

## Everyone is different

# 每一個人都很不一樣

劉果福講 / 譯於2010年11月8日萬佛城大殿

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今天想談一下，我們萬佛城最寶貴的東西。請問大家萬佛聖城最貴重的資產，是什麼？（回答：佛法。）佛法！OK! Very good! 我都從來還沒有想過這個法是最重要的，所以，法師的智慧是比我高！

我對此問題有另外一個看法，最重要的資產是這裡的人，因為我想：法賴僧傳。怎麼會有法呢？要有僧，要有持戒的出家人；這些活生生的菩薩、阿羅漢來傳這些法呀。所以還是在我們眼前這些活生生的人最重要的，因為有了這些人，才可以把法傳出去。

我們有很多人在這裡，很多人就會有很多事情。在這些人裡面，有一個叫做組織的東西；這個組織可以從小變成大，也可以從大縮到小，或者變成沒有了。那麼，是什麼因素使得這個組織壯大或者是縮小呢？

在佛教歷史上，佛教裡面也曾有過壯大，也曾有過縮小的情況。我們怎麼樣使得這些個體，能幫助組織壯大呢？最重要的因素，是這個組織必須要有共同的目標，大家同心協力，然後就會有壯大的成果。

如果組織裡面的人都非常地自私，都為了自己的私利著想，心量也很小，那麼這個組織是不可能壯大的，而且會變得越來越小。這個成長會很嚇人，會很有效果——如果我們能夠懂得把這些人都合作起來的話。

造一輛車，造一個電腦，造一個電視機，這是一個很複雜的東西；可是這個複雜的東西，是由很普通的人做出來的。有一個組織能夠把大家組織起來，讓每一個人、每一個部分奉獻，就會製造出這種很不平凡的成果。這就是我們希望能夠在萬佛城看到的結果。

所以在這裡，每一個人都很重要，我們每一個人所做的部分都很重要。如果每一個人，都為分內的責任去付出，去貢獻的話，這個佛法——正法，就有希望了，這個組織就會壯大。

為什麼有一些組織會失敗呢？就好像老鼠開

Today I would like to discuss the most valuable element at the City of Ten Thousand Buddhas (CTTB). Let me ask everyone here what is the most valuable asset in CTTB? Do we have an answer? (Answer from the audience: the Buddhadharma.) Buddhadharma! OK! Very good! It never occurred to me that the Buddhadharma is the most valuable, so the Dharma Master's wisdom is greater than mine!

I have a different perspective. To me, the most important element is the people here. Here are my thoughts: the Buddhadharma relies on the Sangha to propagate it. How do we come to have the Buddhadharma? We need the Sangha. We need the left home people who uphold the precepts. We need these real life Bodhisattvas and Arhats to propagate the Buddhadharma. This is why these real life people in front of us are the most important. Because we have these people, the Buddhadharma can then be propagated.

We have a lot of people who live here. When there are a lot of people, there are a lot of activities. Among these people, there is a thing called organization. This organization can grow from small to big; it can also shrink from big to small or eventually become nothing. What is the reason for this organization to grow or shrink?

Similarly, in the history of Buddhism, we see that Buddhism has gone through a strong expansive period; it has also experienced shrinkage. In every organization, there are people. How do we support or encourage these individuals to help grow the organization? The most important element is to have a common goal. If everyone works in unity, the result will be enormous.

If the people in the organization are all very selfish, and everyone thinks only about his/her own benefits and has a small heart, then this organization cannot prosper. As a result, it will become smaller and smaller. On the other hand, the growth can be amazing if we understand how to unite the people.

Putting together a car, assembling a computer, and building a television are complex tasks. However, these complex tasks are made possible by ordinary people. If an organization can unite everyone, allowing everyone and every part to contribute, then it will lead to an extraordinary result. This is the result we hope to see at CTTB.

