

美東南區中華學人協會
Chinese-American Academic and Professional Association
in Southeastern United States

2010 SPRING



北海坑道 — 台灣，媽祖 攝影：李家賢

2010

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會長的話

歲末寒冬，又到了年尾的季節。英偉本人自07/14/2009接美國東南區中華學人協會以來，秉著協會創立之精神，繼續推動協會之會務發展，凝聚海外各界專業學人及服務僑界。發現協會多元化的發展下來，協會的人才真的是取之不盡用之不竭

回顧今年前半年的重要的活動共計如下：

1. 新聞發佈會：8月7日在福臨門餐廳舉行2009新聞發佈會，闡述了中華學人協會的歷史沿革以及名稱的來源，以「瞭解學人協會的新發展」為主軸，說明學人協會的正名、宗旨，會員資格和組織結構的演變，同時也勾勒出年度活動的計劃及表達了其個人的展望。

2. 情人節座談會：8月22日在華僑文教服務中心舉辦七夕情人節座談會，會中並討論的主題有「金婚的秘密」、「單身的快樂」、「男人和女人的戰爭」、「婆媳之間的和平」等寫實的問題。事實上我也借用了James及Susan的生活經驗用在我自己的夫妻關係上。

3. 88水災募款活動：在這個不景氣的大環境下會員還共付出\$8000多給臺灣的災民。

4. 秋季藝文活動：10月17日在亞特蘭大華僑文教服務中心舉辦秋季藝文活動。邀請了李家賢先生介紹了新世代的網路語言—火星文；另邀請了薩凡娜藝術設計學院(SCAD)繪畫系教授洪金城教授示範粉彩肖像繪畫，以及互動設計和遊戲製作系曾一平教授介紹如何從遊戲玩家變成遊戲開發家。

5. H1N1流感預防講座：11月22日中華學人協會在僑教中心舉辦了H1N1流感預防講座，由美國CDC疾病管制中心流行病毒專家謝文儒博士介紹了新流感

的病因、症狀與預防的措施。

6. 協辦太陽能產業講座：10月31日中華學人協會與亞特蘭大台灣同鄉會和美東南玉山科技協會連合協助亞特蘭大台灣商會所主辦的「太陽能產業的商機」講座。座談會由麻省理工學院和辛辛那提大學林瑞陽教授介紹能源的預估、全球太陽光電產業發展情勢變化及太陽能電池轉換效率比較等方面分析。

7. 思源雜誌英文名字命名投票，經兩輪投票，副會長鄭義為提名的”CAPASUS Journal”獲多數通過。

8. 2009年9月19日第一次幹部會議

9. 2009年12月5日第二次幹部會議

10. CAPASUS Foundation 中華學人協會基金會之申請文件目前已交出去審查申請中。

11. 國科會專題研究經費—「生活在奈米中」一文也已送出給國科會審查中。

延續及發揚光大學人協會是長期努力的目標CAPASUS Imagine improvement 中

其中給會員多了一項認同的東西，希望以後的活動中能看到更多的會員穿會服，戴會帽及唱會歌：

會服CAPASUS polo shirt: accept order now

會帽CAPASUS hat: design complete

會歌CAPASUS song: on the website youtube.

會旗 CAPASUS flag: under design

春節之後我們的目標重點將放在。全球經濟講座(2010年1月3日)，醫學講座(2010年2月)，北卡州區域講座(2010年3月)以及第34屆年會(2010年7月30日)

至8月1日) 詳細的內容都登在網站。其中在年會的歡迎晚宴中 將以夏威夷風味的烤肉晚餐及「紅白才藝競賽晚會」登場,屆時晚會將由紅隊的王祥瑞及白隊的劉孟周來共同主持、 學人協會第34屆年會的主題是:「生活在奈米中 (Living in Nanotechnology),探討現代化科技與現實生活密不可分的關係,在醫學組的主題將強調眼睛的保健 (Focus on eyes)。年會中的 Poster section 及 學會第2 代講座是給年輕人表現的空間及舞臺。

中華學人協會的會員們都是學有專精的專業精英,年會演講者也都是將自身在專業奮鬥的成果展示出來與會員們分享,因此演講的內容極具深度。每年的學術交流活動固然對會員們非常重要,能促進專業的成長;對一般民眾也是大有裨益,能獲得許多專業知識,拓展知識面與生活技能。更何況民眾的支持有助協會的發展,彼此之間的互動也有益於僑社的和諧與團結。我們欣見美國東南區中華學人協會的學術交流活動,也希望民眾能踴躍參與。但願該協會活動預辦愈好,使自身與僑界更加受益。最重的還是全體會員的認同及參與才能維持學會的永續發展。

陳英偉

幹部暨年會籌備會議記錄

日期: 2009年9月19日

時間: 1:40 pm ~ 6:30 pm

地點: Willie Chen 住宅

會議主席: 陳英偉會長

會議記錄: 邱耀輝, 何婉麗

參加會議人員(21人):

陳英偉、鄭義為、邱耀輝、黃麗勳、曾瑞利、尤思治、劉孟周、徐孝華、王立綱、江光悅、張宏安、何智達、何婉麗、洪延康、黃耀文、李家賢、陳開堯、吳 樾、洪金城、John Wu
吳珠菊 (audio/video conference)

1.全體決定「中華學人協會基金會」CAPASUS Foundation正式名稱

2.王立綱:

簡述協會免稅資格 501 c (3) 之申請要點

3.徐孝華:

- a) 會員入會申請表加註 non-refundable 申請費 \$20
- b) 永久會員年費提高為 \$400.
- c) 普通會員年費 \$50, 12/31以前加入之新會員繳交 \$50, 1/1以後加入之新會員繳交 \$25.
- d) 會員之專業分類: Medicine/Health, Science/Engineering, Art/Social Science, Business/Economics, Law/Politics

4.黃耀文:

- a) CASPAF 會後簡報
- b) TECRO 科學組經費申請
- c) 正邀請年會之 Keynote speakers, 考慮人選包括吳茂昆(Nanotechnology)及中研院副院長

5.吳樾:

獎學金申請事宜, 鼓勵亞裔學生提出 Proposal 申

請 Siemens Science Competition.

提議CAPASUS、Monte Jade、OCA、Lion Club一起加入獎學金設立之Partnership.

陳英偉補充：設立師資輔導，提供實驗室及師資以輔導學生之學習及研究

6.曾瑞利處長：

讚揚CAPASUS之菁英們齊聚一堂，腦力激盪，精益求精，亞特蘭大辦事處將會全力協助CAPASUS之會務及活動

7.徐孝華(轉達王祥瑞所提供關於明年年會場地旅館之資訊)：有三個旅館可供選擇：Hilton NE (\$89/day), Marriott Gwinnett (\$84/day), Crowne Plaza (\$99/day).表決後決定明年年會將在Marriott Hotel (Gwinnett Mall 附近) 舉行

8.陳英偉：

各州之inactive會員人數偏高，提議每州增設副州代表一名，以協助州代表連繫

各州之會員及找回inactive會員。目前將以over 10人active會員的州為主 (GA,AL,TN,NC)

另提議增設 Co-treasurer 一名，協助財務處理及基金會事宜。新聞組由何婉麗協調，黃玉玲，黃喜玲，施妍希協助

9.黃麗勳：

財務報告，去年收入 \$27,602，支出 \$25,572，沒有透支

10.黃麗勳：

通訊錄中，會員若超過三年未交會費或參與年會，其名字（及配偶名），電郵地址與電話號碼將只列於附錄之中。正式會員的詳細資料會全部列於通訊錄中，並會加上相片及配偶英文名。TECO,TECRO 人員的電郵地址也將會列入。首頁的CAPASUS標識仍然保存。

陳英偉補充: 第三頁中，所有協會歷任會長的名字

旁邊將會加上兩三行敘述，以表彰他們曾經完成的貢獻。

11.John Wu：

說明免稅資格 501 c (3) 之申請事宜及獎學金fund-ing之來源

12.洪金城：

思源雜誌印刷精美，內容充實，為重要之文宣工具，斷印可惜，邀稿不是問題，主編人員須更積極。CAPASUS網站內容待加強，許多活動照片沒上網站。

何智達建議：思源雜誌一年出刊一期，以CAPASUS網站輔助之。

陳英偉補充：思源雜誌主編楊志成辭職，須另覓人選。洪金城提議張嘉琪，陳英偉將與其連絡。

何婉麗建議：表揚楊志成過去七、八年主編思源雜誌之辛勞。

陳英偉補充：事後楊志成在電話溝通後表達願意留在學會服務. 思源雜誌一年出刊2期

(Spring 2010 deadline: 12/31/2009, Fall 2010 deadline: 4/30/2010)

13.何智達：

宜提升參加CAPASUS之榮譽感，靠人際關係找回inactive之老會員，打電話

鼓勵他們歸隊，要請州代表們及各位會員協助。

陳英偉補充：將加強 recruit新會員及 retain現有會員。何智達將負責retain部分。邱耀輝和洪延康將負責recruit的部分

洪金城建議：在年會上介紹新會員，以提升向心力。也在思源雜誌闢專欄介紹會員。

14.洪延康：

Recruit在校學生會員方面，請各大學的Faculty會員協助連繫TSA之研究生，UGA(黃耀文)，GA Tech(王祥瑞)，Emory(何婉麗)，GA State(許渝生)。可邀請TSA會長來參加年會(降低收費)。

洪金城建議：年會免收學生活動費用，不需加入會員，但學生之餐費須自付。

陳開堯建議：提供 scholarship給研究生，鼓勵其參加活動。

吳珠菊：是否可以在四個大學以資深會員擔任 Advisor，在各校組成CAPASUS分會社團，由Faculty/Advisor輔導舉辦seminar。洪金城：覺得不可行，因校內社團不能與外界有隸屬關聯，合辦活動應屬可行。何婉麗：活動一定要與學生的興趣相關，學生才會來參加。

15.洪金城：

關於10月17日舉辦之藝文活動系列，請Todd發出新聞稿。

16.邱耀輝：

將負責籌劃明年4月3日的郊遊烤肉活動。CAPASUS brochure中文版初步定稿，英文版請何婉麗的朋友 Dr. Anne Kelley幫忙修飾（何婉麗協助連繫）。

陳英偉補充：新的Brochure 會在網站， Dr. Anne Kelley 也完成英文的版

17.鄭義為：

美國經濟學會2010年1月初在亞特蘭大市中心開會，多位學者將來亞特蘭大開會，將安排專車接送，來參加CAPASUS於1月3日3:30~5:00 pm在亞特蘭大華僑文教服務中心舉行之「全球經濟危機座談會」，中研院經濟研究所所長及研究員將蒞臨主講。座談會對外開放，須大力宣傳。請劉孟周向僑教中心預先申請場地，以後可再另尋其他更好之場地。

18.陳開堯：

募款委員會負責人何智達提議：募款委員會成員黃耀文、王祥瑞、石羽飛、吳樾、王德（將何智達名字移除，何智達不掛名但仍然從旁協助）。陳英偉補充：資金來源：會費、年會註冊費、廠商贊助、

永久會費等。

19.江光悅：

醫學講座負責人，醫學講座將於2010年2月27日 1:30 ~ 4:00 pm在亞特蘭大華僑文教服務中心舉行。Speakers 3至4名，考慮之講題包括H1N1及季節性flu、心臟血管疾病及預防、眼睛保健、臍帶血及骨髓等。

何智達提議：以中文演講，較易溝通瞭解。

洪金城建議：印製20" x30" 海報，\$14.99 + \$7.00 shipping 在 apple website

20.張宏安：

CAPASUS獎學金之對象宜以大學以上及研究生為主，有別於其他社團以高中生為主之獎學金。

21.李家賢：

a) CAPASUS網站可與其他交際網絡(data from Facebook, Youtube, Twitter)連結，以增加曝光率，以年齡分佈，區隔較適合各年齡層之主題。

b) 徵求思源雜誌新的英文名稱。

c) 將Google廣告放在CAPASUS網站上，會員點擊，可以有收入。

22.陳英偉：

a) 提名徐孝華為終身名譽會長，在思源雜誌闢專欄訪問

b) 以投影片Review年會活動，包括大致議程、攤位（醫療，書籍，有機食物，按摩，藥品等）、紅白對抗趣味競賽、星期五晚上歡迎晚會（Hawaii-style BBQ）等。

c) 投票表決CAPASUS polo shirt之顏色，有深藍色、米白色、粉紅色列入考慮，最後表決選定米白色。下一次的幹部會議將在12/5/2009 (Sat) 舉行。

第二次幹部會議會議記錄

The following board members attended 12/5/2009
CAPASUS Board meeting

王和清, 陳英偉, 鄭義為 (by skype), 邱耀輝, 黃耀文, 徐孝華, 何智達, 許渝生, 黃麗勳, 劉孟周, 何婉麗, 江光悅, 洪延康

Summary of key conclusions

- 1) New bylaw committee (3 people) 徐孝華, 許渝生, 何智達
- 2) New CAPASUS song by 徐孝華, will post on the youtube
- 3) CAPASUS hat design passed by the board
- 4) CAPASUS flag design will be relied on Matt lee based on either navy blue or ivory color by the board
- 5) Announced 2010 Conference nano speakers by 黃耀文
- 6) Annual conference team leader (Red team: 王祥瑞, White team leader: 劉孟周)
- 7) Additional program for 2010: CAPASUS second generation program: by invitation only, modulator Hansen Chang). Poster section for students etc.

