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簡立峰看年輕人： 一代「不像」一代

懂得利用文化、朋友網絡，第一時間就使主考官記住你，面試更容易事半功倍。

Google 是間國際企業，每間辦公室就像小型的地球村，英語幾乎是必備能力，這點倒也讓不少懷有專業能力，但英文不好的人才卻步。

別氣餒！簡立峰「自認」英文也不太好。一路在台灣長大、求學的簡立峰坦承，雖然學了二、三十年英文，但受到中文影響

太深，他英文會話能力並不好，有時還會把中文法帶進英文語句中，跟他的妻子、師大圖資所教授卜小蝶相比，都差了一截。

到 Google 這幾年後，簡立峰認為，他的英文不是變好，而是變得「有效率」。簡立峰指出，他會把表達的意思，先用邏輯簡化，再以非常簡單的英文句子表達出來，讓外國人一聽就懂，節省溝通的時間。

「溝通最重要的是對問題的了解，而不

簡

立峰是第一批從私立大學考進國立大學研究所的學生，也是第一批拿本土博士，卻進入台大任教的老師，更是第一批沒有美國學歷，卻當上

外商高階主管的精英人才。現在他大女兒即將考大學，簡立峰會怎麼看年輕人，給年輕人建議呢？

Q：你認為年輕人一代不如一代嗎？

A：每一代人都說，一代不如一代，其實不是這樣，是一代「不像」另一代。但為什麼會覺得一代不如一代呢？其實，以往台灣只有前五%的學生，能進大學；現在幾乎百分之百的學生，都能進大學。

站在老師觀點，會覺得進來的學生素質變差，但從整體來看，學生素質反而是大大提升，因為教育投資發揮效

果，幾乎每個孩子都可以被教育到。

Q：你覺得年輕人跟以往有什麼不一樣？

A：根據我的觀察，現代年輕人實際視野比以前寬廣，但因為全世界視野寬廣的人才同樣變多，讓我們以為年輕人沒有以前那麼優秀，不過事實上是年輕人的競爭變多，機會變少，不是能力變弱。

但不可否認地，我們頂尖人才正在減少，因為社會日趨多元，人才被打散在各科系中，因此很難產生精英群聚效應，不容易看到最頂尖的優秀人才。

這要從幾個角度探討。第一，忽略精英教育，導致同儕壓力減少，現在平等教育把同儕分散到各學校去。第二，資源分散，以往可以把國家資源給少數人，現在不行，要靠企業自己培養。

是語言！」簡立峰表示，Google 擁有一些程式天才，懂得用程式寫心情，但不懂得用語言和他人溝通；為輔導這樣的人才，Google 開設各式課程，不是為了讓他們變成語言天才，而是訓練他們溝通的能力。

想進 Google 嗎？簡立峰辦得到，其實你也可以辦得到！趕快把簡立峰這套面試密技學起來，不只是 Google，你到任何產業面試，都受用無窮！

Q：你的大女兒即將考大學，你會怎麼建議你的孩子選擇科系？

A：我們現在高中教育不夠多元化，沒有歷練各種知識，所以沒有機會知道孩子喜歡什麼，這是很可惜的。如果孩子知道，當然選擇他喜歡的會是最好，不過因為大多數人不知道，只好選擇目前最流行的科系，但等到他念完長大後，流行就過去了。

我女兒對生物科技很感興趣，我會鼓勵她朝這方面發展。我認為，災害防制、環境保護、能源科技和醫學，都是大家關心的；但目前台灣除醫學外，其他科系都不是熱門科系。另外我也覺得每一個國家需要品牌行銷、創新等「軟實力」人才，這是華人社會最弱的，也是台灣最有機會的地方。

(馬自明)

All in the Family

By PHILIP BOWRING

7-3 B1

HONG KONG — Are political dynasties good or bad?

Election time in the Philippines is a regular reminder of the roles that feudal instincts and the family name play in that nation's politics. Benigno Aquino, son of the late President Corazon Aquino, is the front runner to succeed President Gloria Arroyo, daughter of Diosdado Macapagal, a president in the 1960s.

Senate and Congressional contests will see family names of other former presidents and those long prominent in provincial politics and land-owning.

But the Philippines is not unique. Dynastic politics thrives across Asia to an extent found in no other region apart from the Arabian peninsula monarchies.

The list of Asian countries with governments headed by the offspring or spouses of former leaders is striking: Pakistan has Prime Minister Asif Ali Zardari, widower of Benazir Bhutto, herself the daughter of the executed former leader Zulfikar Ali Bhutto. Bangladesh has Sheikh Hasina, daughter of the murdered first prime minister, Sheikh Mujibur Rahman. In Malaysia, Prime Minister Najib Razak is the son of the second prime minister, Abdul Razak. Singapore's Lee Hsien Loong is Lee Kuan Yew's son. In North Korea, Kim Il-sung's son Kim Jong-il commands party, army and country and waiting in the wings is his son Kim Jong-un.