Therefore, here at CTTB, the most important element is the people. Everyone's contribution is very important. If everyone fulfills his/her responsibilities, there will be hope for strengthening

會這樣。有一群老鼠常常被貓吃掉，所以就覺得大家應該要開會了，談一談怎麼樣來阻止這個損失。有一天，在開會的時候，有老鼠就說：「好！我有一個主意，就是給貓身上掛一個鈴。那麼這個貓來的時候，就聽到了鈴聲，大家都跑到洞裡面，貓是不可能抓到我們的。」哇！大家都鼓掌說：「這個主意非常地好！」鼓掌完了，那個領袖就問每一個老鼠說：「誰要做這個義工，去把鈴裝在貓的脖子上？」你們看怎麼樣？沒有義工要做這個事情！有沒有結果呢？沒有，那些老鼠照樣被貓吃得光光了。

叫一些人犧牲自己來保住這個組織，或者保住這個人，是很難的；雖然很難，可是要想辦法怎麼樣去做到。在萬佛城，我們這裡要有人帶領來參與這個組織；在這個組織裡，有一些是用老板的做法，有一些是用領袖的做法，那領袖跟老板是怎麼不同呢？

領袖的做法是：能夠讓人感覺到做事，不是為老板而做，是為他自己而做；這是讓他了解到的。要讓這個人明白，他做的事是為他自己而做的，他會歡喜做；因為歡喜做，他才會把這個事情做完成。而不是那個老板說：「我要你這樣子做！」這個可能效果不會那麼好。

第二個情況，就是我們在這裡，有種種的人，不同的人，不同的地方很多；要把每一個人，都以不同的方法來對待。正如人生病一樣，每一個人所需要的藥都不一樣。所以，如果以這種觀點來看待問題，我覺得我們會活得更快樂。

就是說，每一個人都很不一樣，為什麼呢？因為生來就都不一樣；聰明程度不一樣，健康狀況也不一樣，社會經驗也不一樣，經濟力量也不一樣，過去經驗更加不一樣。都不一樣，怎麼能夠用一個眼光，一個方法來對待每一個人呢？唯一的方法就是什麼？就是心量要大，要有非常大的心量，能夠跟每一個人合作，包括那些很難合作的人，都還是要合作。我認為這也是修行，那我們就好好修行吧！

最後講一句師父所說的。師父叫我們來萬佛城，我們要做什麼都可以；不過，要做重要的。祝我們大家都為了佛教，做重要的佛教事業。阿彌陀佛！

CTTB as an organization and for the Buddhadharma to properly prosper.

What is the reason that some organizations fail? It is similar to the story of the meeting of the mice. There once was a group of mice who were often preyed upon by a cat. Therefore they called a meeting to discuss how to stop further losses. One day, in the meeting, one mouse said: "Alright! I have an idea. Let's tie a bell on the cat. This way, when the cat comes, we will be able to hear the sound of the bell. Everyone will be able to run inside the hole and it would be impossible for the cat to get us." Wow! Everyone clapped and said, "This is a great idea!" When they finished clapping, the leader asked every mouse, "Would you volunteer to tie the bell around the cat's neck?" What do you expect their response was? Not a single mouse would volunteer for the task. Was there a solution to save the mice? No, those mice were then all eaten by the cat.

To ask some people to sacrifice themselves to protect the organization or to protect another person is very difficult. Although it is very difficult, we still need to think about how to accomplish it. At CTTB, we need people to lead and participate in this organization. In this organization, some use the managerial style while some use the leadership style. What is the difference between a manager and a leader?

A leader is capable of making people feel that the things they do, they do it on behalf of themselves and not on behalf of their boss. Since they understand that the things they do are for themselves, they are delighted to take on work. If they like their work, they will be able to do a good job. A manager, however, would demand, "I want you to do it this way!" This would possibly result in a poor outcome.

The second scenario exists at CTTB. There are a lot of people from different backgrounds and from different places. We need to treat each person differently. Just like when people are ill, each and every patient requires a different medicine. If we can address the issue from this perspective, then we would be much happier.

That is to say, everyone is different. Why? Because they have been different from the day they were born. Their intelligence levels are different, their health is different, their life experiences are different, their economic situations are different, and even their previous-life experiences are different. Since they are all different, how can we use the same attitude and the same way to treat everyone? What is the only way? It is to have a big heart, to have an enormous heart, to be able to work together with everyone. This includes those people who are extremely difficult to work with; we must also work with them. In my opinion, this is an important practice. Let us all practice diligently!

Lastly, I would like to share something the Venerable Master once said. The Master asked us to come to CTTB and said we could do whatever work appealed to us. However, we need to do the important tasks. I wish we will do the important Buddhist tasks on behalf of Buddhism. Amitabha!