工作幹部名單

會長：陳英偉

副會長：鄭義為

財務：黃麗勳

秘書：邱耀輝

思源主編：楊志成

思源美編/網站管理：李家賢

網頁主編：李家賢

年會論文組總召集人：黃耀文

募款召集人：陳開堯

攝影：邱耀輝

獎牌獎狀：黃耀文

活動組：尤思治, Mac Liu

新聞組：何婉麗, 吳珠菊, 黃喜玲

施研希〈志工〉

會員資格審查委員會

徐孝華、許渝生、洪枝成、謝復生、黃麗勳

會長提名及選舉委員會

洪金城、洪延康、王和清、陳英偉、鄭義為

會務發展委員會

鄭義為、王和清、洪延康、何智達、江光悅、邱耀輝

各州代表

阿拉巴馬州：朱子宇

佛羅里達州：林遵瀛

喬治亞州：吳珠菊

肯塔基州：周清光

密西西比州：陳存傑

北卡羅來納州：衛高榮

南卡羅來納州：黃金澤

田納西州：盧博榮

中華學人協會秋季藝文講座

精彩多元、會員滿載而歸

亞特蘭大東南區中華學人協會於十月十七日舉辦秋季藝文講座。當天講座分為下午以及晚上兩個場次，豐盛的內容都受到相當的肯定與歡迎。首先登場的是在亞特蘭大薩凡娜藝術設計學院(Savannah College of Art and Design)舉辦的3D遊戲模型入門製技巧(3D Modeling for Games Workshop)。會中邀請曾一平教授來為當地華人年輕學子示範電動遊戲3D模型軟體製作教學。曾一平教授任教於SCAD學院互動設計和遊戲製作系，他過去曾任紐約美國自然歷史博物館藝術總監，紐約州政府網路教學網站程式設計師，以及知名電玩遊戲公司ACCLAIM動畫師。在該領域裡擁有豐富的經驗與學識。

當天氣溫陰冷，飄著綿綿細雨，但是仍擋不住這些十幾歲孩子的興趣，興緻勃勃的在家長陪同下，早早就到會場等待。亞特蘭大經文辦事處曾處長及曾主任皆至會場與學生及家長們一同參與孩子們的活動。曾教授帶來了一群自己學校的學生來到會場協助這些孩子們學習操作使用遊戲製作軟體。孩子們個個學得津津有味，渾然忘我之際，經文處曾處長則帶領這些孩子們的家長在主辦單位鄭秀遠小姐的陪同下，順便參觀了該校的教學環境與設施，大家都藉此機會親身感受到美國大學的教育水準與學習環境的優良。

在我們訪問了曾教授對這領域的介紹時，曾教授表示互動設計和遊戲製作是近年來全世界成長最快的科技工業之一。殊如華納迪斯奈公司製作的電影以及電動遊戲市場等。興盛的互動設計和遊戲工業造就了蓬勃的就業市場，是在經濟不景氣中的一門異類。在這領域的工作人員平均一年大約有七到八萬美元之間，上班工作時間非常自由，工作上也不會有各種約束與限制。沒有人會管你的服裝，管你的頭髮，管你的工作打卡，甚至於穿著短褲，拖鞋就可以

上班。曾教授並談到了他教學的學校，SCAD學院互動設計和遊戲製作系著重於藝術創作，遊戲與互動設計，並和電腦技術三方面緊密結合，學生接受專業的電腦模型動畫製作訓練，學習各種不同類型遊戲的設計技巧和理論，以及培養開發電腦程式的能力。

這場文藝講座在下午四點半結束，孩子們仍意猶未盡。在經歷了兩個半小時的講座之後已讓孩子們接觸到這項領域，並了解其中的製作過程與複雜難度。我們也才明白呈現在螢光幕上的動畫，其背後的工作原來是有那樣的高深技術與藝術創作的結合。

當天到了晚上六點鐘，另一場次秋季藝文講座再次隆重上場，會員及社區人士近一百人熱情參與，為會場帶來歡欣愉悅的氣氛。講座開始前，會長陳英偉表示，學人協會人才濟濟，希望借用協會人才推出多元化的活動，除了一年一度的年會外，也加入一些輕鬆有趣的座談會，如八月份舉辦的情人節座談會等，不僅服務會員並推廣至社區民，也提高學人協會在社區的知名度。他強調，這次講座除了感謝會員的支持合作外，也要感謝洪金城夫人鄭秀遠女士付出的時間和精力，以及味全公司捐贈的包子點心。

繼會長之後，臺北文化經濟辦事處曾瑞利處長，也致詞稱讚學人協會積極舉辦各項活動，是亞城少數最活躍的華人組織之一。曾處長自幼習書法，並拜師臺灣書法名家陳國彥。主持人洪金城夫婦，邀曾處長現場揮毫，並接通現居澎湖的陳先生，與曾處長話舊。處長書寫了「有容乃大」及宋代大學者蘇軾的詩「和子由澠池懷舊」--人生到處知何似，恰似飛鴻踏雪泥，泥上偶然留鴻爪，鴻飛那復計東西。

欣賞過曾處長的書藝後，講座正式開始，首先是在南卡任職多媒體設計的李家賢演說，講題是《火星文》，這個有趣的題目立即引起大家的好奇。火星文是目前臺灣青少年流行的網絡語言，這個新世代的次文化語言，融合國語、台語、臺灣國語、日語以及國語注音等不同的發音及語言符號，對一般人來說甚有

摸不着頭腦的感覺。李家賢談到幾種不同類型的火星文，並各舉用不同的例子，如5301314，意謂“我想你一生一世”。醬子說好了，是“這樣”子說好了。混合台語與廣東話的一例，如“阿捏林聽烏謀，DMD阿？”，是“這樣你們聽不聽得懂，知不知道啊？”，也有合體組字或拆字的類型，如“口合口合口合”，即“哈哈”。李家賢還介紹了火星人怎寫情書，“有一份真誠的愛”是“U1份金誠d i”。演至最後，他還給了隨堂測驗，人為了表現不286（“落伍”，286是電腦舊機種），積極應試，成績不同凡響。李家賢最後orz（謝謝大家），在人的掌聲中結束演講。

見識了火星文之後，亞城著名的粉彩畫家，也是學人協會前任會長洪金城，為大家示範肖像畫，由曾處長作模特兒。洪教授表示，肖像畫雖然在目前美國的市場不算是最熱門的項目，但在美國東南區仍廣受歡迎，畫肖像仍是美國南方的傳統，此外，粉彩畫比油畫保存更久，因為粉彩是更純正的色彩。洪教授技藝高超，僅數筆便將曾處長的神情活靈活現地表現出來，他強調畫肖像時，要將五官當作整體來看，拿捏好五官的相對關係，才能準確地表現對象的神情與特徵。洪教授談笑風聲，一面作畫一面幽默地為大家解說重點，其間還高歌一曲《一剪梅》，為會場帶來高潮，還破了其個人紀錄，首次邊唱歌邊作畫。在不到一個半小時的時間內，曾處長唯妙唯肖的畫像便大功告成，令在場人士嘖嘖稱奇。



結束肖像畫的創作欣賞後，與洪金城同樣在亞城Savannah College of Art Design任教的曾一平，為大家演說「從遊戲玩家到遊戲開發家」(From Gamer to Game Developer)。電玩遊戲開發是目前最熱門的

行業之一，演講一開始曾教授便有趣地提醒大家，他的演講可能會改變家長對孩子們的期望，醫生、律師都不將是吸引人的職業了。根據兩年前的調查，全美近一億七千四百萬民玩電玩遊戲，超過全美人口的63%，玩電玩的人數比去電影院的人數還多，玩家絕大多數為男性，且過半數在十二歲以上。雖然近年美國經濟蕭條，但電玩的銷售仍持續成長，去年的總銷售額為22億3千萬美元，估計直到2011年，電玩銷售都將是全球娛樂產品企業中，成長率最高的項目之一。曾教授解釋，這個數字對生產電玩硬體的大公司如任天堂，及開發電玩軟體的小企業都是絕大的好消息，因為他們幾乎各佔電玩企業一半的市場，這隱含著遊戲開發家將是未來利潤極高的行業。

曾教授再次強調了作為一名遊戲開發家有許多好處，不僅穿著隨意、不需打卡，創作出的產品受到人們的喜愛，且薪資也極高，平均年薪大約在八萬美金左右。一般電玩軟體設計公司雇用的遊戲開發家包括三種類型，有負責繪出故事情節、及人物和場景的藝術家 (Artists)、程式設計師 (Programmers)、及遊戲設計師 (Game Designers) 等三類。其中遊戲設計者扮演最重要的角色，遊戲設計師包括負責遊戲情節、遊戲難度、及遊戲音效的設計者。他們必須創意高，從寫作到遊戲的設計等，十八般武藝得樣樣精通。除此之外，遊戲設計師還須確保遊戲的品質，在過去，遊戲公司往往聘請專人負責測試，近來則多利用大專院校的實習生。曾教授建議家長們鼓勵孩子進入這個富挑戰性且收入頗豐的行業。他還強調，並非所有的電玩遊戲都含暴力，有許多遊戲寓教於樂，對孩子智性成長有幫助。講演最後，他還提供幾個優良的電玩遊戲，令在場聽眾都有躍躍一試之感。

學人協會這次的藝文雅聚精彩多元，經過這三場示範演講，學人和在場聽眾均滿載而歸，期待下次精彩的聚會。

〈學會新聞組〉

索羅門群島雪泥鴻爪

曾瑞利

美東南區中華學人協會成員臥虎藏龍，人才濟濟，都是各領域的尖端人物，舉凡醫療、科技、法政、人文、藝術等等，無所不包。協會出版物「思源」每期內容亦是包羅萬象，有知性、有感性，精彩豐富，值得再三回味。我在2008年6月奉派亞特蘭大任職，結識協會許多菁英，各個學術、事業有成，深感榮幸。

本屆會長陳英偉醫師，青年才俊，積極幹練，承蒙陳會長好意，要我共襄盛舉，為「思源」提供一篇有關外交生涯的文章。回想改行加入外交工作二十多年來，外派或訪問停留過的地方不下四十國，最令我難忘、回憶最深的卻是那些落後原始的國家，例如南太平洋的索羅門群島、帛琉、斐濟、吐瓦魯，其中索羅門群島是我首度駐足工作生活的偏遠島國，對她的懷念特別多，我想就以索羅門群島為題，與大家談一些生活上的體驗。

談瘧變色

1994年初，我在舊金山辦事處服務剛滿三年，一天清晨電務室的同事打電話告訴我改調索羅門群島，頓時心中一陣惶恐。索國對我而言是一個完全陌生的地方，只知道很熱、很落後，而且是瘧疾疫區，詳細地理位置尚且不知。二個月後，我依外交部指示於赴任途中取道台北，向衛生所領取一年份預防瘧疾藥物，然後搭機往澳洲布里斯本轉機赴任。南太島嶼，星羅棋佈，雖然偏遠落後，但自然景觀原始美麗，海產豐饒。陽光、沙灘、海鮮、木瓜、香蕉、椰子等，天天接觸，樣樣膾炙人口，生活雖單調，物資尚豐富。一家人按時服用抗瘧藥丸，卻在第三個月小孩接連幾日高燒不退、咳嗽不停，我們真給嚇壞了，還好因為索國是瘧疾疫區，世界衛生組織在首都Honiara設有瘧疾研究中心，專業醫師不少，在驗血確定感染瘧疾後即時投藥，苦戰一個星期終於康復。後來獲悉索

島瘧蚊每天清晨及黃昏二次外出覓食(吸血)，而且飛行高度多半在膝蓋以下，瞭解瘧蚊習性後，也知道瘧疾並不可怕，索國人民得瘧疾比感冒還普遍，只要及時醫治一週可癒。自此我們一家放棄服用抗瘧藥物，少了一份壓力(服用久了會有許多後遺症)，學著與當地土著一般輕鬆地過活，在驚濤駭浪中度過永生難忘的三年。

與蟑螂共眠

住家在首都Honiara近郊小山丘。由於索國悶熱潮濕，蚊蟲螞蟻又多，所以房舍不論是茅草屋或是鋼筋水泥，底層都用樑柱撐起，看起來像是長了腿。談到索島的蟲蟻，頗值一提，蚊子固然多，而螞蟻既多且大，經常會在地上或屋簷甚至屋內角落發現一群群的螞蟻雄兵急行軍，體型都在一、二公分左右，非常壯觀駭人。

以前看到蟑螂”小強”就渾身雞皮疙瘩，尤其牠們在身上爬行的感覺讓人全身發毛。在索羅門的住家，蟑螂卻是常客，但我無法見容”小強”潛伏家中，在索國居住兩三年下來，練就一番擒拿小強的功夫，只要發現蹤跡一定不輕易放過，曾經一個晚上獨自在樓下的庫房連抓十幾隻，可能是身體沾上了牠們的氣味，那晚三更半夜，睡夢中恍忽覺得大腿一直癢癢的，勉強張開朦朧睡眼，掀起薄被一瞧，竟是一隻蟑螂鑽在被子裡與我同眠，煞時渾身汗毛直豎，縱身躍起，一手擒住丟入馬桶，用水沖走。事隔多年，我仍自認是抓蟑打蚊好手，偶而與朋友聊起如此島國奇遇，不禁自鳴得意。

椰子蟹好本事

索國首都只有一戶人家來自台灣，經營餐廳，老闆姓吳，店名叫Sea King(海馨)。菜單中最具名氣的一道菜是「清蒸椰子蟹」，其肉鮮美，腹部的膏液既美味又營養，攪拌熱騰騰的白飯更是好吃。索國野生的椰子蟹多又肥，傳聞可活到二、三十歲以上。吳老

閩在餐廳屋頂養了幾十隻椰子蟹，隨時滿足老饕口腹之慾。平日都用麻布袋飼養著這些嬌客，按時餵食椰肉椰汁，遇有遠道台灣而來的觀光客或生意人上門用餐，都會抓一兩隻椰子蟹在現場表演其大螯的功力。吳老闆拿雙筷子在椰子蟹面前挑釁，只見椰子蟹以迅雷不及掩耳的速度伸出前螯輕輕一夾，筷子應聲折斷，屢試不爽。持筷者動作必須非常熟練小心，如果折斷的是手指那就不好玩了，索國的醫療可沒整型這一科。吳老闆談道，椰子蟹天生好本事，如果椰子從樹上掉下來沒破裂，為吃到美味的椰肉椰汁，這時椰子蟹會抱著椰子爬上樹端將椰子往下拋，然後再爬下樹來檢查是否破裂？如果仍無裂痕，就再一次抱上樹端如法炮製，直到椰子破裂為止。聽吳老闆娓娓道來頗覺津津有味，我想這應該就是動物的本能吧！為求生存總要想辦法。

鐵底海灣 (Iron Bottom Sound)

索羅門群島首都Honiara一邊臨海，有一深水碼頭，提供商船貨輪泊靠上下貨，港灣終年錨泊世界各地揚帆而來的遊艇或帆船，這一港灣有一專用名稱，叫做Iron Bottom Sound，姑且譯作「鐵底海灣」。各位或許知道索羅門最大島Guadalcanal「瓜達卡那爾」，面積六千多平方公里，它是第二次世界大戰太平洋的主戰場之一，1942年珍珠港事變爆發，美國對日本宣戰，同年五月美軍兩棲登陸瓜島，美日兩軍為搶佔瓜島，雙方激戰六個月，最後日軍落敗撤出瓜島。據當地老一輩土著回憶稱，當年戰況慘烈，雙方傷亡慘重，血流成河，日軍傷亡更在萬人以上；而海戰亦相當激烈，當時港灣就有沉艦十幾艘。Iron Bottom Sound之名或許因此而來，如今戰艦都已鏽蝕，僅留殘骸。首都近郊有幾座山丘，其中兩座山頂分別建立了美國、日本瓜島戰役紀念碑，遠眺太平洋，備感蒼涼。在索國工作那幾年，經常看到日本民眾前往憑弔，甚至撿骨祭拜。

