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創造台灣經濟價值的瑰寶——從張忠謀的名言語錄中得到的啟示



校長

宋一芬

去年10月2日，台積電董事長張忠謀先生親自宣佈將於今年6月退休。有台灣半導體教父之稱的張忠謀先生，他用30年打造了台積電登上頂峰，創造奇蹟。他從零開始，把一家公司提升到5兆8000億元的市值。這位享譽國際、律己甚嚴的企業家，在其做人成功的背後，他是如何調適個人生活，如何帶領團隊打拚？又是如何面對生命中的挫折，排解無所不在的壓力？讓我們一起看看他曾說過的名言語錄，所帶給同學們的啟示：

1. 沒有一個人的生命是完整無缺的。

在講究包裝的社會裡，我們常羨慕別人光鮮華麗的外表，而對自己的欠缺耿耿於懷，殊不知，若沒有苦難，我們不知不覺會驕傲，沒有滄桑，我們更不會以同理心去安慰不幸的人。生命中的缺口，彷彿我們背上的一根刺，時時提醒著我們要謙卑，要懂得憐恤他人。人生不要太圓滿，有個缺口讓福氣流向別人是很好的一件事。

2. 終身學習~「培養學習的能力」是一輩子要做的事。

張忠謀先生曾在與台大、交大學生的對談中提到，他一生最大的財富，就是「培養學習的能力」，好的終身學習，絕對會影響生活習慣。好的終身學習首先必須設立長期目標，也可稱做終身目標，同時也要有長則幾年、短則幾天的短期目標。第二個要素是「紀律」，也就是對學習要下決心，決定要花多少時間來從事終身學習，因為學習是一件相當嚴肅的事情。最後一個要素則是要有計劃，學習如果沒有計畫就會事倍功半。所謂的計劃是要看什麼書、讀什麼雜誌、報紙，或是要跟誰說話都要有計畫。

3. 創意可以有許多個，但是能夠將創意成功實踐才是創新。

在經濟50大論壇，張忠謀先生曾經提過，世界局面變動極快，無論時局如何變更，「成長」和「創新」是永恆不會變的，沒有創意的創業不會成功，有創意就算沒有創業，在公司裡也會成功。創新英文是「innovation」。字典解釋是「to make changes」，「make」是要去做改變、做創新，非嘴巴說說而已，且不是一個創意(idea)，要以創造的價值衡量。

4. 成功，須具備四大核心價值，即是「誠信正直(Integrity)、承諾(Commitment)、創新(Innovation)、及客戶信任關係(Customer trust)」，簡稱「ICIC」。

張忠謀先生曾提到自己對於成功企業的定義，依賴的是誠信正直、承諾、創新、客戶信任關係，這四大核心價值除了是他所堅信與貫徹執行的理念之外，也是台積電成功的內在信念。近日他出席富比士創刊100週年紀念活動，進一步闡釋自己對於ICIC的定義：誠信正直代表誠實，一旦做出承諾，必定不計代價，全力以赴；承諾則代表對於任務或組織的投入與忠誠；創新是做出改變；贏得客戶的信任是必要的，他也將竭力用誠信正直與承諾來獲得。

值此大明校訊34期出刊之際，我摘錄名人的名言語錄4則期勉各位同學：快跑的未必能贏、力戰的未必得勝，每個人的人生，都是自己創造出來的。終身學習、發揮創意，更重要的，無論求學、工作都要秉持著誠信原則，相信在人生的旅程上，您們會更順暢、圓滿！祝福大家！

A Treasure Creating Value for Taiwan's Economy The Enlightenment from Morris Chang and His Aphoristic Sayings

On the second of October last year, Taiwan Semiconductor Manufacturing Co. (TSMC) Chairman Morris Chang personally announced that he plans to retire in June this year. Mr. Chang, known as the father of Taiwan's semiconductor industry, spent 30 years building up TSMC to reach a zenith -- from scratch to become a company with a market value amounting to NT\$ 5.8 trillion, creating miracles.

But other than achieving remarkable successes, how had this world-widely known yet strictly self-disciplined entrepreneur successfully adjusted himself in his personal life and led his team in his professional arena? Or, how had he faced up to the setbacks in his life and worked off the pressures that were omnipresent?

To answer the above questions, we should give his aphoristic sayings some thought and observe with wonder what those sayings could mean and had meant to us.

1. There is no such thing as a perfect life.

Living in a society where people are particular about imaging oneself, we often envy others their shiny appearance, thus constantly feeling sorry for ourselves for what we think we lack. Yet, what we have hardly known has been that we, if lacking experiences of suffering, could gradually and unconsciously become arrogant, or that we, if lacking experiences of enduring, would become incapable of sympathizing with those who are less fortunate. Better not have a life that is too perfect. After all, it is a good thing to have a crack in life as a vent to let good fortune flow to others.

The cracks in our lives are just like "the thorns in our backs," which could from time to time remind us that we should be humble and learn to take pity on others.

2. Lifelong learning: take "cultivating the ability to learn" as a lifelong task.

In his dialogues with students from National Taiwan University and National Chiao Tung University, Mr. Chang mentioned that he considered "cultivating the ability to learn" the greatest fortune in his life, as a positive lifelong learning would definitely affect one's living habits in a good way.

A positive lifelong learning must first consist in setting long-term goals (also known as lifelong goals). Meanwhile, it should also include setting short-term goals whose length of time may range from several days to several years.

It must also consist in "discipline," that is to say setting one's mind on learning and determining how much time to spend on lifelong learning. Learning is something that should be treated with seriousness.

The last element is "Planning." Learning will be far less effective if it is done without planning. Here the so called "planning" means planning ahead what books, magazines or newspapers to read, who to talk to, etc.

3. However numerous your innovations could be, only the one that can be put into practice counts.

At the forum celebrating the 50th anniversary of the Economics Daily News, Morris Chang mentioned that the world is changing dynamically, but no matter how the world changes, "growth" and "innovation" will outlast; an adventure without innovation is doomed to fail, whereas an innovation without an adventure will still prevail.

The word "innovation," as defined in dictionaries, means "to make changes," in which "make" indicates that we should "do" the changes and innovations rather than just "talk them over." An innovation is not just an idea, it is something that can create value and be measured accordingly.

4. Successes: must contain 4 major values - Integrity, Commitment, Innovation and Customer Trust ("ICIC").

Morris Chang mentioned that a business should rely on "ICIC" for its successes, as the 4 major values not only were what he himself had strongly committed to, but were also the internal faiths behind TSMC's successes.

In his recent presence in Forbes 100th Anniversary, Mr. Chang further elaborated on how he defined "ICIC": Integrity stands for honesty and promises must be honored at any cost and efforts; Commitment stands for devotion and faithfulness to the mission or organization; Innovation means making changes; Customer Trust is something requisite and is worth paying best efforts, integrity and commitment to win it.

With the 34th Ta-Ming Bulletin upon its publication, I selected 4 aphoristic sayings from famous persons to encourage us all: the fastest runner is not necessarily the final winner; the fiercest fighter is not necessarily the final victor; your life must be created by yourself; keep a lifelong learning and exercise a boundless innovating ability and, whether in school or in work, always uphold integrity and commitment. By doing so, your journey of life will be much smoother and more