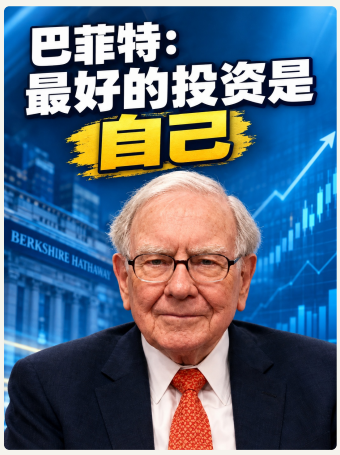


Warren Buffett shares advice on becoming successful

伯克希尔·哈撒韦CEO巴菲特接受雅虎财经主编安迪·瑟沃专访，谈成功的定义、自我投资、沟通能力、交友择偶、投资误区与人生喜好。

视频号 小红书 公众号 englishspring.com B站

扫码获取更多学习资料

原文对照

第1章 成功的定义与人生建议

Warren, how would you define true success? Well, I've said many times that if you get to be 65 or 70 and later, and the people that you want to have love you actually do love you, you are a success. I've never seen anybody that reaches that age — I mean, I'm not talking about somebody that's extreme poverty or pain or something — but I've never seen anybody that if they have a lot of people that love them, that they're other than happy. And I've seen some very wealthy people that they give testimonial dinners, doing named schools after them and everything — there is nobody loves them, you know. Their own kids would say, "He's in the attic, he's in the attic," you know. Okay. What are, say, three pieces of advice you would give

沃伦，你会如何定义真正的成功？嗯，我多次说过，如果你活到65岁或70岁以后，而你希望爱你的人真的爱你，你就是成功的。我从没见过任何到了那个年纪的人——我不是指极端贫困或痛苦之类的人——但我从没见过任何拥有很多爱他的人都过得不快乐。我也见过一些非常富有的人，人们为他们举办答谢晚宴、以他们的名字命名学校等等——可就是没人爱他们。他们自己的孩子会说："他在阁楼上，他在阁楼上。"好。那么，你会给那些想在商界成功的人三条建议，比如说……

testimonial adj.
/ˌtestɪˈməʊnɪəl/
答谢的，纪念性的

attic n.
/ˈætɪk/
阁楼

第2章 择友与择偶的重要性

to people who are looking to succeed in business? Well, I did it. By far the best investment you can make is in yourself. I mean that, for example, communication skills. I tell the students that come — they're going to graduate schools and business and they're learning all these complicated formulas, all that. If they just learn to communicate better, both in writing and in person, they increase their value at least 50%.

想在商业上取得成功的人什么建议？嗯，我做到了。你能做的最好的投资就是投资自己。举例来说，就是沟通能力。我告诉来参加的学生——他们要去读研究生院和商学院，学那些复杂的公式之类的。如果他们只学会更好地沟通，无论书面还是当面，他们的价值至少提升50%。

formula n.
/ˈfɔːmjələ/
公式，方案

communicate v.
/kəˈmjuːnɪkeɪt/
沟通，交流

I mean, if you can't communicate, somebody says, you know, it's like winking at a girl in the dark. Nothing happens, you know, basically.

我的意思是，如果你不能沟通，就像有人说的，那就像在黑暗中向女孩眨眼。基本上什么都不会发生。

wink v.
/wɪŋk/
眨眼

And you have to be able to get across your ideas. And that's relatively easy. I did it myself with a Dale Carnegie course. Some people wish I'd taken a shorter course — not in terms of my talking later on, but it — it's just hugely important. And if you invest in yourself, nobody can take it away from you. I mean, you and, uh — the second thing, which I'll get a certain criticism for not living it, but I do tell the those students, you know, that if I gave you a car and it'll be the only car you're getting them, rest of your life, you'd take care of it like you can't believe. And if you scratch it, you'd fix it that moment.

你必须能够把你的想法传达出去。而这相对容易。我自己就是通过戴尔·卡耐基课程做到的。有些人希望我上的是更短的课程——不是说我后来讲话短——而是这极其重要。而且如果你投资自己，没人能把它拿走。我是说，你还有——第二件事，我会因此受到一些批评说我自己没做到，但我确实告诉那些学生，如果我给你一辆车，而且这将是你这辈子唯一的一辆车，你会无比爱惜它。如果划伤了，你会立刻去修。

criticism n.
/ˈkrɪtɪsɪzəm/
批评，指责

scratch v.
/skrætʃ/
划伤，刮花

You read the owner's manual. You keep it in the garage and do all these things.

