

領導人才—著眼未來

1991-92 年前國際扶輪社長薩寶

2004 年國際講習會講詞

社長，各位朋友，**著眼未來的領導人**：

未來，沒錯，但是什麼是未來？大文豪雨果(Victor Hugo)說：「未來有幾個名字。對弱者來說是『不可能』，對懦弱的人是『不可知』，而對深思勇敢的人是『理想』。」

你會有怎樣的未來？

三位禪宗大師走過一片原野。最年輕的那位看到竿子上綁了一面旗子，驚呼：「看那面旗子飄揚！」中年大師拍拍他，說：「小夥子，你看不出來嗎？是風吹旗動，不是旗子本身飄動。」一直在旁聽他們說話的老大師輕聲地說：「如果你們能悟透一切，你們就會知道既不是旗子也不是風在動，是你們的心在動。」

各位就像這些禪宗大師，也是旅者，你們也有自己的看法和觀察。你們一直在領導的路途上旅行，這必定是漫長而艱鉅的旅途，是讓你們嚐遍了人生酸甜苦辣的旅途，這段旅途需要信念、勇氣和想要成功的渴望，而且有時候必須犧牲個人。這就是為什麼各位會坐在這裏。

今天我要和各位談的不是普通的旅途，而是朝聖之旅—因為這趟旅行會帶你們走向人類善行的終極之處。你們即將踏上的領導朝聖之旅需要你們的經驗、天賦和知識，但是讓我先介紹幾個在路途上會引導你們前行的星星。

第一顆星是「心」

聯合國秘書長形容德蕾莎修女是「世界上最有力量的婦女」。當被問到她成功的因素時，德蕾莎修女滿臉羞窘，簡單幾個字卻成了深刻有力的回答，她說：「**以大愛來做小事。**」

這是從心裏產生的愛。

大師告訴這位商人：「這像魚在乾枯的地上死去，如果你在這各世界上雜務太多，你也會死去。魚必須回到水裏—你必須回到自我的孤寂裏。」

商人嚇呆了，「我要放棄事業，到修道院去嗎？」
「不，好好經營你的事業，進入你的心。」心是情

Leadership — Focus on the Future

Rajendra K. Saboo

Past President, Rotary International, 1991-92

Mr. President, and you, my friends, **leaders with a focus on the future**:

Future, yes, but what is future? Victor Hugo had said: "Future has several names. For the weak it is 'the impossible.' For the faint hearted, it is 'the unknown.' For the thoughtful and valiant, it is 'the ideal.'"

What will the future be to you?

Three Zen masters are walking across a field. The youngest amongst them notices a flag tied to a pole and exclaims, "Look how the flag moves." The middle-aged master pats the younger one and says: "My boy, can't you see. It is not the flag but the wind that moves." And then the old master who has been listening says softly, "Through your insight you will see that it is neither the flag nor the wind that moves, it is the mind that moves."

You too are journeymen, like the Zen masters, and you have your own perceptions, your own vision. You have been on leadership journeys that must have been long and arduous, journeys that must have taught you all the ingredients of life; journeys that must have taken faith, courage, and a desire to succeed; journeys that at times must have meant great personal sacrifice. That is why you are here.

Today I am talking to you not of an ordinary journey but a pilgrimage — pilgrimage because it is a journey to the ultimate in human goodness. This leadership pilgrimage which you are soon going to embark upon will require all your experiences, talents, and knowledge, but let me draw your attention to a few stars that will guide you along the path.

The first star is "**The Heart.**"

Mother Teresa was described by the Secretary-General of the UN as "the most powerful woman on the earth," and she was asked what made her so. Filled with embarrassment, in simple words came her most profound statement, "**small work with great love.**"

It is this love that is generated through heart.

The master said to the businessman: "As the fishes perish on dry land, so you perish when you get entangled in the world. The fish must return to water — you must return to solitude."

