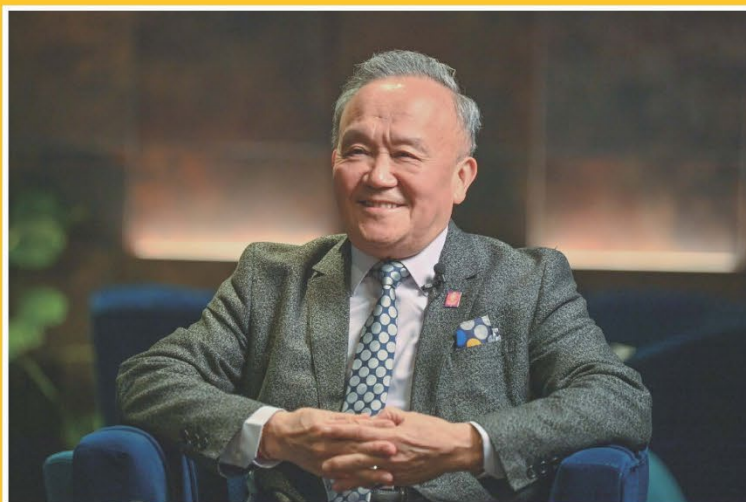




# 無價職人，人生以服務為目的

A Life of Purpose: Invaluable Workers, Priceless Work





### 專訪首位華人國際扶輪總社社長黃其光

*An Interview with Gary C. K. Huang, the First Chinese President of Rotary International*

「最近看到一部影片，有個老師拿起一張 20 塊美金，問所有學生有沒有人要這個錢？所有人都說要，然後他把這個錢揉成一團後丟在地上踩，撿起來再問大家還要不要這個錢？幾乎大部分人還是舉手說我要。一張鈔票就算變得又舊又髒，大家為什麼還是要？因為它有這個價值，那麼人也是一樣的，要做一個有價值的人，只要有需要，人家都會想到你，會用到你！」黃其光先生以美鈔為例，一語道破了職場上的現實供需。

“I saw a video recently in which a teacher picked up a 20-dollar bill and asked all the students if anyone wanted the money? Everyone said yes. Then he crumpled the money into a ball, threw it on the ground and then stomped on it. He picked it up again and then asked, ‘Who still wants it?’ Just about everyone raised their hands. Why do people still want the bill even when it becomes old and dirty? It’s because the bill has its intrinsic value. People are actually the same. If you are a valuable person, then wherever there is a need, there will always be a use for you!” Mr. Huang’s analogy highlights the reality of supply and demand in the workplace.

身為一個優秀的經理人，黃其光絕對是一位縱橫商場的高手，但他卻選擇將 46 年的寶貴生命投入了扶輪社的志業，從三次申請入社被拒，到最後竟然被推選為國際扶輪總社社長，是第一位也是唯一一位當上這最高職位的華人，於是他的一言一行都代表著全球 207 個國家，高達 120 萬的扶輪人，甚至連前聯合國秘書長潘基文都稱羨他不凡的影響力。他笑說扶輪社的精神就是透過見面聯誼，再將聯誼變友誼，然後志同道合地去幫助那些需要被幫助的個人以及團體，這是一種「人生以服務為目的」的典範，所謂人貴有志，能放眼世界，洞悉利害，又能利益大眾者，才是真正的經世濟民。

As a top-notch business manager, Mr. Huang has extensive experience in the realm of business. Still, he chose to devote 46 years of his life to the cause of the Rotary Club. Despite being rejected the first three times when he applied for membership, his persistence finally paid off. After being admitted, he was eventually elected as the president of Rotary International, becoming the first and to date the only Chinese person to hold the club’s highest position. His words and deeds represented 1.2 million Rotary members in 207 countries around the world. Even former United Nations Secretary-General Ban Ki-moon has expressed

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his admiration for Huang's extraordinary influence. Mr. Huang smiles and says the essence of the Rotary Club is meeting and networking, and then turning new relationships into friendships. Like-minded members would look to help individuals or groups in need. This is a model used to fulfill the mantra "The purpose of life is to serve." After all, people must have ambitions. Those who can look at the world and see through the perils we face while benefiting the general public are the true leaders of the world.

說到經世濟民，對一般人來說未免太過高大尚，但個人的就業與謀職絕對與整體經濟脫不了關係。黃其光回憶當年出國留學時，他深知只有把英文學好，才能與當地人溝通，並在學習過程中抓住機會，於是即便人生地不熟，他仍然很快地發現維修冷暖氣在當地是一種剛性需求，他不選擇像一般留學生去餐廳打工洗碗盤，反而轉向面試空調維修而被錄用，一開始被派去倉庫整理零件，很快地他又發現理工的時薪高，但每次卻要花很多時間在找零件，於是他主動利用電腦建檔，如此不但節省了找零件的時間，更節省了公司不少人事成本，那雇主一開心，立刻就幫他加了薪。

Pondering how one can benefit the human race as a whole, however, may seem too lofty a goal for the average person. That being said, one's employment and choice of career are inseparable from the world economy. Mr. Huang recalls that when he was studying abroad, he knew that only by learning English well could he communicate with local people. So, instead of working in a restaurant and washing dishes like some of his classmates, he took another route. He interviewed for an air-conditioning maintenance position. Despite being a stranger in a strange land, he wanted to seize the opportunity to do something unconventional and to become more acclimated to his surroundings. He quickly discovered that, due to high demand, heating and cooling system repair paid well. Initially, when he was sent to the warehouse to sort parts, he discovered that it took too much time to find them. It was then that he took the initiative to use a computer to create files for the company. This saved not only time looking for parts, but also personnel costs for the company. His act pleased the employer so much that he immediately received a raise.