你会读车主手册。你会把它停在车库里，做所有这些事。

owner's manual n.
/ˈəʊnəz ˈmænjuəl/
车主手册，使用说明书

garage n.
/ˈgærɑːʒ/
车库

And you get exactly one mind and one body in this world. And you can't start taking care of it when you're 50.

而你在这个世界上只得到一个大脑和一个身体。你不能等到50岁才开始爱惜它。

associate v.

By that time, you'll have rusted out if you haven't done anything. So you should really make sure that you should remember that you just got one mind and body to get through life with and do the most with it. What about life advice? Well, life advice is, you know, the most important thing, aside from the things I've talked about already, is it's really who you associate with. You — you want to associate with people that are better than you are. I mean, basically you'll go in the direction of the people that you associate with. And you want to have the right heroes. You want people — if you want to emulate somebody, you better pick very carefully who you want to emulate. And when — obviously you can't pick your parents, they're gonna have an enormous influence on you, but you don't get a choice on that. But you get choices as you go down the line, and who you admire, who you want to copy. And the most important for most people in terms of that decision is their spouse. It's also important to, in terms of a partner in business, but the partner in life is the most important. You'll want to pick a spouse that's a little bit better than you are, and then he or she — and you hope they don't figure it out too fast. Great. Biggest mistakes people make when investing?

到那时，如果你什么都没做，它已经锈掉了。所以你真该记住：你只有一副身心陪你度过一生，要把它用到极致。那人生建议呢？嗯，人生建议是，除了我已经谈到的那些，最重要的其实是你和谁交往。你要和比你优秀的人交往。基本上，你会朝着你所交往的人的方向发展。你要有正确的英雄。如果你想效仿某人，最好非常仔细地挑选你要效仿的人。当然你无法选择父母，他们会对你产生巨大影响，但这一点你没得选。可随着人生往前走你是有选择的：你钦佩谁、你想复制谁。对大多数人来说，这个决定中最重要的是配偶。在商业伙伴方面也重要，但人生伴侣最重要。你要选一个比你稍好一点的配偶，然后他或她——你希望他们别太快发现这一点。太好了。人们投资时犯的最大错误是什么？

/əˈsəʊʃieɪt/
交往，联系

emulate v.
/ˈemjuleɪt/
效仿，模仿

spouse n.
/spaʊs/
配偶

第3章 投资中的常见错误

Well, they try to, but they just don't realize that all you have to do is just buy a cross-section of America, and they never listen to people like me or read the papers or do anything subsequently. They think that because you can trade, you should trade.

嗯，他们想这么做，但他们就是没意识到你所要做的只是买下美国的一个横截面（分散买入一篮子美国股票），而他们从不听像我这样的人的话，也不读报，之后也什么都不做。他们认为，因为你能交易，你就应该交易。

cross-section n.
/ˌkrɒs ˈsekʃn/
横截面，代表性样本

subsequently adv.
/ˈsʌbsɪkwəntli/
随后，之后

You buy a farm, you buy an apartment house, you can't resell it tomorrow, I don't know, the cost of moving around. Now you get something handed to you — liquidity, you know, which is instant. You can sell, the cost of doing it or pennies, you know, compared to other kinds of investment activity. So because they can so easily move around, they do move around. And moving around is not smarter than investing. You

你买一座农场、买一栋公寓楼，你没法明天就转手卖掉，我不知道，还有来回折腾的成本。现在有些东西递到你手上——流动性，即时的。你可以卖出，成本只有几分钱，跟其他类型的投资活动相比。所以因为太容易动来动去，他们就真的动来动去。而动来动去并不比投资更聪明。你

liquidity n.
/lɪˈkwɪdəti/
流动性

penny n.
/ˈpeni/
一分钱，便士

第4章 饮食习惯与麦当劳趣谈

have a pretty cool morning routine regarding what you have for breakfast and how prosperous you feel. What is that? Well, and I was actually send somebody over to McDonald's usually to get me something. Since the publicity I got from earlier describing my habits at McDonald's, I know something happened that somebody go in the office.