The businessman was aghast. "Must I give up my business and go into a monastery?" "No, No. Hold on to your business and go into your heart." The heart is the

感的源頭，心產生我們對社會和家庭的本能，建立友誼，產生憐憫和感情，表達慾望。心會決定「意志」。

所以我們說：「做事的時候要用心。」

一位跳高冠軍有一次被問到：「你如何跳過七尺高？」這位冠軍說：「我的心先飛越那根橫桿，接著身體其他部份就跟著過去了！」

做事要用心。

接下來是第二顆星：「人」。

著名的企業領導艾科卡(Lee Iacocca)曾說：「做生意，簡單來說只有三個詞，『人，產品，和利潤』。」容我建議，我覺得我們在扶輪也有三個詞，就是「人，人，還是人」——和你一起做事的人，你服務的人，還有在觀察你的人。

透過扶輪特有的人際關係，你們將和你們的團成員及義工並肩合作，他們有些人可能知識更淵博，資源比你更富有一但是他們會準備全心奉獻跟隨你的腳步。你不應該忘記幫你扶著梯子的人；當你站在上方，他幫你保持穩定；你爬下來時，他會是你第一個看見的人。

在人際互動中，你會從你要服務的人身上得到另一種收穫。幫助長者，你會培養耐心；幫助傷殘的朋友，你會學到堅忍不拔的毅力；而幫助年輕朋友，你會學會果敢的精神。

扶輪會持續讓你注意到他人的需要和感受，在這樣一個程中，你會從你自己身上發現領導人才的另一面。

有一個挑水工，肩上的扁擔兩端各吊了一個大桶子。其中一個桶子有裂縫，另一個桶子完好無缺。從溪邊到家裏，走過這條長長的挑水路後，有裂縫的那個桶子裏水只剩下一半，而另一邊的桶子總是滿的。一年過去，有裂縫的桶子羞於自己的瑕疵，告訴挑水工：「對不起，因為我的缺點，害你的工作量加倍。」

挑水工告訴這個桶子：「不必感到抱歉。我沿著路的一邊種下花的種子，我知道你的缺點，所以我總是把你扛在有花苗的那一側。每天我們從溪邊走回來時，你也順便澆花。因為你，現在我們有一排的花了。」

source of emotions. Heart generates social and family instincts, builds friendships, creates compassion and affection, expresses desire. It determines the "will to do."

That's why we say "**put your heart in what you do.**"

A high jump champion was once asked, "How do you manage to jump more than seven feet in the air?" The champion said, "First, my heart goes over the horizontal bar, then the rest of the body follows!"

Yes, put your heart in what you do.

That leads us to the second star, "**The People.**"

The well-known corporate leader Lee Iacocca had said, "In the end, all business operations can be reduced to three words 'people, product, and profits.'" May I submit, in Rotary also we have three words and they are, "**people, people, and people**" — **the people you work with, the people you serve, and the people watching you.**

Through the human relationships unique to Rotary, you will be working with your team members and volunteers, some of whom may even have greater knowledge and better resources than you — and yet they will be prepared to dedicatedly follow you. You should never forget the person holding the ladder you are climbing because he will keep you steady while you are up there and he is the one you will meet on your way down.

In the human interaction with the people that you will seek to serve you will find another enrichment. Working with the elderly you will develop patience, from the disabled you will learn perseverance, working with the youth you will develop resoluteness.

Rotary will continue to sensitise you to the needs and feelings of others and in the process you will find a new dimension of leadership manifesting through you.

Story is told of a water bearer who had two large pots each hung on the ends of a pole which he carried on his shoulders. One of the pots had a crack in it while the other pot was perfect. At the end of the long walk from the stream to the house the cracked pot arrived only half full whereas the other arrived always full. A year went by and the poor cracked pot, ashamed of its imperfection, spoke to the water bearer. "I apologize.

Because of my flaws you have to do double the work."

The bearer said to the cracked pot: "Don't feel sorry. I planted flower seeds on one side of the path. Knowing your flaw I always carried you on that side. Every day while we walked back, you watered the planted seeds. Because of you, we now have a stream of flowers."

我的朋友，你們每一位都是挑水工。我們每個人都
有缺點，但是這些裂縫和瑕疵反而讓我們的人生更
有趣、更有意義。你們必須重視每個人，尋找他們
的優點。

優秀的領導才能在於儘量減少表現自我的特質，而
讓他人的特質發揮到極限。

第三個，也是最重要的星星，就是「自我」。

我擔任地區總監時，當時的國際扶輪社長鮑伯·曼
徹斯特(Bob Manchester)曾說：「認真看重你的工
作，而非把自己看的太重。」我太太鄔夏(Usha)說：
「他說的沒錯—聽他的。」我照做了，我別無選擇。
但是我仍然記得他的話對我的影響。

你們會很自然地認為自己會是地區裏最有影響力
的人。但是要記得，權力初來時是個過客，待下來就
成了主人，再久一點便開始奴隸我們，最後毀了我
們。

有人曾問甘地他的敵人是誰，他回答：「我最有挑
戰性的敵人是一個叫做甘地的人，我對他似乎一個影
響力也沒有。」

真是一點也不虛假，自我最難控制。你可以看到自
身之外嗎？—你能把權力當成自己的責任，把你的身
分當點是付出行動的機會嗎？如果你做得到，那麼
你就會像一顆微小的種子，擁有潛能，終有一天會
長成巨木。