我在索國期間，週末主要休閒活動就是到海邊游泳潛水，海水清澈，熱帶珊瑚礁漁群五彩繽紛、鮮

豔奪目，美不勝收。Honiara附近海邊就有一艘沉艦，退潮時可看到艦首擱在海灘，這裡是最常拜訪的地方，因為沉艦殘骸四周的熱帶漁群特別多。有一回我又來到此地浮潛，沿著艦首漫遊到艦尾，大概一百公尺長，沿途欣賞婀娜多姿的南太漁群，人漁同游，悠遊自在。游到艦尾時，海平面距離底部應該有三、四層樓高度，我好奇的往下潛，因為太深所以一片漆黑，突然腦際冒出陣亡將士的骷髏遺骸影像，煞時心頭一陣驚懼，趕緊浮上水面游回岸邊。我閉著雙眼躺在沙灘冥想，為那些海外征戰永遠回不了家的戰士們獻上最深哀悼與敬意。詩云：自古征戰幾人回，一將功成萬骨枯。想起前來憑弔祭拜的日本婦女，或許這其中就有她們的亡夫、愛人吧！「可憐無定河邊骨，猶是深閨夢裡人」。戰爭是殘酷無情的。

以台灣的生活標準來看，索羅門群島是一個非常落後的國家，但是當地人民不為物欲所奴，生活單純，樂天知命。畢竟老天爺也疼惜這片土地與這裡的人民，遍地土壤肥沃，種甚麼就長甚麼。令人驚豔的是，我國農耕隊在這裡用台灣種子所結出的稻米、水果、青菜都比國內的香甜好吃，尤其西瓜比高屏溪所生產的更大更甜，至今想起仍垂涎三尺。只可惜索國人民生性浪漫，「今朝有酒今朝醉」是一般索國民眾的生活寫照，外人了解後會漸漸習慣他們的生活方式，甚至與當地人結婚生子也就不足為奇了。

腹之慾。平日都用麻布袋飼養著這些嬌客，按時餵食椰肉椰汁，遇有遠道台灣而來的觀光客或生意人上門用餐，都會抓一兩隻椰子蟹在現場表演其大螯的功力。吳老闆拿雙筷子在椰子蟹面前挑釁，只見椰子蟹以迅雷不及掩耳的速度伸出前螯輕輕一夾，筷子應聲折斷，屢試不爽。持筷者動作必須非常熟練小心，如果折斷的是手指那就可怕了，索國的醫療可沒整型這一科。吳老闆談道，椰子蟹天生好本事，如果椰子從樹上掉下沒破裂，為吃到美味的椰肉椰汁，這時椰子蟹會抱著椰子爬上樹端將椰子往下拋，然後再爬下樹來檢查是否破裂？如果仍無裂痕，就再一次抱上樹端如法炮製，直到椰子破裂為止。聽來津津有味，我想這應該就是動物的本能吧！為求生存總要想

辦法。

海底金鳴 (Iron Bottom Sound)

索羅門群島首都Honiara一邊臨海，有一深水碼頭，提供商船貨輪泊靠上下貨，港灣終年錨泊世界各地揚帆而來的遊艇或帆船，這一港灣有一專用名稱，叫做Iron Bottom Sound，姑且譯作「海底金鳴」。各位或許知道索羅門最大島為Guadalcanal「瓜達卡那爾島」，面積六千多平方公里，它是第二次世界大戰太平洋的主戰場之一，1942年珍珠港事變爆發，美國對日本宣戰，同年五月美軍兩棲登陸瓜島，美日兩軍為佔領瓜島，雙方激戰六個月，最後日軍落敗撤出瓜島。據當地老一輩土著告稱，當年戰況慘烈，雙方傷亡慘重，血流成河，日軍傷亡更在萬人以上；而海戰亦相當激烈，當時港灣就有沉艦十幾艘。Iron Bottom Sound之名或許因此而來，如今戰艦都已鏽蝕，僅留殘骸。首都近郊之兩座山頂，各立有美國、日本二次大戰紀念碑，在索國工作那幾年，經常看到日本民眾前往憑弔，甚至撿骨祭拜。

我派駐索國期間，週末主要休閒活動就是到海邊游泳潛水，海水清澈，熱帶珊瑚礁漁群五彩繽紛、鮮豔奪目，美不勝收。Honiara附近海邊就有一艘沉艦，退潮時可看到艦首擱在海灘，這裡是我最常拜訪的地方，因為沉艦殘骸四周的熱帶漁群特別多。有一回我又來到此地浮潛，沿著艦首漫遊到艦尾，大概一百公尺長，沿途欣賞美麗可愛的南太漁群，人漁同游，悠遊自在。游到艦尾時，海平面距離底部應該有三四層樓高度，我好奇的往下潛，因為太深所以一片漆黑，突然腦海冒出陣亡將士的骷髏遺骸影像，煞時心頭一陣驚懼，趕緊浮上水面游回岸邊。我閉著雙眼躺在沙灘冥想，為那些海外征戰永遠回不了家的戰士們獻上最深哀悼與敬意。詩云：自古征戰幾人回，一將功成萬骨枯。想起前來憑弔祭拜的日本婦女，或許這其中就有她們的亡夫、愛人吧！「可憐無定河邊骨，猶是深閨夢裡人」。戰爭是殘酷無情的。

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常落後的國家，但是當地人民不為物欲所奴，生活單純，樂天知命。畢竟老天爺是疼惜這片土地與這個國家的人民，遍地土壤肥沃，種甚麼就生甚麼。令人驚艷的是，台灣農耕隊在這裡用台灣的種子所結出的稻米、水果、青菜都比國內的香甜好吃，尤其西瓜比高屏溪所產的更大更甜，至今想起仍垂涎三尺。只可惜索國人民生性浪漫，「今朝有酒今朝醉」是一般索國民眾的生活寫照，外人了解後會漸漸習慣他們的生活方式，甚至與當地人結婚生子也就不足為奇了。

〈作者：駐亞特蘭大台北經濟文化辦事處處長〉

一位水利工作者的故事

吳天順

真感謝美國東南區中華學人協會《思源》雜誌提供機會，讓我寫些東西和大夥兒分享。想起我當初隨着「來！來！來！來台大，去！去！去！去美國。」的風氣來到新大陸，一轉眼在美國待的時間早已比在台灣就的時間更久。我想寫個有關自己「飲水思源」、「吃果子拜樹頭」、或「過河拜橋」的經驗？私下覺得我個人和海峽兩岸水利科技交流研討會獨特互動的經驗頗適宜作為一個題材，拋磚引玉希望今後有更多會員們踴躍投稿和大家分享其個人與台灣海峽兩岸人文與科技交流的寶貴經驗。

記得有位同學曾和我一齊趕場參加舞會時發表的高見：一個人立足於社會需要三要素：人脈、金錢、和學位。他沒有前兩項要素，所以他打算出國拿個「洋博士」學位。當時台灣本土培養的工程博士並不普遍，每次考試他都非常注重成績也努力地準備TOFEL和GRE考試。當初，我才離開鳳山的老家來到台大求學，發現那麼多的社團和校內及校外的活動。只記得以前補習班英文老師教我們如何翻譯University成為中文的《由你玩四年》。大學生涯玩都來不及了，那裡還想到出國留學呢？不但上學期間參加許多社團和校友會主辦的活動，課餘時間也當家教賺些外快當零用錢，平時也追女孩子和談那濛濛朧朧的戀愛。暑假期間，我找機留在台大農工系校友會打雜、幫教授去測量台北地盤下陷水位記錄(新公園、植物園、國父紀念館、等十站)、到中壢農工中心去磨練一些研究基本的技能、並在台北日商青木建設實習；寒暑假其他剩下的空檔，我去參加救國團主辦的自強活動，我參加過金門戰鬥營、中橫健行隊、后里騎士隊、北區駕駛隊、和澄清湖戰鬥營等。一轉眼，四年由我玩光了，但是有一件值得一提「化剎那為永恆」的緣分發生在我身上。騎士隊最後的晚餐時，我和幾位隊友都喝個半醉才去參加餘興節目，看到單人踢踏舞表演時，我一時多嘴說出來我也會跳踢踏舞，不

知誰用力地把我推向我日後的妻子。

接著有一年十個月的預備軍官義務役要服，先到內湖工兵學校訓練了六個月，然後抽籤抽到「澎防部」到澎湖成功水庫旁鎮守了一年四個月。在澎湖服兵役期間弟弟利用參加澎湖戰鬥營活動來看望我，未來的妻子也搭飛機到澎湖來和我相聚多日留下許多美好的回憶。

1979年剛退伍後回家，爸爸早已連絡好他昔日同事。其人正在某大建設公司當經理，並且承包了許多當時蔣經國推動「十大建設」的項目。爸爸認為我曾經在日商青木建設承包的重慶北路交流道實習，應該可以馬上投入建設。爸爸給我他的親筆信要我到台北去拜訪那位經理請他那位朋友照顧我。但是我沒去，反而去看了那位昔日發表必須出國高見的老同學。當時他快要出國了，給我一些他收集申請美國學校的資料並且告訴我，美加補習班的復習課很管用。

忽然間心血來潮，我也想趕時髦要出國去留學。但我必須住在台北才可以到美加補習班去上課。我打聽到台大農工系正好有個研究助理的缺。一拍即合。和教授定好了開始日期，我就趕回鳳山和爸爸商量出國事宜，爸爸說隨便我了。當時真高興不用托爸爸的關係能夠自己找到第一分大學畢業後的工作，可惜不久收到教授電話，說他有困難僱用我，請我不用到系上報到了。我搭夜車趕到台北，翌日問出原因，原來那位介紹我到中壢農工中心實習的教授對僱用我有意見，已僱用我的教授說明他不可能因為給我機會而得罪他的同事。我的第一分大學畢業後的工作尚未開始就已經結束了。

我相信即使台大農工系關上所有的門，我還是會找到一扇窗，我常有永不言敗的精神硬著頭皮去找以前的系主任施嘉昌教授，解釋我當時的情況，他笑著告訴我其實他對這件事的來龍去脈都己知道，可是很欣賞我不懈的「熱誠」。他說他願意給我第二次機會，錄取我做研究助理，也相信我已經更成熟了不會做出讓他丟臉的事。真是「山窮水盡疑無路，柳暗花

明又一村。」

如此一來，退役後的一年半真是充實又幸福，先被安排在一間容納4人的大辦公室，其中一位是剛從海外回國的夏禹久博士，經常可看到同學來向他請教問題。我起初常要到鳳山熱帶試驗所作「邊坡陡槽磨擦系數」試驗，不久施教授決定在台大水工室旁也蓋個陡槽。省下了不少我去鳳山出差的時間。施教授又派我去支援台大水工室幫作「翡翠水庫水工模型流體力學試驗」。我就搬到台大水工室去上班，在那兒看到不少來巡視水工模型流體力學試驗度的中興顧問公司水利前輩(馮鍾豫、程禹、等等)和外國顧問群，有一天聽到有被尊稱為水龍王的周文德中央研究院士也來訪台大水工室，可惜我沒機會看到本尊，第二年(1981)他不幸去世了。

1980年聖誕夜前我結束了單身的日子。幾天後我要到美國北卡州立大學土木環境系繼續求學。臨行前施教授告訴我在美國冬天穿衣服不可和像在台灣一樣穿著很多層，尤其要參加室內活動時，最好不要穿衛生衣和衛生褲，要不然到時候室內溫度高，想找個地方脫掉衛生衣和衛生褲都不容易，衛生衣和衛生褲交給主人保管又不太雅觀，室內活動完後又要將衛生衣和衛生褲穿回去，有一次他就是因為穿著衛生衣和衛生褲又不好意思去脫下，結果滿身大汗地參加了一個難忘的宴會。施教授忠告我冬天參加室內活動時，最好穿一件大衣去赴會。進入室內時，只需要脫下大衣拿在手上或是交給主人保管都方便。當時可以感覺到施教授對我的關心並不吝嗇地和我分享他的經驗，和其他教授向我吹噓他們在美國多麼神勇和多麼了不起的經歷迥然不同。

1980年12月29日早上離開台灣，因為時的差關係，20多小時後我當天傍晚到達北卡羅萊納州首府Raleigh。不久我挑了一位阿富汗裔的指導教授Michael Amein。在美國「自費求學」真自由，轉系只要去系上談一談然後填些表格就可以了。讀碩士期間，我曾轉到電腦系再回到土木系完成了水利碩士。

然後到大氣海洋地質系當博士班學生，後來發現要補修太多大學部基本科學課程，每天像是在準備GRE考試一樣。日子不好過，只好硬著頭皮又去找那位和我有緣的阿富汗裔指導教授繼續我的博士夢。所謂自費求學是自己和指導教授作論文而沒有研究經費當月薪也沒有研究電腦帳號去上機，但又要有創新才能拿到博士學位。首先是金錢問題，爸爸從他平時省吃儉用以及從軍30年的養老金給了我8,300美金滿足第一年留學的費用，半年後新婚的妻子來相聚，和一些朋友開著剛買的舊車到尼加拉瓜大瀑布去玩也就算補渡蜜月旅行。旅遊回來交完第二學期外州學費後，銀行帳戶剩下200多美元，不久我的妻子去中餐館打工，漫長的6年，她在餐館當帶位員、服務員、調酒員、收銀員、及經理。她也學英文、學跳舞、和教舞蹈，忙得不可開交。我修完3年必修課程，然後集中兩年研究「隱性有限差分法」應用在海灣和港口研究潮汐變化。因為我們沒有研究專用的電腦帳號，指導教授只好教我如何利用10秒鐘的免費帳號來解矩陣的方程式，也教我如何更進一步地改良傳統計算方法和如何在電腦算到10秒前把下一步繼續要用來運算的資料存起來，以便一直重複往前算到想結束的時候。開始有點不滿意交那麼貴的學費做論文還要那麼窩囊，但是不久我也就習慣了這種克苦解決沒有研究專用的電腦帳號的問題。算了兩年終於電腦數值模型建立成熟了，指導教授告訴我需要驗證我的模型結果是對的才可以畢業但是他沒有答案，我是博士候選人應該想個方法把那些模型結果給個自圓其說。幸運地有一位教授Gerald S. Janowitz也是我論文的委員告訴我他也許可以指導我找出一組純數學分析解來驗證我的非線性流體力學方程式。然後我開始每天日夜研究三角函數之間的關係，每次花了九牛二虎之力算出一組純數學分析解和我的數值解不合後，我需要重新改假設一次又一次地重複，也一次又一次更容易地控制純數學分析解的結果，半年後皆大歡喜得到了一個自圓其說的研究結果。指導教授告知我把論文寫一寫可以準備畢業了，當時真是高興，快能拿個「洋博士」回台灣了，回想是否有些難忘或是值得回味的事？以下4項頗有紀念性：