你有个挺酷的晨间习惯，关于早餐吃什么以及你感觉自己多富有。那是什么？嗯，我其实常让人去麦当劳给我买点东西。自从之前我描述自己在麦当劳的习惯被公开报道后，我知道出了点事，有人进了办公室。

publicity n.
/pʌbˈlɪsəti/
公众关注，宣传报道

prosperous adj.
/ˈprɒspərəs/
富有的，兴旺的

But that was more for entertainment value. I actually eat exactly what I like to eat.

但那更多是为了娱乐效果。我其实就吃我真正喜欢吃的东西。

entertainment n.
/ˌentəˈteɪnmənt/
娱乐

If I liked it on my sixth birthday, at my sixth birthday party when we had hot dogs and hamburgers and Coke and ice cream with chocolate — I still like it.

如果我六岁生日时喜欢它，在我六岁生日派对上我们吃热狗、汉堡、可乐和巧克力冰淇淋——我现在仍然喜欢。

hot dog n.
/ˈhɒt dɒg/
热狗

ice cream n.
/ˌaɪs ˈkriːm/
冰淇淋

I don't care about anything subsequently that I discovered it all by the time I was six and if somebody offered me a deal when I was 20 and said you're gonna live one year longer you know instead of living to 88 you'll live to 89 or whatever it may be if you eat nothing but broccoli and Brussels sprouts and onions and all these things and I don't know you know take the last year off it probably won't be that good anyway you know I'm a man, so I eat what I like to eat. I am not venturesome in that area.

我不在乎后来发现的任何东西——我六岁时就都发现了。如果在我20岁时有人给我一笔交易，说你能多活一年，你知道，不是活到88岁而是活到89岁，或者随便多少，只要你只吃西兰花、抱子甘蓝、洋葱和所有这些，我不知道，把最后一年去掉吧，它可能也没那么好——你知道，我是个男人，所以我吃我喜欢吃的。在这方面我不爱冒险。

venturesome adj.
/'ventʃəsəm/
爱冒险的，大胆的

broccoli n.
/'brɒkəli/
西兰花

Brussels sprout n.
/ˌbrʌslz 'spraʊt/
抱子甘蓝

I like how you lumped in onions with broccoli and Brussels sprouts. Never heard that.

我喜欢你把洋葱和西兰花、抱子甘蓝归为一类。从没听说过。

lump v.
/lʌmp/
把……归并在一起

I just don't happen to like onions, but I don't put them in the same category. You and George HW Bush, I think,

我只是碰巧不喜欢洋葱，但我不会把它们归为同一类。你和小布什（乔治·H·W·布什）一样，我想，

第5章 商学院是否值得读

um, is business school worth it? Depends on the person.

嗯，商学院值得读吗？取决于人。

business school n.
/'bɪznəs sku:l/
商学院

Much more than it depends on the school. I mean that — I wouldn't worry. Some people are gonna get a lot out of advanced education, and some people are going to get very little.

远不止取决于学校。我是说，我不担心。有些人会从高等教育中获益良多，有些人则获益甚少。

advanced adj.
/əd'vɑ:nst/
高级的，高等的

And I don't even think it's important that every person go to college at all. I mean, we have all kinds of jobs at 70 or so thousand a year, 80,000 a year, that college training is not used. And I

我甚至不认为每个人都必须上大学。我是说，我们有各种年薪约7万、8万美元的工作，用不上大学教育。而我

training n.
/'treɪnɪŋ/
培训，训练

actually was not keen on going to college myself. Yeah, my dad — kind of a jolly man.

其实自己并不热衷于上大学。是的，我父亲——是个挺开朗的人。

keen adj.
/kiːn/
热衷的，渴望的

jolly adj.
/ˈdʒɒli/
快活的，开朗的

He can get me to do anything, but if they'd had an SAT test in those days, he would have taken the test for me. But, because I just — I knew I could have a good time and I liked investing and I didn't really feel — I could read the books, so I don't, you know — it's a big commitment to take four years and the cost involved and maybe the loans involved and everything. I — I think depending on what your interests are in life, I don't think it's for everybody. I think it's for a lot of people, but there ought to be a reason you're going, and I didn't really see much reason. All right, last question. The lightning rounds — so there's a few.

