輪這個由友善、
值得信賴、熱心服務男女所推動之運動的影響力便
會持續增加。

如果我們肯用心努力，在未來一年便可獲益良多。
我十分用心，我知道，各位也十分用心。我深信只
要扶輪社員繼續奉獻，扶輪的服務精神將可長久傳
遞下去，歷時不墜。

因此，讓我們將對週年紀念的熱忱，化為強大扶輪
推動四大服務的力量。讓我們「慶祝扶輪」，並將
百週年紀念看作是重大的里程碑以及回顧過去與
---更重要的---探索未來的機會。

讓我們抬頭挺胸離開這座議會廳，以身為扶輪社員
為傲，感謝有機會與殊榮擔任國際扶輪職員，決心
矯正錯誤，並懷抱謙遜之心將自己最好的投入這個
我們如此珍惜的組織---讓未來的世代說，這就是
他們的黃金時代！

else remembers. As the only Rotary International officer
in your district...please don't ever forget yourself!

My fellow Rotarians, you will learn a lot from this
assembly. And I am sure you will carry with you many
happy memories and many rich experiences in order to
lead your clubs and make a good district better.

In your effort to accomplish your task, let me emphasize
once again that Rotary has two foundation stones —
from the past and for the future — Fellowship and
Vocational Service. And if we ever forget this, Rotary is
bound to decline and lose its influence.

This little Rotary pin which we wear in our lapels is
meaningless unless it stands for something. Vocational
Service is our testing ground. It is personal, and it is
private. It is the conscience of Rotary and of Rotarians.

To quote Past RI President Raja Saboo's remarks at the
Brisbane Institute last year: "Rotary stood up for ethical
values in the past. Rotary will have to stand up again
now with the demand of time and conditions of the
society. Times may have changed, but not the definition
of integrity."

My friends, I am positive that if we take Vocational
Service seriously and accept that it asks much of us,
then the influence of our movement of friendly,
trustworthy, and serviceable men and women will
continue to increase.

The year ahead can be a rewarding to us as we care to
make it. I care a great deal. I know, you care a great
deal. And we are convinced that Rotary's river of service
will keep on flowing only as long as Rotarians continue to
give themselves. It is a river that will never run dry.

Let us, therefore, leave this assembly capitalising on the
enthusiasm of the anniversary as a means to further
strengthen Rotary along the four Avenues of Service. Let
us Celebrate Rotary and conceive this centennial year as
a magic milestone and opportunity, not only for
retrospection but, more importantly, for exploration of
what lies ahead of us.

Let us walk out from this hall walking tall, proud to be a
Rotarian, grateful for the opportunity and privilege to
serve as officers of Rotary International; determined to
right the wrong and, with humility, give our best to the
cause we all hold so dear... so that in generations to
come people will say, this was their finest hour!