・ 在學校講求的是要發表文章，我的碩士研究是和一位中國大連工學院來的訪問學者李建初合作計算「水壩破裂後的洪水波」，1983年指導教授參加美國土木工程協學會在麻薩諸塞州劍橋市舉辦的the Conference on Frontiers in Hydraulic Engineering帶回來一本由Hung Tao She主編的論文集，找到了我們3人共同在美國發表的第一篇文章。

・ 接著要提如何賺錢維生，我雖然不像一般博士生找個有現成研究助理月薪的職位去作現成的研究計劃，其實有些教授向我示意要收我為他們的學生，但是我對他們給的題目都沒有興趣，我也磨練出另開財源維持生活和同時求學的途徑，我在中餐館洗過許多的碗、一把眼淚一把鼻涕地剝著一袋袋的洋蔥皮、並當了3年的服務生；在學長開的工程公司打過雜；也在電機系、電腦系、數學系、海洋系、和土木系都斷斷續續就職。

・ 我關心台灣來訪的政治人物，我參加過馬英九和趙少康在北卡州立大學開的座談會，還記得馬英九講到台灣法律禁止色情錄影帶交易，當時台北市有8,000多家出租錄影帶的店舖，但是幾乎每家店舖都有色情錄影帶交易，真是顯示出對台灣人不遵守法律的無奈。我也參加過台灣同鄉會邀請紀政、沈君山、尤清、和康寧祥同台演講的夏令營。

・ 我的嗜好是看電影，妻子和我到過北卡Wilmington影城(李小龍之子不幸在此意外身亡)充當過3次「龍年」的臨時演員，我曾經抓緊了一次難得的機會擠到當時年青俊秀的男主角米奇洛基(Mickey Rourke)身旁一站，當電影正式放映時，真高興我居然可以在大螢幕上看到我自己。

當我正高興地告訴一直跟著我吃苦的妻子我快要學成回台灣時，才發現她要留在美國。我就一邊寫論文邊找工作。半年後工作找到了，洋博士的學位也拿到了。1987年我們離開了北卡，另一階段的人生旅程，職海無涯，就像荷瑪(Homer)的史詩奧迪賽

(Odysseys) 裡的Odysseus從一個城邦浪跡過一個城邦。開始了一個新的「計劃趕不上變化」又「隨遇而安」的23年多彩多姿的日子，先說有拿薪水的工作就有10多個：Post Doctoral Associate (University of Florida, Gainesville, FL)、Adjunct Professor (FAMU/FSU Engineering School, Tallahassee, FL)、Assistant and Associate Hydrologist (Northwest Florida Water Management District, Havana, FL)、Senior Research Associate (United State Environmental Protection Agency, Athens, GA)、Senior Environmental Engineer (HydroGeoLogic Inc., Herndon, VA)、Visiting Scientist (United State Environmental Protection Agency, Athens, GA)、Water Resources Engineer (Northwest Florida Water Management District, Havana, FL)、Environmental Specialist III and Environmental Manager (Florida Department of Environmental Protection, Tallahassee, FL)、Professional Engineer III (Florida Department of Corrections, Tallahassee, FL)、Professional Engineer III - Supervisor (Florida Department of Environmental Protection, Tallahassee, FL)。這辛辛苦苦拿到的「洋博士」頭銜才可說是真正用上了，只有兩所大學(University of Florida和FAMU/FSU Engineering School)及美國環保署的國家實驗室，還有因為別人覺得叫我「天順」英文發音太難了，又加上我不願意取個英文名字，大部份人喜歡叫我「Dr. Wu」。當我的小兒子年幼時，別人問他爸爸名字叫什麼？他會說：「Dr. Wu」。媽媽糾正他時，他還不服氣地回應：別人都是叫爸爸「Dr. Wu」。心中感到溫暖又感到「受寵若驚」。

人年輕時取之於別人，我覺得長大後行而有餘力之時也該回饋社會。最有效回饋的方法之一是組織一群志同道合的義工們「群策群力」來服務群眾。接著更進一步改造組織和培養新血讓組織永續經營下去。拿到博士後我累積了下面6項義工的經歷：

1. American Society of Civil Engineers (ASCE), 1986-present, Northeast Georgia Branch (Director -1997, President - 1996, and Vice President - 1995). www.asce.org

2. Tallahassee Chinese School, Principal (2005-2006), Vice principal (2004-2005)
3. Chinese American Water Resources Association, President Elect (2007-2009), President (2010-2011). <http://cawra.us/default.htm>
4. Taiwanese American Association of Tallahassee, Treasurer, (2006-Present). www.tallytaiwan.org
5. Asian Coalition of Tallahassee, Treasurer, (2007-Present). www.asiantlh.org
6. Chinese American Scholars and Professionals Association, President Elect (2009-2010), <http://www.caspaf.org/home/index.php>

目前值得一提的是第3項(美華水利協會會長)及第6項(佛羅里達州中華學人協會準會長)，2009年夏天，當我預測將有機會在2011年同時服務以上兩個組織時，我和在西雅圖市政府服務的美華水利協會董事余博士提議把「第十五屆海峽兩岸水利科技交流研討會」移到佛羅里達州奧蘭多舉辦的可能性，余博士很支持並且覺得靠觀光維持美麗的佛州，就有許多環保水利計劃(Everglades restoration project, Kissimmee River Restoration Project, Tampa Desalination Plant)可以安排給參加交流研討會的會員們去參觀和訪問。佛羅里達州中華學人協會成功地結合地方的支持在第一流的Disney Resort Hotel舉辦了年會邀請不少美國主流人士來參加。余博士也從西海岸飛來共襄盛舉，也和我一同向組織委員會建議2011年和美華水利協會合辦第十五屆海峽兩岸水利科技交流研討會或者國際環境及水利研討會。並在原則上獲得同意。

接著2009年趁著美國感恩節的長假，余博士、3位美華水利協會會員們(宋大為、鄔寶林、以及賈亞非)、和我到台灣參加第十三屆海峽兩岸水利科技交流研討會。海峽兩岸水利科技交流研討會係美華水利協會、中國水利水電科學研究院、以及台灣大學工學院，於1994年發起之「促進海峽兩岸水利科技交流研討會」。第一屆研討會於1995年3月在東京

舉行，美國環保署當時批准了我受美國國家計算水科學及工程中心主任王書益的邀請到北京去參加第二屆International Conference on Hydrosience and Engineering順便有機會參加這個海峽兩岸水利科技專家們第一次面對面地交流重要的歷史時刻，之後我和妻子有機會和當時中國水利水電科學研究院院長梁瑞駒一齊往返南京並拜訪在University of Florida認識的朋友(嚴以新和徐嘯)，梁院長也邀請我到水利學院作個專題報告。第二至十二屆分別於台北(1996.8)、北京(1997.7)、台北(1998.12)、都江堰(2000.10)、福州(2001.9)、台南(2002.11)、廣州(2004.12)、天津(2005.11)、中壢(2006.11)、長春(2007.9)、東京(2008.10)舉行其中有兩年停辦因為碰到1999年的「九二一大地震」和2003年的「SARS病毒蔓延」。此行(第十三屆)在台中市舉行，由逢甲大學水利工程與資源保育學系承辦。本屆研討會共收到台灣論文25篇、大陸58篇、以及美華4篇，共計87篇。議題分別為：流域治理、水資源管理、水環境保育、以及震災相關之水利水電防災問題。兩天交流研討會後承辦單位也安排了五天的技術參觀：第三河川局、中區水資源局、石岡壩遺址、地震博物館、日月潭、第五河川局、精緻農業中心、南區水資源局、烏山頭水庫、搭高鐵、故宮博物館、及台北101商圈等。余博士和我一同向組織委員會建議2011年來奧蘭多和佛羅里達州中華學人協會合辦第十五屆海峽兩岸水利科技交流研討會或者國際環境及水利研討會。台灣方面原則上讓中國水利水電科學研究院決定，因為是原來2011年的主辦權輪到中國水利水電科學研究院。其實2010年的第十四屆主辦權原來是屬於中國水利水電科學研究院，當我再次到北京參加2009年由中國水利水電科學研究院主辦第十二屆年會時也同時參加了慶祝該院組建50周年慶，非常熱鬧全國政協副主席錢正英院士來致詞、水利部部長陳雷作重要講話、1993年6月領隊來美國首都華府參加第一屆International Conference on Hydrosience and Engineering的水利部老部長楊振環也看起來變化不大，後來開組織委員會時台灣大學工學院爭取2010年的主辦權以便慶祝台大水工室成立60周年。大家

同意了台灣大學工學院的要求，我當時感覺到主辦權是可以靈活分配的，美華老是做客也該找個機會做個東服務大家以表「禮尚往來」的美德，終於我找到一個多贏的機會讓海峽兩岸環境和水利專家們在跨越台灣海峽之後，更能夠在2011年跨越太平洋和新大陸來到佛羅里達州奧蘭多來和更多美華或者國際環境和水利專家們來交流研討。

最後，我以我在佛羅里達州首府塔拉哈西(簡稱為塔城)「落地生根」的故事來結尾。塔城40多年前漸漸有華人來定居，早期華人大部份為經臺灣來的佛羅里達州立大學教授，學者或州政府專業雇員。有識之士並開始兼營塔城當初缺乏的中餐館。成功者首推何廷瑞教授夫婦、廖英雄博士夫婦、以及周澤潤夫婦等。之後人數漸多，熱心人士李長監開始組織中華會館。八十年代初大陸開始允許人員出境，開始僅少數留學研究生或交流學者。血濃于水，華人華裔不管來自何方，相識相助相親於塔城引以為幸。假期節日聯誼聚餐。鄉音繞耳，鄉味爽口。中華會館乃眾人之家。典型美國民間組織，不苟求政見和意識形態之異同。

九十年代之後大陸來塔城留學、就業、創業者日增。目前塔城有中華會館、中文學校、華人基督教會、華人協會、台灣學生會、中國學生學者聯誼會、及台美協會等。這些團體成長歷史非常艱辛，在塔城過日子原本孤寂苦悶，幸得各團體義工們辦活動讓大家可以有機會聯絡感情和交換經驗。除了這些對外開放的團體活動外，也有些人成立了美食家俱樂部(Gourmet Club)，和乒乓球俱樂部等。塔城華人的業餘生活熱鬧了不少。

活動雖多，但是大夥兒為了生活打拼，沒人留下一些記錄給後來者作參考。時間久遠後，值得紀念的往事和初創時的天真與優良傳統漸趨泯失。往往出現不同版本的傳奇。

我有幸，3年多前由塔城中文學校前校長向世界

日報塔城記者張芸推薦筆者報導暑期夏令營活動，我竭盡全力寫成初稿並且請李子方博士校訂後才敢投稿，一周後(2007年8月2日)看到報導出版時，真是高興。在世界日報編輯部鼓勵下，以及張記者和李博士支持參與下，投稿的熱情益增，興致勃勃地已投了70多篇報導。

這些報導都是「龍的傳人」在塔城活動發展的部份記錄。我近日抽空編輯成冊加些相片並取名「塔城鱗爪」。希望將來繼續以側面記錄塔城華人在美國主流社會中龍騰虎躍大顯身手的故事。也期望有人或是組織可以把我這現有的10MB「塔城鱗爪」PDF file 讓人免費下載。

過年談農曆

楊志成

農曆又稱陰曆，其實是陰陽合一的曆法。先談談陰曆部份，陰曆的主軸是以月球圍繞地球周期交替，月相盈虧為一“月”，一“年”十二個“月”，六個大月三十天，六個小月二十九天。古時候，每個月的第一天，初一叫做朔，每逢大月十六，小月十五，月滿叫做望，最後一天叫做晦。有時候我們常會覺得十六日的月比較圓，甚至於中秋月也不見得圓，〈現代天文測得的準確數字，月相週期為29.53日〉，原因在此。按照這個週期，一“年”總加起來也只不過354天。比太陽年的365.25天少11.25天，這也是陰曆置“閏”的由來。古人很重視置閏，三年一閏，五年再閏。所以常常一個陰曆年有十三個月，甚至十四個月。這個閏月又如何置法？閏月設定要配合二十四節氣。正如古書所說“閏以正時，時以作事，事以厚生，生民之道於是乎在矣”。

二十四節氣是古人長期觀測季節更替和氣候變化所得的規律，屬於陽曆。把周歲365.25天分為立春、雨水、驚蟄、春分、清明、穀雨、立夏、小滿、芒種、夏至、小暑、大暑、立秋、處暑、白露、秋分、寒露、霜降、立冬、小雪、大雪、冬至、小寒、大寒。這也是古人農耕行事曆，對以農為經濟中心的社會相當重要。其中又以春分，夏至，秋分和冬至最重要。這四個節氣正是西曆的官方正式(official)春夏秋冬。為方便記憶，古人就編了一個“二十四節氣歌”：

春雨驚春清穀天，夏滿芒夏暑相連。
秋處露秋寒霜降，冬雪雪冬小大寒。

二十四節氣的當天前後節氣變化很明顯。尤其是北方，節氣驟變。北卡三角地區緯度雖沒那麼高，也可感受到季節節氣變化。譬如寒露，草地晨間散步，鞋子都濕了；到了霜降，樹葉一夕變黃。喜歡野外活動的人，二十四節氣是個很好的參考。

我們再來談談“年”的概念。古代“年”和“歲”稍有差別，“歲”表示從今年某一節氣到明年同一節氣的這段時間。“年”則表示今年正月初一到明年正月初一。商代和西周前期，一年只分春秋二季，後來曆法改進，再加入夏冬二季。古時有夏，殷，周三種曆法，主要差別在歲首月建不同。周曆以冬至所在的建子之月為歲首，殷曆慢一個月，以建丑之月為歲首，夏曆又慢一個月，以建寅之月為歲首。由於三正歲首月建不同，四季月份隨之而異。古籍記事因曆法不同，若沒弄清曆法，很難解索其意。例如孟子滕文公篇所說“江漢以濯之，秋陽以暴之”，孟子時採用周曆，這秋陽應指夏曆的五、六月。我們現行農曆是夏曆。