他能让我做任何事，但如果那时候有SAT考试，他会替我去考。不过，因为我只是——我知道我能玩得开心，我喜欢投资，我并不真的觉得——我可以自己读书，所以我不，你知道——四年是个很大的投入，还有相关费用，也许还有贷款等等。我——我觉得取决于你的人生兴趣，我认为它并不适合所有人。我认为它适合很多人，但你得有去的理由，而我没真正看到什么理由。好，最后一个问题。闪电问答——有几个。

commitment n.
/kəˈmɪtmənt/
投入，承诺

loan n.
/ləʊn/
贷款

第6章 闪电问答与个人喜好

Do you ever drink water? Only under duress.

你喝过水吗？只在被迫的情况下。

duress n.
/djuˈres/
胁迫，被迫

What is your favorite all-time song, Warren? It's undoubtedly — it's "My Way."

沃伦，你一直以来最喜欢的歌是什么？毫无疑问——是《My Way》。

What about movie? Favorite movie?

那电影呢？最喜欢的电影？

Well, I like The Bridge on the River Kwai because of the...

嗯，我喜欢《桂河大桥》，因为那里面……

there were a lot of lessons in that. It was enormously fascinating. Catchy tune also. All right, catchy tune also. Yeah, very right,

那里面有很多教训。非常引人入胜。曲子也很上口。好，曲子也很上口。是的，非常对，

catchy adj.
/ˈkætʃi/
朗朗上口的，易记的

fascinating adj.
/ˈfæsɪneɪtɪŋ/
引人入胜的

but that — the ending of that was, uh, sort of the story of life, you know. Created the railroad, and did he really want the enemy to come in across it, you know? Got it. Favorite book? Well, the favorite book from the best — the book that had the most impact on my life was The Intelligent Investor by Ben Graham. I knew you were going to say that. Favorite TV show? It's probably gonna be — it would be Nebraska in some

但那个——它的结局，有点像人生的故事，你知道。建成了铁路，可他真的想让敌人从上面过来吗，你知道吗？明白了。最喜欢的书？嗯，最好的书——对我人生影响最大的书是本·格雷厄姆的《聪明的投资者》。我就知道你会这么说。最喜欢的电视节目？大概会是——内布拉斯加队在某个

impact n.
/'ɪmpækt/
影响

huge bowl game and winning. And finally, what do you carry in your wallet and how much money do you tend to carry around? Well, I probably carry maybe $400. I

大型碗赛（橄榄球季后赛）中获胜。最后，你钱包里装什么，你通常随身带多少钱？嗯，我大概带400美元。我

bowl game n.
/'bəʊl geɪm/
碗赛（美国大学橄榄球季后赛）

actually — my wife likes to use cash, so I just take home a chunk of cash every now and then. She doles it out.

其实——我妻子喜欢用现金，所以我时不时带一叠现金回家。她来分发。

chunk n.
/tʃʌŋk/
一大块，一叠

dole out phr.
/dəʊl aʊt/
分发，少量发放

She looks at my billfold and sees whether all the hundreds are gone. Sticks a few in there. It's pretty simple.

她看我的钱包，看那些百元钞是不是都没了。塞几张进去。很简单。

billfold n.
/'bɪlfəʊld/
钱包，皮夹

And credit cards? I've got an American Express card, which I got in 1964.

那信用卡呢？我有一张美国运通卡，1964年办的。

But I pay cash 98 % of the time. If I'm in a restaurant, I always pay cash.

但我98%的时候付现金。如果在餐厅，我总是付现金。

It's just easier. Warren Buffett, thanks very much.

就是更简单。沃伦·巴菲特，非常感谢。

句型解析

1. If you get to be 65 or 70 and later, and the people that you want to have love you actually do love you, you are a success. 出自【c1p1】

   If you get to be 65 or 70 and later

   如果你活到65岁或70岁以后

   and the people that you want to have love you actually do love you

   而你希望爱你的人真的爱你

   you are a success

   你就是成功的

   如果你活到65岁或70岁以后，而你希望爱你的人真的爱你，你就是成功的。

公式 If + 条件从句，主语 + be + 表语 = 如果……，你就是……
仿写 If you keep learning every day and stay curious, you will grow fast.
译文 如果你每天坚持学习并保持好奇，你就会成长得很快。

---

2. I've never seen anybody that reaches that age — I mean, I'm not talking about somebody that's extreme poverty or pain or something — but I've never seen anybody that if they have a lot of people that love them, that they're other than happy. 出自【c1p1】