史懷哲(Albert Schweitzer)曾說：「以身作則並不是影
響他人的主要因素，它是『唯一』要素。」

以身作則來領導他人所產生的效果無可比擬，你在
他人身上會看到自己影像的翻版。

人們尋找的—並不是大數字—不是破紀錄的人—更
不是大英雄。他們要找的是一個在他們身邊、能讓
他們學習仿效的人。

現在我要來談談各位能成功的其中一項特質：謙遜。

我聽過一句話：「在現代管理辭彙中，沒有謙遜立足
的餘地，尤其是你知道自己是不二人選時。」

這就是自負。

古希臘哲學家蘇格拉底要求每個新進的學生去水池
邊向下望，如果他看到水中的魚，那麼蘇格拉底就
收他為徒。如果他們只看到映在水中自己的影像，
蘇格拉底會說：「你只愛自我，還沒準備好成為我的

You, my friends, are the water bearer. Each of us has
our own imperfections. But it is the cracks and flaws that
make our life interesting and rewarding. You will have to
take each person for what they are and look for the
GOOD in them.

Good leadership consists in minimizing the show of
one's own qualities and maximizing those of others.

Now the third, the most significant star, "**The Self.**"

When I was district governor, the then RI President Bob
Manchester had said, "**Take your job seriously but
not yourself.**" My wife Usha said, "He is right — listen
to him." I did. I had no other option. But the impact it had
on me, I still remember.

You would think, and naturally so, that you would be the
most powerful person in the district. But remember,
power comes as a guest, lingers to become a host, and
stays to enslave us and ultimately demolishes us.

Gandhi when asked who were his enemies, replied: "My
most challenging opponent is a man called M.K. Gandhi.
With him I seem to have very little influence."

How truly stated. It is the self which is so difficult to
control. Can you look beyond yourself — can you
consider your power to be your responsibility, your
position as an opportunity for action? If you can, then
you will have the power of a tiny seed which has within it
the potential to become a mighty tree.

Albert Schweitzer had said: "Example is not the main
thing in influencing others. It is the ONLY thing."

Leadership by example has no parallel in effectiveness
and what you will get to see in others is your own mirror
image.

People look for — not big statistics — not big record
breakers — not big heroes. They look for someone they
can relate to, learn from, and emulate.

Let me now talk about humility that becomes part of your
success, your character.

I heard someone say, "In modern management parlance
humility has no place especially when you know you are
the best."

That is **ego**.

Socrates, the age-old philosopher, would ask every new
disciple to look into a water pond and if the disciple
would see the fishes in the pond then he would be
accepted. To those who would see their own image
mirrored in water, Socrates would say: "You are in love
with your ego. You are not yet ready for me."

學生。」

我相信蘇格拉底的話在今日仍然適用。

謙遜能讓人內省，讓我們進一步充實內涵，幫助我們檢視橫阻在前的情感障礙。謙遜和自尊是一體的二面，一個領導人的性格，必須擁有勇氣、信念、值得你捍衛和努力追求的價值，及能對抗錯的和合乎道德事物的勇敢。

現在我問個位四個問題：

什麼是最好的時機？

什麼是最好的職位？

誰是最好的人才？

什麼是最好的工作？

這些問題的答案將決定你和你領導之路的未來。

什麼是最好的時機？就是扶輪 2004-05 年，這是扶輪 100 週年，更重要的是扶輪要邁向一個新世紀。

還有什麼更好的機會—更好的時機？

什麼是最好的職位？有比地區總監更好的職位，因為能接觸、加強扶輪的基層—能喚醒扶輪社，幫助鼓勵他們行動。

誰是最好的人才？就說是天意或巧合吧，隨便你怎麼說，但是「你」就是不二人選，你就是最好的人才。

第四個問題，什麼是最好的工作？各位朋友，這只有你自己能決定。

扶輪代表的是「**超我服務**」，扶輪是引領事業和專業人士之間推行服務概念的先驅，扶輪是領導流行的組織。它設立的價值已成為它的商標，你們將成為這些價值、這塊商標的管理人。

只有你個人的信念和廉潔能體認到，惡之噪音比善之寂靜傷害更大。你的良知永遠都會告訴你、提醒你、這個時候，記得要打開你的耳朵。

當你帶著你的願景和眾人參與的力量向前行，加上這個組織的文化和價值時，記得，一棵樹無論多高大，只要根部強壯，它就能保持健康挺立。

還有，要永遠**積極**。有一句話說：**笑，全世界跟著你笑。打鼾，你就只能獨眠。**

我希望「心」、「人」和「自我」這三顆星星能助你感動身邊的人，而作為領導人的這個機會，能讓你實現自我，豐富人生。

I believe Socrates' words are still valid.

