

《四大考驗》背後的故事

Stories Behind The Four-Way Test

By Herbert K. Lau (劉敬恒) (Rotary China Historian)

1 January 2016



January is the Vocational Service Month of Rotary. It may be the right time for all of us to review and to observe one of the guiding principles of the Rotary Movement world-wide. These principles have been developed over the years to provide Rotarians with a strong, common purpose and direction. They serve as a foundation for our relationships with each other and the action we take in the world.

The Four-Way Test is a non-partisan and non-sectarian ethical guide for Rotarians to use for their personal and professional relationships. The Test has been translated into more than 100 languages, and Rotarians recite it at club meetings:

Of the things we think, say or do

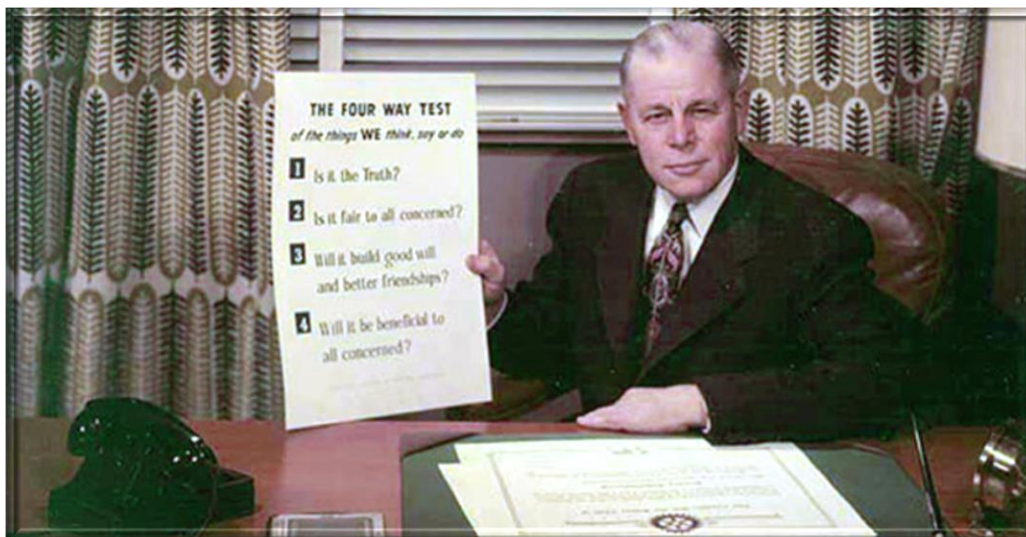
1. Is it the TRUTH?

2. Is it FAIR to all concerned?

3. Will it build GOODWILL and BETTER FRIENDSHIPS?

4. Will it be BENEFICIAL to all concerned?

In the 1930's during the midst of the Great Depression, an American Rotarian Herbert John Taylor (1893-1978) devised a simple, four-part ethical guideline that helped him rescue a beleaguered business. The statement and the principles it embodied also helped many others find their own ethical compass. Soon embraced and popularized by Rotary International, 《The Four-Way Test》 today stands as one of the organization's hallmarks. It may very well be one of the most famous statements as our "Self-examiner of Ethics".



Herbert John Taylor, author of 《The Four-Way Test》

The Four-Way Test in Vocational Service

《The Four-Way Test》 has played a dominant role in Vocational Service because of its use as a clear and simple method of measuring “the things we think, say, or do.” It has worked effectively in putting Vocational Service ideals into practice. For example, Rotarians in Quaker Bay, Ohio, U.S.A., have held meetings at the places of business of members to explain 《The Four-Way Test》 to employees and have contributed copies to them; in San Pablo, The Philippines, framed copies of the Test have been presented to 200 well-established business firms. In Murphysboro, Illinois, U.S.A., the Test has been helpful in labor relations as its importance to both labor and management has been stressed in the settlement of disputes.

Many times an activity which finds its start in one field of Rotary service grows and touches upon other phases of the Rotary program. Although originally used almost exclusively in the field of Vocational Service, 《The Four-Way Test》 has been moving into other phases of Rotary activity so that now the Test is displayed in Club meeting places, is widely used in the schools, has been presented to governmental officials, etc. For example, the twenty-eight-member Rotary Club in Erin, Tennessee, U.S.A., sent the story of 《The Four-Way Test》 to every family in the county. In Tuticorin, India, the Test has been displayed on the screen of local motion picture theatres. Members of the legislature of several states of the U.S.A. have been recipients of the Test through the courtesy of the Rotary Clubs. In Caxias do Sul, R. G. do Sul, Brazil, the Test is a permanent reminder to the residents of the city by its display on a monument which the Rotary Club placed in the public square.

In this new century when the social media of various formats are so popular on the Internet, Rotarians and Rotary clubs are presenting messages in words, or producing speeches, musical motion pictures, drama videos, etc., in promoting 《The Four-Way Test》 through these mass media tools to members of the public-at-large.

A Hong King Rotarian's Viewpoint

George Ernest Marden, Governor 1949-1950 of the 57th District, addressed at the 42nd Rotary International Convention, Atlantic City, U.S.A., June 1951, on his cognition of 《The Four-Way Test》. Marden, a Briton, first joined Shanghai Rotary Club (上海扶輪社) on 16 October 1925, and later served as its President in 1928-1929. He moved to the British Crown Colony Hong Kong after the Pacific War (1941-1945) and joined the Hong Kong Rotary Club (香港扶輪社).