   I've never seen anybody

   我从没见过任何人

   that reaches that age

   到了那个年纪的

   if they have a lot of people that love them

   如果他们有很多爱他们的人

   that they're other than happy

   他们会不快乐

   我从没见过任何到了那个年纪的人——不是说极端贫困或痛苦之类的人——但我从没见过任何拥有很多爱他的人都过得不快乐。

公式 have never seen + sb + that 从句 = 从没见过某人做某事（定语从句后置修饰）
仿写 I have never met anyone that works so hard and still stays so humble.
译文 我从没见过工作如此努力却依然如此谦逊的人。

---

3. And if you invest in yourself, nobody can take it away from you. 出自【c2p3】

   And if you invest in yourself

   如果你投资自己

   nobody

   没有人

   can take it away from you

   能把它从你身上拿走

   而且如果你投资自己，没人能把它拿走。

公式 if + 从句，nobody can take X away from Y = 如果……，没人能把X从Y那里夺走
仿写 If you build real skills, nobody can take them away from you.
译文 如果你练就真本事，没人能把它们从你身上夺走。

---

4. So because they can so easily move around, they do move around. 出自【c3p2】

So because they can so easily move around | they do move around

因为它们是如此容易地动来动去 | 它们确实动来动去

所以因为太容易动来动去，他们就真的动来动去。

公式 because + 从句，主语 + do + 动词原形 = 因为……，某人确实会做某事（do 强调）

仿写 Because the app is so easy to use, people do use it every day.

译文 因为这个应用太容易用了，人们确实每天都在用它。

---

5. I wouldn't worry. Some people are gonna get a lot out of advanced education, and some people are going to get very little. 出自【c5p2】

Some people | are gonna get a lot out of advanced education | and some people

有些人 | 会从高等教育中获益良多 | 而有些人

are going to get very little

会获益甚少

我不担心。有些人会从高等教育中获益良多，有些人则获益甚少。

公式 some people + be going to get a lot out of X, and some people + be going to get very little = 有人从X中获益多，有人获益少

仿写 Some people are going to get a lot out of group work, and some are going to get very little.

译文 有些人会从小组合作中获益很多，有些人则获益很少。

---

6. I think it's for a lot of people, but there ought to be a reason you're going, and I didn't really see much reason. 出自【c5p5】

I think | it's for a lot of people | but there ought to be a reason you're going

我认为 | 它适合很多人 | 但你得有去的理由

and I didn't really see much reason

而我没真正看到什么理由

我认为它适合很多人，但你得有去的理由，而我没真正看到什么理由。

公式 there ought to be + n = 应该有……（ought to 表义务/理应）

仿写 There ought to be a reason you work so hard, and I hope it's a good one.

译文 你这么拼命工作应该有个理由，我希望是个好理由。

背景知识

人物

1. 沃伦·巴菲特（Warren Buffett） 人物

伯克希尔·哈撒韦公司CEO，被誉为“股神”，全球最著名的价值投资者之一。本文为其接受雅虎财经专访，谈成功观、自我投资与人生建议。

2. 安迪·瑟沃（Andy Serwer） 人物

雅虎财经主编，资深财经记者，本次专访的提问者。

其他

1. 戴尔·卡耐基课程（Dale Carnegie course）

由《人性的弱点》作者戴尔·卡耐基创立的沟通与演讲培训课程。巴菲特年轻时自费参加，认为显著提升了他的公众表达能力。

2. 《聪明的投资者》（The Intelligent Investor）

本杰明·格雷厄姆所著的价值投资经典，巴菲特称其为对其人生影响最大的书。

3. 《桂河大桥》（The Bridge on the River Kwai）

1957年战争题材经典影片，讲述二战日军战俘营修建铁路桥的故事，结局以工程成就与战争目的的悖论著称，巴菲特称其结局“像人生的故事”。

4. 《My Way》

弗兰克·辛纳屈（Frank Sinatra）演唱的经典名曲，主题为“按自己的方式走完一生”，与巴菲特的自我投资、独立选择的人生观相呼应。

5. 麦当劳（McDonald's）

巴菲特长期爱吃麦当劳早餐，并以早餐消费金额调侃股票行情，视频中他提到自己的早餐习惯曾引起公众关注。