今年是西元2010年，這是西元紀年法。亞洲國家使用不同紀年法，譬如民國九十九年，或日本平成二十一年等。干支紀年法採用天干地支，譬如戊子年、己丑年、庚寅年等等，六十一甲子，周而復始。另有所謂星歲紀年法，以天象紀年，星指歲星〈木星〉，取其繞行週期十二年〈現代實測週期是11.857年〉，與地支相同，歲指太歲。歲星紀年法使用上並不方便，古人便設想出一個假想歲星，叫做太歲或稱太陰，跟歲星運行背道而馳。譬如某年歲星在星紀，這一年便是“太歲在寅”，這個紀年法也是六十年一周期。

曆法跟天文學是分不開的。明清之際，西洋教士東來，萬曆三十八年，日蝕不驗，曆法有誤，李之藻等上疏，推薦西洋教士，請採西法改良舊曆，朝廷未及採納，南京發生反教風潮，而有禁教，驅逐教士之令。直至崇禎二年五月日蝕，欽天監預報錯誤，讓崇禎皇帝有了修改曆法的念頭。接受徐光啟的建議修定曆法。起用李之藻，徵聘教士鄧玉函、龍華民、湯若望等。崇禎七年，修成曆書一百卷，名曰湯若望曆書，又名西洋新法曆書。未及施行，明朝覆亡。滿清入關後，湯若望沒逃亡，向多爾袞進獻渾天星球儀、日晷儀、望遠鏡、地屏圖，請求保護。多爾袞早知其人，很高興地接受，用優厚待遇收留他。不久，滿清修訂新朝曆法，多爾袞向湯若望諮詢曆法，恰好，當年八月，

欽天監預報會有日蝕，湯若望推算出來的時間，與欽天監根據傳統的大統曆跟回回曆所推算出來的相差四刻之多。結果日蝕發生時刻和湯若望推算出來時間絲毫不差。便任命湯若望為欽天監監正，湯若望將崇禎曆書稍加修改，也就成了清朝的時憲曆。

湯若望雖很得順治賞識，可是欽天監的人卻很厭惡這個洋和尚，非我族類。加上湯若望強調歐洲天文曆法，雙方因研究方法不同引起磨擦爭執。1661年順治駕崩，康熙繼位，由守舊的四大臣輔政。1664年，以楊光先、吳明煊為首的衛道士大夫們開始攻擊湯若望等人，政治鬥爭，誣指其圖謀不軌。結果湯若望被黜，五監官冤死。改任楊光先為監正，吳明煊為監副。四年後，南懷仁向康熙皇帝遞狀，奏報吳明煊所算的七政曆、民曆有重大錯誤。康熙就下令南懷仁和楊光先到午門，當眾使用個自方法測試日晷表上所顯示日影長度。結果南懷仁所測精確無誤，楊光先和吳明煊都有差錯。為進一步瞭解事實，康熙派了二十多名大臣到觀象台，觀看雙方對立春、雨水、太陽、火星、木星的五個天象的測算，結果，還是南懷仁準確。面對測試結果，楊光先憤恨指責南懷仁“欲毀堯舜相傳之儀器，改以西洋之儀器”。後來楊光先被革職，遣還原籍，病死途中。康熙為湯若望平反，任命南懷仁為欽天監監副。一場中西文化之爭暫告落幕。

雍正八年六月初一日蝕，發現預測與事實不符，曆差一分，於是由欽天監的耶穌會西洋教士戴進賢，徐德懋負責修訂曆法。於乾隆七年完成，以雍正癸卯為元，叫做癸卯元曆。此後西學中斷，再無修正，沿用至今，將近兩百七十年。民國成立後，廢陰曆改陽曆，多年來除了逢年過節，婚喪喜慶擇定黃道吉日外，陰曆已不受重視，而且也不再適用於近代社會了。這篇文章最後總結前，要提醒讀者，使用陰曆擇定黃道吉日時要注意，黃曆上的吉日良辰都是亞洲時間，北美洲時差至少有六個時辰〈註〉，黃道因時偏離，小心陰差陽錯。

註：一個時辰分為兩個小時辰，也就是我們所稱的小時。

談談民粹主義的功與過

李偉欽

近些年來，民粹主義(populism)這一名詞，幾乎已到人人聲討、喊打之地步。誰叫它三不五時與族群概念或民族主義掛鉤在一起。不只相互牽連，竟還讓別有居心者利用以壯其聲勢。這也難怪大家義憤填膺，氣難消，讓人覺得孰可忍、孰不可忍般的難以心平氣和的來正視其之無辜與無奈。

事實上，民粹主義雖被冠上“主義”(ism)的帽子，卻是個內容空泛，與任何意識形態難有直接關聯的概念。此一概念之興起乃是對精英政治與龐大政治機構的反思。畢竟政治事務越來越複雜，官僚體系也分工越細，益以代議政治之實施，導致小老百姓們覺得對實際政治之運作及決策產生無力感與疏離感。有時覺得這些拿“民膏民脂”為“爾俸爾祿”的決策者，一朝有權來行使，有時還真得意到忘了我是誰的地步。很少從老百姓的眼光來檢驗政策之適切性及可行性。從此一角度來看，民粹主義只不過要念茲在茲地，提醒大家，不管是民主或非民主體制的政策制定，莫忘了政治權力是來自人民--主權在民，頭家最大--的祖訓，不要輕忽與低估人民的力量。一時忽略，尚無大礙。若是時時忘了“民之所欲，常在我心”的話，那可就是“代誌大條”。譬如，在民主代議政治的定時選舉運作下，時常將民意拋諸腦後，就成了選舉對手攻城掠地的操作議題，讓你捉襟見拙，處於防衛態勢，難以主動攻擊對方。亦即讓對手操控“攻擊是最好防衛”的策略。若你不幸又慘遭滑跌盧，選舉檢討時還會被加上青史一筆，失敗肇因於平日未能常常隨著選民們的脈搏起伏而機動式調整政策，“有負選民所託，終於敗北！”即使在非民主體制下，決策者也不可能永遠“我思故我在”般地，訂定政策不體恤民意，而全以個人主觀意志之轉移為決定，完全不顧社會觀感。長久下來，如果大多數老百姓冀求政策之變革，如大旱望雲霓之際，星星之火很有可能燎原到不可收拾的地步，而江山變色。總之，民粹主義的基本要求只是要將

人民的意願和利益常常"啐啐唸"給決策者聽,要貼近民意,如此而已,無關"主義"之風月,充其量只不過是要求多多關注人民哀怨的眼神,畢竟人民的眼睛是雪亮的!至於民粹主義的具體內涵,則完全仰賴操作者填充與詮釋其內容.於是任何人只要能找到確切的議題,在妥當時機拋出,能成功地打入多數人的心坎裡,天時、地利、人和等要素具備,就可鼓動風潮,蔚為形勢,讓人民有美夢跟隨.如此一來,民粹主義對左右兩派是毫不歧視,平等對待.左右兩派都有可能操弄民粹主義的機會.

這當然意味著民粹主義就非毫無益處.想想若一政經社會體系想要轉型到另一體系之過程,該工程不只龐大繁瑣,更重要者乃要得大多數人之認同擁戴,政策阻力才會減低,推行進展才得順暢.這就要喚起人民的熱情.不直接投入街頭衝撞沒關係,但至少"心有戚戚焉",對政治轉型默默關懷,不會成為改革路上的絆腳石.譬如,在族群利益可能未盡公允的威權社會,欲過渡到多數人能利益均享、共同參與的民主體制時,必要時,用昔日族群未得公平待遇與政治代表性不完善的議題,來激起群眾共鳴與運動,以達到社會動員的關鍵人數.此時不只"數大便是美",多數人的熱情投入所造成的群聚效應,更突顯"大聲公"之音響效果,使人覺得政治改革的合法性與轉型的正當性.此種民粹式的操作,可軟硬兼施地說服既得利益者.這時民粹主義便營造出量變造成質變的成果.訴諸民粹,可以讓威權執政者覺得"廣大民意"沛然莫之能禦,除了讓步退步外,別無良策以和平解決爭端.民粹式的民氣之可用妙用,即在於此.

即使在平時政策之爭辯或推行時,民粹式的作風也不能完全以負面來評價.例如,美國在19世紀末期時,自稱民粹人士者(populist),結團成黨的目的乃為確保普通農民的權益,反對財團或鐵路公司的不公不義, 有點類似現在所謂"小蝦米階級對抗大鯨魚財團"(main street vs. Wall Street)之說法.著名的例子為1892的美國總統大選,民粹黨的候選人James Weaver也取得逾百萬張選票(9%的全國總票數),並贏得22張選舉人票.另外一例是在健保政策的紛紛擾

擾爭辯當中,別人也許挾各路大藥廠、醫療保險公司等眾諸侯以嘗試號令天下時,這時祭出部份頭家們對健保的期盼意見傾向時,多少讓部份推動健保改革者覺得吾道不孤,千山我並不獨行.雖然人家財源豐碩,腰纏萬貫,我則有廣大民意為我靠山,來要求健保改革之必要性.如果不幸人數抵不過別人的錢數而敗陣.在某些國家,仍可再求下回分解,看看能否利用民氣以"全民公投"來扳回一城.這也就是美國某些州在20世紀初期通過公投法律以鉗制寡頭利益團體在公共政策制定過程的霸氣,讓大部份阮囊羞澀的普羅大眾之民意有些機會出頭天.

只是人民的眼睛雖然是雪亮的,卻免不了有兩眼昏花朦朧,短視近利的時候. 否則,中國大陸也不會自1949年建國以來,三不五時,隨時號召民粹式的政治運動.尤其文革十年,在英明偉大的領袖領導下,他大手一揮,口號一呼,"造反有理", 於是全民二話不說總動員,鋪天蓋地搞得大地江山紅得發紫而戰慄!在那漫長的時段間,似乎多數人只聞口號而起舞,雪亮的雙眼雖能見秋毫之末,卻未能見輿薪,硬是要橫柴入灶,創造一偉大的革命事業,導致整個社會之精髓元氣,幾乎摧殘殆盡.這倒不是說群眾是永遠盲目的.只是當一個能言善道,且具無比個人魅力的領袖人物,鼓其舌燦蓮花之本領,提出洋洋灑灑的願景論述時,言者是無所不用其極來煽動,要您的鼎力支持,聽者如您我等小老百姓,聆聽"偉大領袖"之淳淳教誨,肅然其敬.熱情洋溢過火之際,漸失戒心與批判之能力.覺得領導者所言字字珠璣,句句為顛仆不錯的真理,奉為圭臬而不疑,將領導者的論述鋪陳一口囫圇吞下肚,完全吸收,遂入其彀中而無自覺.忘了對任何論述應當細嚼慢嚥的必要性.也忘了在政治舞台上,"唱戲的是瘋子,臺下看戲如痴如醉的是獃子"之可能.在上者敲鑼打鼓,在下者跟著手舞足蹈起來.若說民粹主義該批判,我們頭家們也得自我批評,承擔部份責任.沒有您我這些乾柴跳火坑似的的呼應,民粹主義這把烈火怎能燒得旺盛?

其實,這也無可厚非.任何成功的政治運作及參

與，都要兼具理性與感性。問題在於政治領袖有時為激起支持者的熱情，在策劃議題時，有可能加油添醋，以危言聳聽方式來增強震撼人心的效果。有時偉大的領袖們也袖裡暗藏乾坤，將各式各樣議題，雜碎式地掛鉤在一起，以吸引不同政見的支持者，衝高人氣，擴大及鞏固其基本盤。於是，民粹主義的作法成為達到維持政權及職位的目的。在政治危機的節骨眼上，眼見支持度下降，政權岌岌可危，為遂一己政治野心時，不是拋出假議題以轉移焦點，就是找一代罪羔羊來概括承受政策之失誤。這時拋出挑動族群及階級分化的震撼社會性的議題，以劃分敵我，醞化分化反對者，擴大敵我矛盾。於是人盡皆知的希特勒號稱猶太人是德國及世界所有問題之癥結，非得去之，否則問題難以解決，造成猶太人成了滿街羞辱、喊打、甚而誅之而後快之目標。近年來，委內瑞拉總統查維茲(Hugo Chavez)則成為另一民粹主義作風的代表人物。查維茲強烈抨擊資本主義及其財富精英之為富不仁，爭取貧下階級的支持。以窮人的代言人自居，推動國有化，醫療補助，推廣教育。獲得強烈支持後，推動公投修憲，以便再連任，可以“為人民服務”，達其個人“永續經營”之目標。其又依循各種“法律程序”，來壓制反對黨派人士，控制新聞媒介，以國家安全擴充職權。其豐沛的石油輸出成為其可靠經濟資源。只要油價不大幅慘跌，其社會主義式的“全民”社會經濟政策毫不礙事。即使政策失靈，只要歸罪於全球化與國際資本主義的陰謀加陽謀總是錯不了。有趣兼弔詭的現象是，其外交政策的反美路線卻無礙於其輸出逾半以上的委內瑞拉石油到資本主義大本營的美國。賺到的油元利潤成了他操作民粹主義的本錢，來“收買”選民人心的政治資本，堪稱是融合資本主義與社會主義的典範。不過也成就其成為“選舉式獨裁統治”(electoral dictatorship)的樣板。只是說他獨裁，他卻是選民以選票“選賢與能”所推出。一切政策改革也依法而動；說他民主，卻又有點心寒心虛。畢竟所有政經變革，似乎獨厚一人一黨之私利，未見民主制衡與不同意見之自由表達。易言之，其民粹式的操作，造就了“非自由式的民主”(illiberal democracy)。如此一來，民粹主義讓領導者自詡為“全民、正義、公理”的獨一

無二化身。所作所為振振有辭，代表全民利益。任何雜音、反對聲浪馬上被歸為站在“全民、正義、公理”的對立面，人人得以唾棄之。在此民粹主義也走向“多數人的暴政”(tyranny of the majority)的實質。

即使民粹主義沒有如此走到極端的地步，也不能低估其影響力。最常見的現象是為了時時要站在多數人的這一邊，而民調治國，深懼社會觀感之滑落。或一味施民小惠，討好老百姓，導致抄政治短線而忽略了國家的長期願景及社會的整體利益。同時，民粹重民意，但民意如流水，因此政策也有可能如初一十五的月亮般，朝令夕改，欠缺一致性，讓人無所是從。但是不管大家如何厭惡、批判民粹主義，它是政治領袖的永遠跟班，如影隨行，無法脫身。它對政治上的左右兩派一視同仁，也是各類政治人物均可操作的“變形金剛”武器。說民粹討人厭，它卻多少平衡了靠“一小撮人決策辦事”的精英主義之不妥與不足處。其之好壞評價端視操弄者之動機、手段、及後果。如果要避免民粹主義的弊病，就得加強政治決策相互制衡制度的建立以及促進公民社會在民主體制內之茁壯成長。當然最重要者還是回到胡適之的名言，“容忍比自由更重要”，讓各式言論都受尊重。當政治激情與感性衝到最高點的時候，也得涼水抹把臉退點燒，讓理性進場，想想激情過後的現實吧！

Developing Soft Skills series – I

Communication Smart

Wushow “Bill” Chou

Everyone always talks about the technical and managerial skills an IT professional must master, but more often than not, the inter- and inner-personal skills are what determine how fast we move up the career ladder. To be successful in our careers, particularly in those that lead to senior management positions, we need soft skills that go beyond those of technology and management operations. This new column, Developing Soft Skills, intends to address the key skills we all should master (see the sidebar).