In India, the widow Sonia Gandhi is the power behind the technocrat prime minister, Manmohan Singh, and her son Rahul is showing political promise and being groomed in the hope of leading the Congress party and eventually filling the post of prime minister, first occupied by his great grandfather Jawaharlal Nehru.

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In Japan, Prime Minister Yukio Hatoyama is the scion of a Kennedy-like political dynasty: His father was a foreign minister, and his grandfather was a prime minister.

Indonesia's last president, Megawati Sukarnoputri, is the daughter of its first, and family ties could well play in the next presidential election when the incumbent, President Susilo Bambang Yudhoyono, must retire. In Myanmar, the durability of the opposition to the military owes much to the name of Aung San Suu Kyi's independence-hero father as well as to her stoicism.

Thailand lacks obvious political dynasties but that is likely because there is already a monarch. South Korea's rough and tumble democracy would seem to leave little scope for dynasties but even there, the political career of Park Chung Hee's daughter, Park Geun Hye, has benefited much from her father's reputation.

With the exception of North Korea, Asian dynasties are a phenomenon of countries that are more or less democratic.

In China, family connections help immensely but the party is still a relatively meritocratic hierarchy. Vietnam is similar. In the Philippines, it is easy to blame dynastic tendencies for the nation's stark economic failures. But its problems go much deeper into the social structure and the way the political system entrenches a selfish elite. It is a symptom not the cause of the malaise.

In India, the Gandhi name has been an important element in ensuring that Congress remains a major national force at a time when the growth of regional, caste and language based parties have added to the problems of governing such a diverse country. In Bangladesh, years of fierce rivalry between Sheikh Hasina, daughter of one murdered president and widow of another, have been a debilitating factor in democratic politics. But their parties needed their family names to provide cohesion and without them there could have been much more overt military intervention. Ms. Megawati was a poor leader but just by being there helped the consolidation of the post-Suharto democracy.

Dynasties can be stultifying too. In Malaysia, the ruling party was once a grassroots organization where upstarts like former Prime Minister Mahathir Mohamad could flourish but over time it has become a self-perpetuating patronage machine. Too many of the key players are the offspring or relatives of former leaders.

There are more fundamental problems, too. Most current Asian dynasties trace themselves to the post-1945 political transformation. In that sense they have become a crutch, reflecting a failure to devise systems for the transfer of power to new names, faces and ideas.

Dynasties are a poor commentary on the depth of democracy in their countries. Without parties with a coherent organization and a set of ideas, politics becomes about personalities alone and name recognition more important than competence. Parties run by the elite offspring of past heroes easily degenerate into self-serving patronage systems.

So dynastic leadership in Asia's quasi-democracies can provide a focus for nations, a glue for parties, an identity substitute in countries that used to be run by kings and sultans. But it is more a symptom of underlying problems than an example to be followed.

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Apology

Published: March 24, 2010

In 1994, Philip Bowring, a contributor to the International Herald Tribune's op-ed page, agreed as part of an undertaking with the leaders of the government of Singapore that he would not say or imply that Prime Minister Lee Hsien Loong had attained his position through nepotism practiced by his father Lee Kuan Yew. In a February 15, 2010, article, Mr. Bowring nonetheless included these two men in a list of Asian political dynasties, which may have been understood by readers to infer that the younger Mr. Lee did not achieve his position through merit. We wish to state clearly that this inference was not intended. We apologize to Prime Minister Lee Hsien Loong, Minister Mentor Lee Kuan Yew and former Prime Minister Goh Chok Tong for any distress or embarrassment caused by any breach of the undertaking and the article.

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NY Times Co settles claim by Singapore government

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The New York Times Co has settled a claim by leaders of Singapore's government that they were smeared by an op-ed piece in the International Herald Tribune, publishing an apology in the Herald Tribune on Wednesday and paying about US\$114,000 to the leaders.

Last month, the Herald Tribune, wholly owned by the Times Co, published a column by Philip Bowring that referred to "dynastic politics" and listed the leaders of many countries, including Singaporean Prime Minister Lee Hsien Loong (李顯龍) and his father, Lee Kuan Yew (李光耀), a former prime minister.

The case stems from a similar one in 1994, when Bowring, a former editor of the Far Eastern Economic Review, wrote a column in the Herald Tribune that also referred to "dynastic politics" in East Asian countries, including Singapore.

In that case, three of the country's leaders threatened legal action: The elder Lee, who was prime minister from 1959 to 1990; his son, who was a deputy prime minister at the time; and Goh Chok Tong (吳作棟), the prime minister at the time. The Herald Tribune, then co-owned by the Times Co and the Washington Post Co, published an apology saying that it had implied that the younger Lee owed his job to nepotism, and the paper and Bowring promised not to do so again.

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