

點點滴滴憶上人



# 上人的領袖睿智

## The Leadership Skills Demonstrated by the Venerable Master



師父上人是一位很偉大、有領袖睿智的精神導師，從上人那裡我學到很多，今晚和大家一起分享最基本的四項領袖睿智。

第一、有同體關懷心。有兩個故事與您分享：一九八三年，我與同修從馬來西亞寫信給上人，請求皈依。我們沒見過上人，可是上人卻知道我們付不起飛機票，所以上人回信慈允我們在家受皈依，令我們十分感動。上人指示當聖城慶祝釋迦牟尼佛聖誕的同時，要我們在家裏早晚各禮佛兩小時。不久，我們就收到寄來的皈依證。此後上人陸續來信邀我們到聖城，一直到八六年，同修第一次到聖城，我也於八七年來參訪。我們感覺上人一直在我們左右。

第二個故事是有關我兩個孩子出家當沙彌的事。每當我看到孩子剃度後，我們和上人在大殿合照的那兩張相片時，便體會到我們的感受，上人是悉知悉見。相片中我在微笑；可是，內人臉色卻很落寞。因為兩個寶貝孩子出家後，不再屬於她了。拍照時，我並未察覺她的感受，但當我看到照片中的上人，發現其神色和我同修一模一樣。我告訴自己，「喔！上人知道她的感受」直到今天，我還在想，上人真正了解內人的心。

第二、要能真誠信賴。說過的話一定要

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The Venerable Master was a greatly skillful spiritual teacher and leader. I have learned many leadership skills from him and would like to share four fundamental skills with you tonight.

1. *Sharing and caring.* I have two stories to tell. In 1983, my wife and I wrote a letter from Malaysia to ask for the Three Refuges under him. We had never met him, but he cared about us. He knew that we could not afford the air ticket, so he allowed my wife and I to take refuge at home. When we received his unexpected reply, we were very moved. While the City of Ten Thousand Buddhas (CTTB) was celebrating Sakyamuni Buddha's Birthday, we were asked to bow to the Buddha for two hours in the morning and for two hours in the evening. Later, the certificate of the Three Refuges arrived by mail. The communication did not stop there. The Master continued to send invitation after invitation to us to come to CTTB until my wife came in 1986 and I came in 1987. We felt that he was always with us.

The second story is about my two children who became novices in 1995. Whenever I look at two pictures of my family and Shr Fu [the Master] taken in the Buddha Hall after Zhian and Danding left home, it always reminds me about how Shr Fu shares your feelings. In those two pictures, I am smiling but my wife has a sad expression. Thinking about that time, I know she was feeling sad because two of her precious children were leaving home and were not "hers" any more. I didn't notice her feelings at the time the picture was taken. When I look at the Master in the pictures, he has the same facial expression as my wife. I always tell myself, "Gee, Shr Fu knew my wife's feelings." Until today, I still think he knew my wife's feelings.

2. *Trust and integrity.* You show your integrity by committing yourself to your words. You never make empty promises. Here the story of the Venerable Master continues. When I first became a volunteer teacher at CTTB in 1993, I saw that there were many things that needed to be improved at the Boys' School. I wrote two letters to the Master and included my suggestions. I was new here and not too many people knew that I was a school teacher in Malaysia. I was surprised

兌現，不可做空洞的承諾。回想我在九三年來到聖城當義務老師時，看到男校有很多需要改善的地方，寫了兩封信給上人，提出我的建議。新來的我，識人不多，也無人知道我在馬來西亞是老師。上人竟然爲此，即刻召開男女校教師會議，並在會議上由朱居士讀出那兩封信。九四年，上人任命我爲男校校長。九五年，我到洛杉磯西科芬納見上人，當時張福麟居士與果森老婆婆也在場；我想向上人報告學校的概況。上人卻回答：「你懂教育，需要做的你就去做，不必做什麼報告。」令我深受感動，因爲連教董會都沒有這樣全然信任我。九六年，上人涅槃後第二年，因爲有人提出歷屆校長都只任職一年，於是我就請辭，因爲當時我已任職兩年半，也不執著於此職位。