Our first soft skill-being communication smart-focuses on getting your audience interested in, and supportive of, what you have to say. To achieve this objective, you need to express what you need to express in a minimum amount of time, enunciate it in a way that your audience can easily understand, and, ideally, deliver points that might resonate with your audience. Let's zero in on three mantras to remember.

The First Five Minutes

Most people have a very short attention span, whether it be listening to a presentation or reading a written document. It therefore behooves us to develop the practice of getting key points across with a minimal number of spoken or written words. If the presentation or document is meant to be short, these words are the only ones we need to express. Otherwise, these minimal words should serve as the summary, leading to a more detailed explanation.

For a short encounter, we might only have one to three minutes to express all we need to say (the so-called elevator pitch). For a weekly staff meeting, we might have only five minutes to make a verbal presentation. For a weekly activity report, we might want to limit it to a single page.

For a longer presentation-say, a 30-minute speech-we might want to use the first five minutes to summarize the key points and induce the audience's interest to learn more of the topic. We could

then follow the summary with more details. For an email, we might want to summarize the issues to be addressed in the first three lines; for a long written document, we could top it with a one-page summary and possibly a page of table of contents.

Illustrating Examples: News Articles and Emails

We all know that a well-written news article begins with a headline and follows with a paragraph summarizing the whole story. After reading the headline, the reader decides whether to continue on to the article. Then, after reading the first paragraph, the reader decides whether to read any further. Sometimes, the headline, or even the first paragraph, is deliberately written in a way to entice readers to read further.

Similarly, the chancellor of a major university once told me that he receives tons of email every day. He determines whether to read a message in two steps: first, he decides whether to read

Mantras or Rules for Soft Skills

This new column, Developing Soft Skills, intends to address the key skills we all should master. Initially, it will consist of a series of six articles, each highlighting a set of mantras (see Table 1). Our first set of mantras covers how to be more communication smart. Future articles will cover how to be more people smart, boss smart, staff smart, self-smart, and finally how to think beyond the box. Most of the examples in these articles come from real-world experiences in actual IT operational environments; others come from environments unrelated to IT operations.

The grouping of these mantras into these six sets isn't exactly rigid; we could classify some into more than one set, and some are closely related.

Most of us know the basics of these soft skill mantras,

but we don't always practice them well. It's hoped that this series of articles will serve as a reemphasis for everyone. We also hope readers will send in additional examples and mantras to share; you can send your ideas to lead editor Jenny Stout, jstput@computer.org.

Soft skill	Mantras to achieve the skill
1. Communication smart	The only time that counts: the first five minutes The essence of a complicated presentation: the three-diagram paradigm Resonate with your audience
2. People smart	Assimilating into the culture Know thyself, know thy clients Generosity and magnanimity are the best investment in life Being aggressive by being nonaggressive Networking isn't how many people you know, it's how you're known Have a sense of humility, be self-deprecating
3. Self-smart	A big fish in a small pond is happier than a small fish in a big pond "Perfect is the enemy of the good" When things go wrong, blame yourself Overconfidence is a deal breaker Don't "polish a sneaker"
4. Boss smart	Loyalty isn't a slogan, it's a commitment Getting credit by sharing credit and taking blame Nuance makes real sense Exhibit being proactive and far-sighted (doing a good job is not good enough!)
5. Staff smart	You can only be as capable as your staff Successful recruiting by watching nuances Loyalty below is even more important than loyalty above Getting credit by not taking credit and by sharing blame Form committees to make recommendations you want Micromanagement proves the Peter Principle Delegating isn't just distributing responsibilities; it's how and when to do so
6. Beyond the box	"Marketing is everything. Everything is marketing" The ultimate marketing: take a forest view, develop a vision, and inspire a dream

it at all by the content in the subject line; then, if the subject line entices him to read, he usually chooses whether to read the entire email by what's contained in the first three lines.

Illustrating Stories: Conference Speeches

Have you ever noticed that when a speaker begins to talk at a conference session, everyone in the audience seems to pay close attention? But after a few minutes, although the audience is still looking at the speaker, their attention begins to wane in most cases. You've probably noticed that a good speaker tries to make his key points during these first few minutes in a way that attempts to keep the audience's attention from drifting.

Dr. Z is a highly regarded scholar and a member of the Academy of Science. I've attended three seminars that he also attended. During each seminar, he behaved the same way—he paid close attention to the speaker during the first few minutes, closed his eyes, and then opened them again during the Q&A period at the end to ask a pointed question. He almost always deduced his questions from what the speaker said during those first few minutes.

Three-Diagram Paradigm

If a picture is worth a thousand words, then a diagram or chart can be worth 10,000. This is particularly true for complicated IT projects and systems. The trick isn't how to represent IT projects and systems with diagrams and charts, but how to minimize the number of them. Regardless of a project's complexity, we can most often summarize it with no more than three diagrams. This task isn't easy, but it's important to provide a good conceptual overview as a tool to explain or market the idea to others, as well as to keep us focused. In my own experience, this approach has resulted in big payoffs for me. I'll share my experience with two related case examples. The third example is a presentation given by a financial institute about the current economic crisis.

Illustrating Story: An Interview

When I applied for the political appointee position of deputy assistant secretary for information systems and CIO at the US Treasury Department, I had few political connections. The only connection I had was for routing my resume to the right person, the assistant secretary for management (ASM).

When he offered me an interview, I considered it to be a long shot. After all, at the Treasury Department, people with a position of deputy assistant secretary and above are very polished in their verbal skills and appearance. They also have political connections. I knew I had to do something to distinguish myself, so I used the three-diagram paradigm.

A friend who was a vice president at a company doing a substantial amount of IT work with the Treasury Department lent me several documents describing its information systems. From these documents, I created three diagrams, the first depicting the system at the time, the second depicting my vision of how the system might evolve in the immediate future, and the third depicting my vision of the system in the longer term. Apparently, these three diagrams impressed the ASM: they gave him a better understanding of the Treasury Department's systems' current state and a vision of future growth. He offered me the job.

Illustrating Example: Making a Presentation to Congress

The Treasury Department's CIO has the responsibility of overseeing IT operations at all bureaus within the Treasury Department, including the Internal Revenue Service. I began my job there in 1994. At the time, the IRS was undergoing a multi-billion-dollar overhaul of its IT systems. I immediately asked my staff to brief me on the project. Not only did I want to understand it, but I also wanted to be able to explain the project to my boss.

Three staff members showed up, carrying with them six volumes of heavy documents. After an hour-long presentation, they had still failed to explain the project to me. I told them that I needed a concise summary, not six volumes of documents. A week later, eight people showed up, three from my staff and five from the IRS, carrying with them two thick documents. Again, the briefing went nowhere. I told the IRS staff I needed

three diagrams: one depicting the current system, one depicting the final system, and one depicting the transition paths. They sent their top technical person over to discuss this with me, and we met several times over a period of 10 months before the IRS could finally summarize its plan into three diagrams.

The timing was opportune: shortly thereafter, Congress called for a hearing to evaluate the IRS's progress in its IT revamping project. Such hearings typically consisted of testimony in the morning by the Government Accountability Office (GAO), followed by an IRS response in the afternoon. Although many of the GAO's criticisms were valid, many weren't. In previous hearings, the IRS hadn't been able to articulate a convincing counterargument because it couldn't even explain what it was doing. The IRS would then get a beating from Congress.

At this hearing, just like in the past, the GAO made its critical comments in the morning. Before the IRS began its response, many observers expected the IRS to get its customary beating, but this time it didn't because the IRS was able to use three diagrams to make Congress understand what it was doing and therefore deflect some of the GAO's criticism.

Illustrating Example: Explaining the Financial Crisis

Frost & Sullivan, a financial and management consulting firm, currently gives presentations to its clients about the global economic outlook, entitled "Global Economic Outlook: Bottoming Out Now, Recovery by June 2009" (www.frost.com/prod/servlet/cpo/154869931.pdf). It uses three diagrams to explain how the subprime mortgage problem led to the current recession. The first diagram explains how subprime mortgage default problems led to the US economic slow down; the second explains how this slow down led to the international financial crisis; and the third explains how the fear caused by the financial crisis led to recession. I've read several long articles explaining how the subprime mortgage problem led to the current recession, but still found the whole thing to be confusing. These three diagrams give a much better overview of the current situation than any of these long articles. The presentation also uses one diagram to explain how the government stimulus

package could lead to economy recovery.

Resonate with Your Audience

The importance of "knowing your audience" is well recognized. (I did a Google search on the phrase and got 7,550,000 hits.) Essentially, it means that when we give a presentation, be it oral or written, we must use our audience's language both to make them comfortable and to help them understand it. This also means that for the same topic in front of a different audience, we might have to adjust our presentation accordingly.

I contend that we need to extend "know your audience" to "resonate with your audience." We want our audience to respond with "that's right!" to what we say or write. It isn't always possible to do so for all topics, but it works with many of them.

Illustrating Story: A Tale of Two Gurus

Dr. A and Dr. B both have PhDs in computer science. Both are highly competent in IT, and both worked in the same IT group in which no one else had training in computer science and few had advanced degrees. Before they joined this IT group, Dr. A used to work for a high-tech think tank where many staff held PhDs, whereas Dr. B used to work for an engineering firm where few staff members held PhDs. Possibly due to this difference in background, they had different styles in making presentations.

When Dr. A presented a talk to his colleagues, he liked to use jargon and unintentionally belittle the audience by making such statements as "this is a simple problem" without properly explaining it. Dr. B was exactly the opposite: he tried to explain his presentations using words the audience could understand and never said anything like "this is a simple problem."

It goes without saying which one was more popular among his colleagues and managers and which one has been more successful in his career.

Illustrating Story: A Tale of Two CIOs

Among the responsibilities that a newly appointed senior vice president (SVP) at a large organization assumed was supervising the CIO. The SVP didn't have any prior IT background and had difficulty following what the CIO and his operation had been doing. The only thing he knew was that the CIO and his group were responsible for the organization's computer and communication systems.

Several months later, he had a new CIO; the previous one had moved on. Shortly after this shift, the SVP began to appreciate the mission importance of what the CIO's group was doing and became a strong advocate of the CIO's operation.

The difference between the old CIO and the new one was that the new CIO knew that his audience—namely, the SVP—wasn't technically oriented. So he spoke to the SVP in words that he could understand and used examples that matched the SVP's interests. The new CIO did have an advantage over the old one. He had been a consultant, and as such, he was accustomed to learning about his clients and gauging his talk using expressions clients could understand.

Illustrating Story: Queuing Theory

During some of my technical talks, I've needed to present queuing formulas and qualify under what assumptions these formulas are valid. A widely used assumption is the so-called Poisson arrival process, a situation in which users (email, people, and so on) arrive at a server (switches, transmission lines, bank tellers, and so on) "independent" of each other. To lighten up my talks, I frequently explain that in spite of its impressive name, this pattern is quite common in real life, with the only exception being the lady's restroom. Ladies seemingly go to the lady's room in groups of two or three, so the "independence" assumption is no longer valid. This analogy usually breaks the ice and earns a few laughs.

I made my speech with the lady's room joke in Taiwan, and as expected, it drew some laughs, but when I gave the same speech at a university in China a few days later, it drew dead silence. Afterward, I asked someone in the audience why this was so. The answer: it was considered uncouth to use the term "lady's room" in an academic talk! The lesson,

of course, is that people with different cultural backgrounds might respond differently to what we say, which we need to keep in mind when making presentations.

Illustrating Story: A Motivational Book

Motivational books that combine well-known principles with good storytelling resonates extremely well in most readers' minds. A recent example is the best-selling book by Malcolm Gladwell, *Outliers: The Story of Success* (Little, Brown, and Company, 2008). The book's core principle conveys a very well-known concept: your success depends on intelligence, efforts, and luck.

What's interesting is that this book resonates with people differently. Full disclosure: I haven't read the book yet myself. Two people told me about it, but from what they said, you wouldn't know they were talking about the same book.

The first person, A, is a fairly successful engineer. What he got from the book is that your passion for what you do determines your level of success. In the book, the author portrays Bill Joy, a founder of Sun Microsystems, as totally immersed in and enthralled by what he does at the computer lab. What A infers is that people like Bill Joy can achieve what they have because they have an inherent passion, not just logging long hours at work or expending tremendous effort. The second person, B, isn't an engineer; for him, the luck aspect (timing and environment) resonated more than passion, so he focused on the examples of people like Bill Gates and Steve Jobs; while talented and hardworking, they couldn't have been so successful without being in the right time and place.

I later learned that the book does indeed emphasize timing and environment more than passion, and that B's take is much closer to the book's theme, but A, being an engineer, thinks much more logically and doesn't take the book as gospel; for him, passion resonates much heavier than the subtle way it's implied in the book.

One of the most important skills we must master is the ability to get our point across to people who have to listen to what we say or read what we write, and

get them interested in or be supportive of what we espouse. The three mantras presented in this article will help sharpen this skill. The next skill we must master is the ability to be congenial with and respected by the people we deal with directly or indirectly; see the next issue for more details about how to do this. lli

Wushow "Bill" Chou, an IEEE fellow, is the chair of IT Professional's advisory board and professor emeritus at North Carolina State University. His research

interests include Internet, software development, Web-based learning, and IT management. Chou has a PhD in electrical engineering and computer science from the University of California, Berkeley. Contact him at chou@ncsll.edu.