回台灣後，黃其光又將留學時的工作經驗，一通百通地應用在日後執掌的保全業，中央配送與直接支援的設定，讓外頭值勤的工作人員非但不用浪費往返時間，更能在最短時間得到補給與解決問題。實事求是的他，用人看能力不看學歷，所以只要願意用心上進的員工都予以拔擢，細心的他也常到第一線巡視，卻意外發現夜班員工由於家屬對公司業務性質不了解，無法獲得家人全然支持，於是他便在高級餐廳舉辦家庭聚會，透過互動讓家屬也對公司和主管產生信任，家屬放心，員工安心，工作效率自然提高，直到今日，當年共事的老員工，都還會敬邀他去子女的婚禮上致詞。

After returning to Taiwan, Huang fully applied the work experience he had gained from his time abroad to the security industry, from central dispatch to direct support. He implemented systems so that staff on duty in the field did not have to waste time en route to assignments. He knew that finding the quickest way from point A to point B was the key as he addressed practical matters such as getting supplies and other everyday operational issues. Seeking truth from facts, Huang does not look at academic qualifications when he employs people. As long as one has something to offer and is highly motivated, Huang will give them opportunities. He often visits the front lines of his businesses personally. Once, he unexpectedly learned that families of employees who work the night shift did not understand the nature of the company's business; thus, they did not fully support the employee's career. After considering this dilemma, he held a gathering for these employees and their families at a high-end restaurant. Through personal interactions with everyone regarding the company, trust was gained as all sides began to understand each other's concerns. The family members were relieved, the employees were at ease, and workers efficiency naturally improved. To this day, retired employees who had worked for Mr. Huang still show him respect and honor him by inviting him to give a speech at their children's weddings.



顯然黃其光不論是當員工或雇主都是真切地察覺並解決問題，因此可從他的著作《找方法，別找藉口》一書中，一窺他招聘員工的價值。有趣的是，只要能利益大眾的事，他真的是彎下腰來出錢又出力，但平時卻自奉甚儉；對於子女的教育與學習他也極為重視，比如說出國留學時不准他們住親戚家，規定去住宿舍才能把外語學好，平時不准買名牌，出國也只能坐經濟艙，就是要磨練他們既不奢華又有能耐，因為有能耐才會成為別人的好員工，甚至日後的好老闆。

Both as an employee and as an employer, Mr. Huang is truly a problem-solver at heart. His book "You are the Key" gives great insight into his criteria of recruiting employees. Public service, however, is another side of Mr. Huang, a true passion of his. If he believes that a project will make a positive difference for people, he is more than willing to both roll up his sleeves and go deep into his pockets to contribute both money and effort to a cause. However, he is frugal to himself and attaches great importance to his children's education. For example, he did not allow them to live with relatives when they studied abroad. He believes that the dormitory is a great place to learn English. His children are also not allowed to buy expensive brand-name clothing and accessories. Also, they can only fly economy class when they go abroad. His intent is to strengthen their core values so they can remain humble and become good employees of others and possibly good bosses in the future.

從小黃其光身旁的同學就不乏權貴與名人之後，因此他早就明瞭咬著金湯匙的無奈與壓力，他更深知金錢不是人生的最高價值，唯有被人尊重與真摯的友情勝過一切。走遍世界的他勸勵年輕人，時代進步雖快，仍要閱讀成功人士的經驗，打開視野，不要老是活在手機的虛擬世界，更要實際付出行動，遇到貴人心懷感恩，遇到敵人磨練心智，千萬不要因為就業受挫，就好高騖遠地急著想創業，畢竟創業能成功的人遠比想像中的少。訪談中只見他語重心長，雖然年近八旬，眼中仍是充滿著熱情與誠懇，一如當年那個留學時的小夥子，仗義地開著二手金龜車，到處幫弱勢的同學搬家一樣。

As Huang grew up with classmates who were destined for fame, wealth and power, he has long understood the pressure of being born with a silver spoon in one's mouth. He is even more aware that money is not the be-all and end-all of life. For this businessman, respect and sincere friendship are what life is really about. He, who has traveled all over the world, reminds young people that although times are changing fast, they still have to read the experiences of successful people before them to expand their horizons. He says that young people should not keep staring at their smartphones and burying themselves in the virtual world. They must take real action, not just rely on virtual interactions. When someone lends you a helping hand, be grateful, he says. When you encounter a rival, see it as an opportunity to hone your acumen. He adds that people should not be unrealistic and start their own businesses just because they are frustrated with their current employment status. After all, only a few people have succeeded in running their own businesses. Despite being nearly 80 years old, Mr. Huang is full of enthusiasm and sincerity, like the righteous young man he was in his youth, driving a second-hand Volkswagen, helping disadvantaged classmates move in and out of dorms.

## 黃其光簡介

美東密西根大學企業管理系學士、美國紐約保險學院碩士、美東密西根大學榮譽商業博士、印度 IIS University 榮譽社會科學博士、國立台北科技大學名譽管理博士、葡萄牙 Lusofona University 榮譽社會學博士，曾任華僑產物保險公司總經理、台灣新光保全公司董事長、宅配通公司董事長、新光健康管理公司董事長、新壽公寓大廈管理維護公司董事長。1976 年加入台北扶輪社，2014 年擔任國際扶輪總社社長，2019 年擔任國際扶輪基金會主席。

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