第三、培育弟子 實現願力。上人的誓願要救度一切眾生，他真正如此栽培所有的弟子。上人有如一位慈父，不會高高在上，使人難以親近。記得我於九三年八月再到聖城，約三月後，小女兒如慧得了一種怪病。那時我們從親善二手貨店買了一台兒童三輪車，她不小心從車上跌下，晚間便發起高燒，而且指著窗口說：「她又來了。」然後又哭又鬧。

三天後，聽說上人回到城裡，同修建建議趕緊打電話報告上人。本來我很不願去打擾上人，但電話還是打了。不久，辦公室朱居士來電說，上人要見我們及如慧。到上人住處我們禮拜後，上人叫如慧上前，他一手牽著如慧，一手拿起自己的一隻鞋子打她的頭。我們不知其然，隨後上人說：「她就會好的，你們要把三輪車拿走，並爲以前的車主念往生咒，也要念消災吉祥神咒。」我們照辦。當晚如慧沒事了，我們也都能安睡。

第二天，朱居士打電話來說上人要見我。我去後，上人問果英：「妳去銀行了嗎？」果英答：「去過了。」然後把一疊鈔票交給上人。上人隨即把鈔票給我，我很驚

that the Master responded by calling a combined faculty meeting of both the Boys and Girls Schools. He even asked Mr. John Chu to read my letters. In 1994, the Venerable Master appointed me Principal of the Boys School. In 1995, I went to see the Master at West Covina in Los Angeles. Mr. Fulin Chang and an elderly lady Gwo Seng were also there. I told the Master that I would like to give a brief report about the Boys School. He said, "You know about education. You just do whatever you need to; you don't need to make any report." I was completely moved. I never received that kind of trust from the people on the school board, but here the Master was giving me his absolute trust. In 1996, the year after the Venerable Master entered Nirvana, some people made a petition to limit the term of the school principal. Many of the former principals had been in office for only a year, and I was there for two and a half years. It was time for a change. I quickly stepped down, for I never had any attachment to that position.

3. *Raising all his disciples and being committed to his vows.* Our Venerable Master was always committed to raising every disciple, and fulfilling his vows to save living beings. A leader never acts as someone high up and unreachable. He is like a kind father. Here is another story. About three months after I came to CTTB on August 31, 1993, my daughter Ruhui contracted a strange sickness. She had a high fever after falling from her tricycle I had bought secondhand from the Goodwill Store. At night, she could not sleep, and she would cry and point at the window and say, "She is coming again."

After three days, we heard that the Master had come back to CTTB. My wife suggested calling the Administration Office and letting the Master know about it. I was quite reluctant to trouble the Master, but I did call the Administration Office. The next moment, Mr. Chu called us saying that Shr Fu would like to see us and Ruhui. At his cottage, we bowed to Shr Fu and so did Ruhui. Shr Fu asked Ruhui to move close to him. She did. While holding Ruhui, Shr Fu picked up one of his shoes and started to hit Ruhui's head. We didn't know the reason. Then Shr Fu told us that Ruhui would be well. He instructed, "You have to put away that tricycle and recite the mantra for Rebirth in the Western Pure Land for its former owner and also the Auspicious Spirit Mantra for Eradicating Disasters." We did as instructed. That night, Ruhui became well. We all slept well.