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Developing Soft Skills series - II

People Smart

If we want people to accept us, we must first accept them. This often means assimilating into their culture, and thinking and behaving like they do when we're with them. If we need to interface with people for professional and business activities, we must likewise understand how they think and behave from the perspectives of their strengths, weaknesses, and interests. We can then plan a winning strategy based on our own strengths, weaknesses, and interests.

But to truly succeed in our careers, we must go beyond just being accepted and knowing how to interface—we need people to like us and be willing to help us, and we need to build a successful network of professional contacts. To achieve these goals, we shouldn't outwardly appear to be aggressive, even if we're aggressive in our objective—rather, we should be generous and magnanimous. We must also have a sense of humor and humility.

In this installment of our series about the "soft skills" all IT professionals must master to advance their careers, I'll focus on how to be people smart.

Cultural Assimilation

You want people around you to feel you're one of them. This means you must think and behave as they do, in terms of, but not limited to, the use of words and lingo, dressing codes, protocols, mannerisms, humor, social activities, and ideologies.

Illustrating Stories: Words and Lingo

Each organization or environment has its own vocabulary of words and lingo that it considers proper or improper. In response to questions from local reporters after his first visit with the UK's Queen Elizabeth, US president Barack Obama said, "Her Majesty is delightful," which is a typical British expression, not a typical American one. In the UK, President Obama did as the British do.

S was a highly successful senior manager who always spoke properly and eloquently. One Monday morning, I attended a meeting he chaired, but to my utter surprise, he mixed his opening remarks with four-letter words. Later that day, I learned that he had been on Navy reserve duty the previous weekend. Apparently, when he worked his regular job, he spoke in a way befitting an upward mobile senior executive, but when he was on Navy reserve duty, he spoke like a sailor. In our Monday morning meeting, he hadn't quite converted back to his normal speaking pattern.

Illustrating Stories: Dress Codes

Each office or environment has its own style of dressing that it considers proper or improper. How you dress can help you build rapport with people around you or make you look out of place. Forbes published an article in 2005 about dress codes that did a good job articulating the average corporate dress etiquette

(www.forbes.com/2005/04/28/cx_sc0428c10thes.html). In today's environment, however, that article's advice could result in overdressing in some environments (in an office full of high-tech geeks) and underdressing in others (such as an office full of senior Wall Street bankers). Furthermore, our professional life isn't always limited to the confines of our offices. We need to dress accordingly, based on the occasion.

When First Lady Michelle Obama visited Queen Elizabeth in London this past April, she dressed conservatively and wore a pearl necklace, which is how the Queen dresses when she meets foreign leaders. This naturally helped quickly establish a rapport between the Obamas and the Queen during their visit.

C was a professor with academic administrative responsibilities who also did some consulting for industry. When he went to classes or otherwise interfaced with students, he wore jeans and other casual wear, just like they did. When he went to university meetings, he wore a baggy suit, just like typical faculty members did. When he visited his clients as a consultant, he wore a designer suit to project an image of authority and success. Once, he had to visit Singapore in a professional capacity. When he arrived at his client's office, nobody initially realized they had an American visitor. Foreigners usually wore jackets and ties, but C didn't—he wore a short-sleeved white shirt without a tie, just like the locals did. He quickly built a strong rapport with his clients.

However, some people seem to enjoy being contrarians. I know an extremely smart person who takes pleasure in dressing sloppily. He's a member of the Academy of Science and a wealthy inventor, but he always wears the same wrinkled khaki jacket. He once proudly told me that he owns only one jacket—the one he was wearing—but on a tour of his mansion, his wife showed me around their living quarters, where I spotted a closet that happened to be open. In it, I saw five or six of these identical khaki jackets!

Illustrating Stories: Military vs. Nonmilitary

People with military backgrounds tend to be more formal with respect to protocols and reporting procedures between staff members with different

ranks, whereas people with nonmilitary backgrounds, especially high-tech ones, tend to be less formal. If you must work with both types of people, it's clearly advantageous that you be adaptable to both.

W was a software engineering manager who had always worked in high-tech environments. He was very good at building a good rapport with new managers and staff rather quickly—that is, until he was assigned to a different group with a new boss who had served in the military for many years and relied on a rather structured manager-staff relationship. W had to adjust to a very different “culture” before he could build a good rapport with his new boss.

L, a civilian administrative assistant working in the federal government, was temporarily assigned to a group that consisted of both military and civilian staff. One day, she noticed a typographical error in a report that was to be forwarded to her civilian boss. Instead of forwarding the report as it was, she casually mentioned the typo directly to its author—a colonel—to speed up the correction process. Instead of showing appreciation, the colonel dressed her down for not following the proper protocol. He didn't feel a lower ranking staff from another chain of command should have talked to him directly. In particular, she didn't show as much deference to him as he was used to getting from lower-ranked officers.

Illustrating Story: Smile

Being able to beam a congenial smile at any moment is a useful trait in any organization, but particularly if you work in the US government. (It sounds easy, but it isn't—I've never been able to manage this art.)

Within governmental organizational structures and promotion processes, it's crucial that no one badmouths you if you want to advance to a senior managerial position. Therefore, it has almost become part of the culture for most senior career managers to be quite congenial and ready with a bright smile at any moment. (This is my personal observation; others might not agree.)

Once, I attended a social party at which I noticed a gentleman, I smiling pleasantly and working his way through the room. To me, his mannerisms typified a senior career government official, which I disclosed

to a friend sitting next to me. My friend knew J and confirmed that he was indeed a high ranking government official.

Know Thyself, Know Thy Clients

Sun-Tzu, one of the best-known war strategists, said in his book *The Art of War*; “know thyself, know thy enemy, and you will never lose a war.” We can also apply this idea metaphorically to our professional lives to build a successful career. It means that if we know our own strengths, weaknesses, and desires as well as those with whom we’re dealing, we can map out a winning strategy.

Illustrating Example: The Web

In today’s workplace, a strong Web presence is mission-critical. To launch a successful Web site, you must fully understand your organization’s mission, capability, and objective; anticipate your target audience’s desire and mentality; and learn how to entice your targets to visit your Web site instead of your competitors’.

But, alas, some Web sites seem to be less interested in getting information to users than showing off their Web designers’ animation skills. As a user, I want to instantly access the information I seek, not sit through something that wastes my time and slows me down. Thus, you must know both your organization and your targeted clients before you can design a Web site that can entice those clients.

We all know that President Obama’s successful campaign was due in part to its effective Web presence. Clearly, the people in charge of his campaign’s Web sites knew and did a good job presenting their candidate and his policies, knew and interacted well with potential voters, and designed Web sites that could both entice and excite their site visitors.

We all know that Google’s simple user interface is a key to its success, so I can’t fathom why so many Web sites haven’t learned from Google’s experience. Here’s a commercial Web site example based on my own experience as a user. Due to the recent economic downturn, two upscale competitive hotels, A and B, offered deep discounts, which provided me with a good opportunity to use my beer budget to enjoy

some champagne tastes. I clicked on B’s advertisement, and a Web site popped up immediately with a calendar associating different discounts for specific dates. I could easily and quickly determine which dates to choose and make the appropriate reservation. As a comparison, I clicked on A’s advertisement. A Web page with a meter popped up, to show the amount of loading time I could expect to wait. After a couple of seconds, the homepage appeared, but it was wider than the monitor’s screen, so I had to use the mouse to shift the homepage left or right. When I finally found the reservation button and clicked it, a third page popped up, asking for my arrival and departure dates. Surprisingly, when I input the dates, a fourth page appeared, displaying a room charge that was substantially higher than the advertised one. Apparently, the dates I wanted didn’t have discounts available, but regardless, I had no way of knowing which dates were available for discounts, if at all. Obviously, my choice was B. From my perspective, the people who designed A’s Web site didn’t know the hotel’s objective (selling rooms at discounts during days with low occupancy) or the potential customer’s desire (finding those discounted rooms), and designed a site that didn’t entice anyone.

Illustrating Example: Turf

Most middle and senior managers, whether they work in academia, industry, or government, seem to have a common strong desire to gather more power than they already have. If necessary, some might even stab their friends in the back to get it. If you’re in such a position or aspire to it, you must understand and be mindful of the mentality and motivation of your colleagues regarding turf, power grabs, and self-interest. You also need to assess your own situation and be prepared for a possible onslaught—in other words, know yourself, know your colleagues, and be prepared.

I recently talked to a senior vice president of a large corporation and asked him point blankly whether he had experienced any backstabbing. His answer: “Of course! I’ve been stabbed in the back, and I’ve stabbed others in the back as well. Sometimes, the stabbing even comes from the front. You just expect it—such actions come with the territory.” He ought to know. He had just been badly back-stabbed and lost much of his turf in the company. It was a shame; it could have

been avoided. He had been on a phenomenally fast track. In roughly seven years, he had been promoted from a first-level manager to a second-level manager, director, senior director, VP, and finally a senior VP in charge of five business units. He had been busy in getting himself promoted, but he hadn't paid attention to the art of detecting and preventing back-stabbing.

We all make small missteps some time. But if someone is looking for opportunities to stab us, a small misstep could become a big deal. I've observed that many people, including the senior VP mentioned earlier, fell because of a small misstep.

Illustrating Story: Outwitting

If you know yourself and your opponent well, you can develop a strategy for turning a losing hand into a winning one and outwit your opponent.

A and B are friends. A used to be a football player and can hold his alcohol well; B can't. During a social gathering, A challenged B to down the glass of wine each was holding in one gulp. B, knowing A's macho personality, responded by saying, "We all know you're a good drinker, yet knowing that I can't drink, why do you want to humiliate me? If you want to prove that you're fair-minded, fill your glass up with vodka while I fill up mine with wine. If this is your offer, I'm willing to accept your challenge." A fell into B's trap and agreed. Downing a glass of wine in one gulp made B's face flush, but drinking down a glass of vodka made A throw up.

Being Aggressive by Being Nonaggressive

Many motivational speeches, articles, and books urge us to be assertive and aggressive, but I don't think this is a good strategy. Most people are turned off by those who appear to be aggressive-by being outwardly aggressive, we might make a gain in the short term but lose out in the long term.

I always advise young people not to demand a pay raise or a promotion. Doing so often leaves a bad taste with their bosses. It's in the manager's best interest to ensure that good workers are happy and rewarded properly, so arguably the best way to get the recognition you seek from your boss is to improve your job performance.

Illustrating Story: An Aggressive New Hire

An openly aggressive new hire might get a higher starting salary but end up with less in the long run.

A manager needed two additional staff members. Among the candidates screened through the human resources department, only two met his needs, M and N. The manager offered the same salary to both. N accepted the offer right away, but M demanded a higher salary. Because the manager needed two people right away, he didn't have time to search for another qualified person, so he reluctantly agreed but wasn't happy about it. Both M and N were good workers and did equally well, but because M got a higher salary, the manager compared his performance with those of senior staff and evaluated accordingly. M wasn't on par with the senior staff members and thus didn't get a high rating for his performance. The manager evaluated N as a junior staff member, and, at this grade, she did extremely well, so she received a higher performance rating, a larger salary increase, and a bigger bonus. N's base salary was still lower than that of M, but with the bonus, M's overall compensation was actually lower. In addition, N's record indicates a better performance rating than M.

Illustrating Story: A Nonaggressive New Hire

A seemingly nonaggressive new hire might start at a low salary but end up with a higher one in the long run.

Due to H's past performance and employment history, the hiring manager expected that H would demand a higher salary than the company was able to offer. The hiring manager said apologetically to H, "I know you probably expect a higher salary, but this is the best I can offer. If you decide to ask for a larger salary, my boss would likely approve 4 percent more than the one I just offered, but I don't think he would be willing to go higher than that." The hiring manager expected H would either reject the offer or agree to the slightly higher salary. To his surprise, H accepted the initial offer without requesting the 4 percent extra he was likely to get.

In this example, H seemed non-aggressive, but in reality, the opposite was true: he did a good job subtly

convincing the hiring manager that he deserved a high salary, and by not asking for the extra 4 percent, he made the boss feel apologetic and avoid examining his performance too critically. If he had opted to squeeze out that extra 4 percent, his performance would be under scrutiny, and his life would be much more stressful. Furthermore, if he could perform better than expected, he wouldn't have to worry about a marginally higher salary increase in the future. His strategy worked, and he got a 30 percent raise over the next three years.

Illustrating Story: Impeding Career with Aggressiveness

Actions such as being overly assertive in conversations and meetings, overly aggressive in competing for resources with colleagues, and unwilling to share credit with others are sure ways to make enemies out of your colleagues and to frustrate your boss.

I know a very smart IT techie who tended to put other people down and strongly assert his views during technical discussions. When he completed a task, he never shared credit with others, not even his boss. His technical skills should have gotten him promoted to a much higher position, but his poor personal skills held him back.

Illustrating Story: Facilitating Career with Nonaggressiveness

You can be very ambitious, but you shouldn't appear to be aggressive. By seeming nonaggressive, your colleagues and bosses don't guard themselves against you, are willing to work closely with you, and often give you the benefit of the doubt.

I know someone who never asked for a pay raise, never asked for a promotion, never negotiated for a higher starting salary, never requested more authority, and always shared or gave credit to his staff or boss. He might have appeared to be nonaggressive, but in reality, he was very ambitious. All these techniques were, in fact, strategies—he ultimately received a higher salary, got promotions quickly, gained more responsibilities, and earned greater loyalty from his staff than peers with stronger backgrounds.

Generosity Is the Best Investment

I use the term “generosity” here broadly so that it includes material generosity, magnanimity, forgiveness, kindness, gratitude, and helpfulness. Being genuinely generous makes us happier, liked, and loved, which could help us in our career advancement goals in subtle but significant ways. Some people to whom we've been generous or who like us through our reputation might someday be in a position to give a strong reference for a position or an inside track for closing a deal. The return on investment for being generous is immeasurable.

Of course, most acts of generosity don't bring direct benefits only a small fraction of them do. But I think being generous by itself is rewarding enough, regardless of whether it gives a tangible result. A generous act should be genuine, meaning we shouldn't expect something in return when we act generously. Being genuine always conveys an impression of being sincere, while being calculated typically conveys an impression of being insincere.

Illustrating Story: Being Magnanimous

President Obama is the best role model for magnanimity. It has cost him nothing, but the return he's reaped is immeasurable. Some might disagree with him on ideological issues, but putting that aside, he's been able to get extremely capable people to serve him as vice president, secretary of state, and in other important positions. He's even received support in the Senate from his former adversaries and conservative evangelical Christians.