Humility brings introspection, opens the door to enhance self-knowledge, helps us to examine the emotional blocks that limit us. Humility is the other face of self-respect. Your personality as a leader cannot be complete unless you have the courage, the conviction, the values to defend and work for, and the boldness to stand up against what is not right — not ethical.

Now let me ask you four questions:

Which is the best time?

Which is the best position?

Who is the best person?

What is the best work?

The answers to these questions will determine what the future will be to you and to your leadership.

Which is the best time? The year 2004-05 is, when Rotary will complete 100 years and, more importantly, embark upon its new century. Could there be a better opportunity — better time?

Which is the best position? No position can be better than that of a district governor to touch and strengthen the grassroots of Rotary — to awaken and arouse, nourish and inspire the clubs into action.

Who is the best person? Call it providence, or coincidence. Call it what you may, but YOU are the chosen one for the chosen task. You are the best person.

And the fourth question — what is the best work? This, my friends, will have to be determined by you and you alone.

Rotary stands for **Service Above Self**. It has pioneered the concept of service amongst business and professional people. Rotary is a trendsetter. It has set values that have become its trademark. You are going to be the trustee of those values, that trademark.

Nothing short of your personal conviction and integrity will be needed recognizing that noise of bad is more harmful than the silence of good. Your conscience will always try to speak and remind you about it. When it does, make sure your line is not busy.

As you will march forward with vision and with the participation of people, incorporating the organization's culture and values, remember a tree, however high, can remain healthy as long as its roots are strong.

And be always positive. It is said — **laugh and the world will laugh with you. Snore and you will sleep alone.**

I hope that “the heart,” “the people,” and “the self” will enable you to touch the lives around and beyond in a way that this leadership opportunity will become a source of greatest fulfillment and enrichment of your

我在扶輪裏作過許多不同職位，我曾經懷疑——我走的方向正確嗎？我請教我鎮上一名智者，他說：「首領，問你自己三個只有你能回答的問題，如果你能肯定地回答，那麼你走的方向就是正確的。」這三個問題是：

第一：你有能力擔負這個責任嗎？

第二：你能幫助達成這個目標嗎？

第三：也是最重要的一個——這個目標能讓你變成一個更好的人嗎？

我請各位問自己這三個問題。

扶輪值得你奉獻支持嗎？

值得——如果它能讓你成為一個更好的人。

扶輪是不是值得你付出一年，你生命中珍貴的 365 天？

值得——如果你的領導才華在每天、每週、每月發揮；如果你的領導才華能鼓勵、傾聽、修補、提升、穩定、溝通、療傷、接受、給予，並啟發眾人。

那麼你地區裏的每個扶輪社員會說：「謝謝，你不只是總監，你還是我的楷模。你感動了我的人生，你讓我感受到扶輪的意義。」

那會是你最光榮的時刻，你會得到祝福。

你的旅途會真正成為通向未來的朝聖之旅。

光亮、有希望、有活力的扶輪下一百週年旅程，就會安穩地掌握在各位的手中。

lifetime.

In my Rotary career as I was going from position to position, I once wondered — am I on the right direction? I expressed my concern to a wise man in my town, and he said: "Raja, ask yourself three questions that only you will be able to answer. If you get the answer in affirmative then your direction is correct." The questions were:

First. Are you capable for the responsibility?

Second. Will you be able to do good to the cause?

Third. And the most important — Will the cause make you a better person?

I ask you — put these questions to yourself.

Is Rotary worthy of your commitment?

Yes, it is — if it will make you a better person.

Is one year — 365 days, an invaluable part of your life — worth being given to Rotary?

It is — if your leadership process becomes daily, weekly, monthly; inspiring, listening, mending, lifting, standing up, communicating, healing, receiving, giving, lighting the path.

Then each Rotarian in your district will say: "Thank you. You are not just my governor, you are my role model. You have touched my life, you have taught me the meaning of Rotary."

That will be your finest hour. And you will be blessed.

Your journey will truly become a pilgrimage to the future.

Rotary, bright, promising, dynamic for the next 100 years' journey, will be safe in your hands.