The next day, Mr. Chu called us and said Shr Fu wanted to see me. I went to Cottage #3 again. Shr Fu asked Gwo Ying [his attendant], "Did you go to the bank?" Gwo Ying answered, "Yes." She handed a stack of money to Shr Fu. Shr Fu then handed the money to me. I was shocked and refused to accept it. Someone knocked on the door and came in. Shr Fu was unhappy and ordered me to keep the



訝不敢收。這時聽到有人敲門要進來

。上人很不高興，要我把錢收起來。上人說：「去買一些新的東西給孩子，不要再買二手貨。」我明白他的意思，便趕緊把錢收到袋內。上人隨後叫我回去。回去後知道竟是一千元美金，我和內人都哭了。上人有如一位慈父，把我們當作兒女般看待、培育。

第四、從長計劃的向目標發展：當我隨時想到上人之三大願時，腦海就會出現上人凡事從長計劃，並努力向目標發展。上人不發空願--師父發願建立僧團，便把法總組織了起來；師父發願翻譯經典，便創立了國際譯經院；師父發願在西方創辦佛教教育，便設立了育良小學、培德中學、僧伽居士訓練班和法界大學。師父已在這三方面打下基礎，今日在西方使我們能繼續這意義深遠的心靈工作，他早為我們大家計劃了將來。

另外值得一提的是，九二年，同修帶四個孩子來聖城，拜見上人時，他笑著說：「他們可以在這裏讀書。」同修很天真的問，「那我先生呢？」「他可以在這裏教書。」上人不假思索的說。九三年八月三十一日我到了聖城，當晚就做了一個夢。在夢裏上人對我說，「你要安住下來，好好教書。」我並不完全明白他的意思。後來上人指示，要法總為我們申請居留。我當時並不明白這件事的意義，直到孩子要上大學時，才知本國居民，上大學有諸多便利，我們才意識到上人早為孩子的教育從長計劃。

上人是一位真正的偉大領袖，他完全改變我們全家人的生命與世界觀。從上人救度眾生的行持中，看到了佛陀的教導--真正的大慈大悲與生命的真意義何在。上人對我全家的恩德不可衡量，以此與他對一切弟子、一切眾生的恩德相比，可說是恆河中粒沙之微。上人以身作則，真正為我輩體現了菩薩六度萬行的真實性。

money. I realized what he meant so I quickly put the money in my pocket. He said, "Go and get some new stuff for your children. Don't buy secondhand things," and instructed me to go. I went back and noticed that it was a thousand US dollars. Looking at the money, my wife and I burst into tears. We felt Shr Fu was like a father raising us like his children.

4. *Planning ahead and working towards the goal.* Whenever I think of the Venerable Master's three great vows, I always visualize how he planned ahead and worked towards the goal. He never made empty vows. He vowed to build the Sangha and established Dharma Realm Buddhist Association. He vowed to translate Sutras and set up the International Translation Institute. He vowed to start Buddhist education in the West and founded Instilling Goodness Elementary School, Developing Virtue Secondary School, the Sangha & Laity Training Program and Dharma Realm Buddhist University. Today, he has laid the foundation for us to continue this valuable spiritual work in the West. He planned ahead for all of us.

Here is another of my stories with Shr Fu. In 1992, my wife brought my four children to CTIB. My wife met Shr Fu and showed him my four children. Instantly, he smiled and said, "They can study at the school here." My wife asked naively, "What about my husband?" He answered without hesitation, "He can come to teach at the school." When I came to CTIB on August 31, 1993, I dreamed that night of the Venerable Master. He said to me, "You should settle down here and teach at the school." I didn't completely understand what he said.

Eventually, according with the Master's instructions, the DRBA sponsored us in our application for green cards. At that time, we did not exactly understand what this would mean for us. It wasn't until our children grew up and went to college that we realized how Shr Fu had planned ahead for their education. Being residents of this country facilitated their attending college here.

The Venerable Master is really a great leader. He changed our lives and the way my family and I see the world. I see the true meaning of great kindness and compassion, and the meaning of life that the Buddha taught through all that Shr Fu did in saving living beings. His kindness towards my family and me is immeasurable. Compared to all that he did for all his disciples and all living beings, what he did for us is just a grain of sand in all the sands in the Ganges River. With his example, the myriad practices of the Bodhisattva's Six Paramitas become real.