Illustrating Story: Being Kind

A large corporation experienced a management turnover. One senior manager, E, lost all his direct reports and was assigned as an advisor to a senior vice president. Because everyone on the new corporate management team was busy, nobody was particularly friendly to him, except for one vice president, F, who accorded him with the same respect and friendship as someone who was still in power, not someone who had lost it. It just happened that the senior vice president assigned E to represent him on the

corporate management committee, and E sometimes passed on to F what happened in these committee meetings. F could then use this inside information to his advantage.

E also helped F on another matter. Any senior manager knows the important role a good administrative assistant can play. E knew who the best administrative assistants in the company were and which ones wanted to work for a different boss. So, with E's help, F recruited an excellent administrative assistant from within the company. F's primary investment in all of this was just being nice and friendly, even when a person was "down," and the returns in this instance were inside information and recruitment insight.

Illustrating Example: Being Generous

I've known quite a few people who host parties for friends and acquaintances, try to take care of the bill when dining together at restaurants, or send cards and gifts on special occasions. By doing so, they've established a good rapport with their friends and acquaintances and are well liked. I don't have solid evidence that indicates these generous acts have helped their careers, but it's difficult to imagine that they haven't. If such people were generous to you and you happened to know some information that they would find useful, wouldn't you want to pass it along to them as long as doing so didn't violate ethical or legal rules? Or if someone asked you about them, wouldn't you more likely emphasize their strengths and downplay their weakness?

Illustrating Stories: Being Helpful and Grateful

Most people in the IT field probably know Leonard Kleinrock as one of the two "real" Internet inventors. When he conducted a short course some years ago, one of his co-instructors couldn't make it at the last minute, so he asked me to fill in, and I jumped at the opportunity. Now he owed me one, and I've benefited tremendously in my professional life from this connection. He has written reference letters for me, recommended me for consulting work, and has done many other things that have increased my professional prestige and visibility.

A thank-you note might not seem like very much, but it could make a big difference. Randy Pausch told a story in his book, *The Last Lecture*, about one such situation. He and another faculty member were reviewing student applications, and in one student's file, they found a thank-you note from the student to the secretary, thanking her for her help in the application process. Duly impressed, they accepted the student.

Networking Is How You Are Known

Many people think "networking" simply means you know a lot of people. Knowing a lot of people could be a necessary condition for successful networking, but by itself, it definitely isn't sufficient. Successful networking is measured by how well you are regarded, not just by whom and how many contacts you know. Successful networking means knowing the right people who can and will speak out or do things for you at the right time and in the right place.

When a committee discusses matters that might impact you, for example, a successful networking connection is the committee member who's willing to inform you privately about the meetings so that you can take proper actions to influence the matter in your favor. When a position of interest, such as a job, a professional assignment, or an honorific title, becomes available, a successful networking connection is someone who's willing to go through the trouble of recommending you as a candidate. All such connections involve people who are willing because they're aware of and respect your skill and ability, owe you a favor, and have a good rapport with you. Networking consisting of superficial acquaintances has practically no value.

You can have two types of networking connections: real and virtual. The "virtual" network of professional contacts consists of those whom you might not know personally, but they know you by your reputation or are familiar with your work or activities.

Illustrating Story: Giving Speeches

Giving speeches at conferences is the easiest and best way to establish a successful virtual network

of contacts. We all have a tendency to consider a conference speaker as an expert, especially if we've seen the same person's name appear at several different meetings. We've also unknowingly become part of this speaker's virtual network: if we ever need to identify someone with the expertise associated with that person's speech topics, guess who we'll recommend?

I'm personally aware of several such people who have been approached by strangers and offered excellent positions or consulting projects. I'm also aware that strangers have given several of these speakers strong recommendations. If you're seeking a very senior position, someone in this virtual network could be asked about you. You might not know the person, but his response about you could very well determine whether you get the job you're after. Imagine the following scenario: you seek a senior position, and a recruiting committee member happens to know someone in your field and calls him. If this guy answers by saying, "I don't know him personally, but he's very well known and is a recognized expert in his field," your chances of getting the job are very much enhanced.

Here's another story that illustrates a similar beneficial effect. C was a frequent trade conference speaker, and one day he got a phone call from IBM telling him that Mexico's Minister of Telecommunications was visiting and wanted to make arrangements to visit him. Apparently, a member of the minister's staff heard a couple of C's speeches and recommended him. Through this contact, C was able to invite the minister as a key-note speaker for an international conference that was held in Mexico City and help a US government official get in touch with him.

Illustrating Example: Publishing Papers

Publishing articles frequently has a similar effect to speaking at meetings and conferences and is a way to build a virtual network of contacts, but it requires a much larger effort, and its return isn't as immediately obvious. However, publishing articles gives you more recognition as an expert than just giving speeches.

Illustrating Example: Attending Conferences

Attending professional meetings and conferences is a good way to build up a real network of professional contacts as opposed to a virtual one. It's also a good opportunity to build rapport with people you already know or just met. During most meetings and conferences, people have lots of free time between sessions, and it's common to see attendees chatting in the hall, going to lunch or dinner together, or sitting at a bar and enjoying a couple of drinks. This is the time when rapport can be built and bonds established.

Illustrating Example: Always Ready with Elevator Pitches

Being able to give an elevator pitch at any moment affords you opportunities to impress people in your network or to enlarge it. When we first meet people in an informal setting, we often only get a short window in which to impress them with our knowledge. Someone might casually ask us questions such as "What have you been doing in a certain technical area?" or "What do you think of a certain hot political issue?" Of course, they aren't interested in a detailed or long answer, so to impress them, always come prepared with several elevator pitches to quickly and intelligently respond to any spontaneous questions. I myself have lost several good opportunities to impress influential people just because I didn't have an elevator pitch ready. One of those occasions actually happened in an elevator!

A young IT professional told me recently that his second-level boss took him to an impromptu meeting during which someone asked the boss a question about something related to what the young man's group was doing. Accordingly, the boss passed the question to the young man, but he wasn't prepared and couldn't give a concise answer. He lost an opportunity to impress both his boss and other senior managers at the meeting.

Illustrating Stories: Being Considerate

Being considerate is a good way to maintain good rapport with your contacts.

Obviously, rules such as keeping in touch with your network contacts and thanking them for their help are

basic social rules for commonsense courtesy, but we should extend them to include being considerate and sensitive to our contacts' time and feelings.

An influential man, A, was having a small open-house party. A young man, B, called him and said he would likely attend his open house. Naturally, A told everyone at the party that B would be there, but B never showed up, which made A feel slighted and unhappy. What B should have done was to show up with a nice little gift, even if he could stay for just a few minutes. Or, at the very least, he shouldn't have called and told A he would likely go.

Another influential man, C, knew that D needed some advice. He sent an email offering his assistance and asked D to call him. Instead of calling, D emailed C with questions that would require only a few minutes' conversation on the phone, but would be quite time-consuming to answer in writing, thus C (being a busy person) never answered D's email.

Band C might never need help from A and D, and both influential men might have helped them anyway if they ever had the need, but it's always a good idea to maintain your rapport with the people you know, especially the influential ones.

Considering someone's feelings or being considerate of their time might seem trivial, but sometimes the most trivial things can make a crucial difference.

Illustrating Story: Counterproductive Networking

Networking is useful only if your network contacts respect and like you. Otherwise, it can have a negative effect.

I knew of a salesman who could start a conversation with just about anyone, so naturally he knew a lot of people. Several companies, thinking of his large network of contacts, hired him as a salesman, but they didn't know that because he had a reputation for being slightly eccentric, his networking contacts didn't want to do business with him. Any products he represented were viewed negatively, and he usually made his sales to those people who hadn't heard of him yet. In his case, knowing a large number of people not only didn't help him, it actually hurt him. He wasn't a successful salesman and never held a job for more than a few

months. The lesson here is that merely knowing many people isn't, by itself, considered to be "networking."

Have a Sense of Humor and Humility: Self-Deprecate

Having both a sense of humor and a sense of humility can take you to the next level in so many areas of life.

We all have a natural human tendency to enjoy jokes that make fun of people at their expense, but we should never make fun of someone by stereotyping them. Although listeners might laugh at our jokes, they won't necessarily respect us for them. By making fun of someone, we end up lowering our own esteem. What we should do instead is make fun of ourselves. By doing so, we can exhibit our own humility, add humor to our speech or conversation, and lighten up the atmosphere, simultaneously making us more likable and disarming some of our detractors. We all have enough weak spots to joke about.

In his victory speech on Election Day, for example, President-Elect Obama referred to himself as a "mutt." In her swearing-in speech at the Department of State, Secretary Hilary Clinton thanked her husband for teaching her all kinds of "experiences." If our leaders are humble enough to make fun of themselves, we common folks should be able to do likewise. So, add humor and humility to your speech or conversation and be self-deprecating. After all, it's simply being people smart!

All the mantras in this article share a common thread: knowing human nature well can enhance our chances in developing winning strategies that are people smart.

Wushow “Bill” Chou, an IEEE fellow, has broad experience in watching management in action through his positions as a senior manager in government, IT industry, and academics, and as a consultant for more than 40 organizations. Chou is professor emeritus at North Carolina State University and has a PhD in electrical engineering and computer science from the University of California, Berkeley. Contact him at chou@ncsu.edu.

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新會員介紹

王立綱

伊立諾理工學院Chicago-Kent Law School法學博士

專長：專利法，Telecommunications法規

推薦人：陳英偉，何智達

Li has drafted and prosecuted patent applications in the area of medical devices (contact lens; medical gurney; control system for medical apparatus), telecommunications (telecom protocols), network security (data security server; fire wall server), RFID (access control apparatus), electronic power management, software systems, chemical processing, automotive parts, hardwood flooring systems, and business methods. Besides drafting patent applications, Li also provides client counseling on intellectual property matters, such analyzing patents, providing opinion letters, and design around ideas. In addition to patents, Li also helps clients to register their trademarks and police the marks against unauthorized usage.

Prior to practicing law, Li worked as engineer for prestigious AT&T/Lucent Bell Laboratories for 13 years. Li has worked on hardware design for mini computers, design of real time operating system for telephone switches, design of multimedia conference system for workstations, design of security for computer network, managed implementation of a PC-based product ordering system, and management of intellectual property portfolios.

Besides practicing law, Li dedicates his time serving Asian communities and low-income families in the Atlanta area. Because of Li's community involvement, Georgia Asian Times elected Li in 2007 as one of "25 Most Influential Asian Americans In Georgia".

王泰安

Pratt Institute 室內設計碩士

專長：建築，室內設計，美術

Taian Wang, who was born in Taipei, Taiwan in 1959, is an artist with the mastery of both eastern and western art. He received a Bachelor of Fine Arts degree from Chinese Culture University in Taipei, Taiwan and a Master of Interior Design degree from Pratt Institute in New York, New York. He is currently a member of American Society of Interior Design, National Council for Interior Design Qualification, and the President of Atlanta Chinese Artist Association. His rendering work of architecture and interior design has been appearing in top architecture offices such as HBA, Cooper Carry, Design Continue, TVS, AE Design, and Atlanta Home Magazine regularly since 1995. He has participated in several solo and group art exhibitions in Taiwan and the United States. Wang is currently teaching full-time at the Interior Design Department of Art Institute of Atlanta and has been selected as The Faculty of the Year in 2001.

黃玉玲

Kansas大學藝術史碩士

專長：東方藝術史

推薦人：何婉麗，洪金城

Yu-ling Huang teaches art appreciation and art history courses in the Department of Visual Arts at Kennesaw State University (KSU) in Atlanta, Georgia. Her research interest is Asian art, especially modern and contemporary art in China and Japan. She is also interested in the artistic exchanges between China, Korea, and Japan. Yu-ling Huang grew up in Taipei and worked as journalist before coming to the U.S. Prior to her teaching at KSU, she served as Associate Curator of Asian Art at Birmingham Museum of Art. She is also an Asian art appraiser and consultant.

張宏安

邁阿密大學醫學博士

專長：內科，針灸

推薦人：陳英偉，徐孝華

Born in Taiwan in 1966, Dr. Hansen Chang immigrated to the United States at the age of 12 to attend high school in Miami. He adapted quickly to the new culture and language, which enabled him to earn a double degree in Computer Science and Chemistry at the University of Miami (1988). From his formative years in the Far East to his academic pursuits in the West, his life experiences have allowed him a rare degree of open-mindedness with respect to the healing arts. Having studied Western medicine at the prestigious University of Miami School of Medicine (1994) and complementing it with a second term of study at the world-renowned University of Miami Sylvester Cancer Center in the art of acupuncture (2000), Dr. Chang understands both personally and cognitively the importance of treating his patient from a variety of perspectives.

A doctor cures disease. A great doctor approaches each clinical case in a patient-centric manner, being constantly mindful of the holistic nature of each individual situation, and treating not only the pathology, but also the human aspect of an illness. Although Dr. Chang has the ability to help a patient from Western and Eastern methods, his philosophy of patient autonomy and satisfaction lends to his practice a sense of flexibility and empathy. Above all else, the patient comes first.

Outside of his practice, Dr. Chang devotes his spare time to providing medical care to the less fortunate and spending time with his family. In addition to organizing a monthly health fair at Sheltering Arms in Chamblee, GA, Dr. Chang also serves as a physician board member in the Dekalb Board of Health and medical advisor to the Community Health Outreach Program in Atlanta. He is an active member of the American College of Physicians and the Chinese American Lion's Club of Atlanta.

張靜宜

邁阿密大學碩士

專長：Epidemiology/Biostatistics

推薦人：陳英偉，徐孝華

Jeani Chang works as an Epidemiologist and Project Officer of Assisted Reproductive Technology Epidemiology Team, at the Division of Reproductive Health, Center for Disease Control and Prevention, Atlanta, Georgia. American Lion's Club of Atlanta.

謝國昱

賓州大學藝術教育博士

專長：

K-12 art education curriculum; Chinese art history; Museum education; computer graphic design, Chinese calligraphy, Traditional Chinese printmaking

Kevin Hsieh teaches both undergrad and graduate classes at Georgia State University. They include the contemporary issues, instructional technology, museum studies and education, content and pedagogies in the field of art education, and integrated art pedagogies for non-art education major as well. He also supervises the BFA student-teacher program in the metro Atlanta area. He is the member of the technology committee at the School of Arts and Design, the content and curriculum committee at the College of Education, and the Center of Asian Study of Georgia State University.

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