George Ernest Marden

It is some years since it was first suggested to Rotary clubs that they encourage their members in the use of what was called 《The Four-Way Test》 and you will all by now be familiar with its simple emphasis on truth, justice, friendliness, and helpfulness, presented by means of the desk plaque or the framed card

Many of us have launched independent business careers and please God men ever will, with a little capital, much hope, some doubts, and a determination to spare neither time nor effort to succeed, and I doubt whether we have (by and large) in the beginning, consciously added to this the thought that our success shall be attained honestly or ethically. Indeed, we are more likely to have intended to get there by hook or by crook than by any planned adherence to copy-book maxims.

But we will quickly have learned that a business needs something more than capital, more than staff, plant, or material or stock, more even than that “know-how” which is nearly indispensable – it needs the germ of that yeast of goodwill which will in a favourable climate multiply and increase so that it becomes the very business itself.

There are perhaps some substitutes for goodwill. In fact, they sometimes masquerade so successfully under its name that auditors and accountants mistake them in balance sheets and appraisals. Such things as favourable locations, monopoly in its various forms, or even the personality of the operator himself, but consider how vulnerable they are. Where the public is bound to the business only by the galling tie of necessity, immediately an alternative source of supply or service is uncovered the fatal lack of goodwill becomes apparent and the downgrade is reached.

But if profit is an essential, don't be misled into believing that there is a God-given right to a minimum of customers. Nothing has ever been written into a free constitution, or grown up with the experience of centuries to give anyone an inalienable right to sell his goods to people who don't want them. He must earn the sale not only with adherence to those fair-trading practices which certain developed economies have made necessary, but by reputation, quality standards, and honestly of dealing and purpose. The small man has not the protection and advantage of trademarks and brand names, essential though they are both to seller and purchaser in the wider field and he must offer something in their place – the certainty in the minds of his customers that they are getting a fair deal.

Is it the TRUTH, the whole truth, and nothing but the truth? There is an old proverb used by the business man of my youth and earlier, some of you may have heard it. "Don't cry 'Stinking Fish'". This belongs to the era when every apprentice was expected to learn what were called "the tricks of the trade".

Rotary encourages its members to scorn any tricks in any trade that are not to the direct advantage of the customer and the Rotary form of the old proverb is very different from the original. It is "Don't sell stinking fish".

Is it FAIR to ALL concerned? Your goodwill and your reputation for honesty depends upon your treating your customers or clients or constituents---call them what you will---your readers or your public if you are an author or a journalist---with impartial fairness. Don't overlook that it says all concerned; that includes your employees---the girl who may have to stand too long and the commuting assistant who must wait over for a later train.

Will it build GOODWILL and better friendship?

Will your customer appreciate it even if he won't want to come right around and thank you for it there and then?

Will it be BENEFICIAL to ALL concerned?

Do you know deep inside you that it will be good to happen?

Ask yourself these four questions in relation to your customer or client, your employee or partner, your stockholder or banker.

Remember that the number of men who got themselves or their business out of trouble by worry and concealment in the hope of better days is not ten percent of those that got deeper and deeper in that same trouble. Realize that frankness brings the help and assistance of all interests concerned and you will be convinced as I am, that *honesty is still the best policy!*



Watergate, War, and The Four-Way Test

“If we had stopped to apply The Four-Way Test, there would have been no Watergate.”

~~ John Dean

United States lawyer John Wesley Dean III, who served as White House counsel from 1970 to 1973 under President Richard M. Nixon, addressed the District 5670 (Kansas, U.S.A.) Conference on 3 May 2003. The grandson of a Rotarian, Dean examined what might have taken place at the Watergate Hotel if Rotarians had been in charge of the White House. (Nixon, an honorary Rotarian, resigned as United States President in 1974 under threat of impeachment for covering up a break-in at the Democratic National Committee headquarters.) Dean's speech, which provides a new perspective on one of the most fateful decisions in United States history, is presented here, edited for length.



John Wesley Dean III

Since 1943, Rotary clubs everywhere have looked to, and shared with others, an ethical testing tool that is wonderfully simple and remarkably telling. This test is not a code, not a creed, not a religion. Rather, it is an assessment device, a basis for inquiry---or more simply stated---a checklist to help one find the right thing to say or the right thing to do.

If 《The Four-Way Test》 has been found wanting or somehow defective, after over a half-century of use, it is a well-kept secret. To the contrary, the Test has only proven itself more reliable with the passing of time.

With this reality in mind, I decided to put 《The Four-Way Test》 to a critical examination. It started with my asking what kind of guidance might I have gotten as counsel to the president during Watergate if I had applied it. But first I found myself thinking about a more current and more important problem, the potential of a war with Iraq, which was then looming. Let me briefly tell you what I found.

Is it the TRUTH?

Sadly, presidents often find it necessary to be less than truthful about war. This is a question that all interested citizens should ask, and if we cannot get the truth, there is a fundamental flaw in our system.

Is it FAIR to all concerned?

Can any war ever be fair to all concerned? Was it fair to the Southern plantation owners when Sherman crossed Georgia with a torch? What about all the soldiers and civilians who died in wars during the last century? For a war to be fair to all concerned it must be pursued impartially and that pursuit must be honest. The war must also be free from self-interest. And the war must conform with established rules of war and have merit and importance.

Will it build goodwill and BETTER FRIENDSHIPS?

If the reason for the war is not true, if the conduct of the war is not fair, it is rather obvious that the war is not going to create goodwill and better friendships.

Will it be BENEFICIAL to all concerned?

You can't know all who are concerned. I don't believe that Taylor [Rotarian Herbert Taylor, the Test's author] wanted you to know how it affected persons with whom you have no direct or indirect impact.

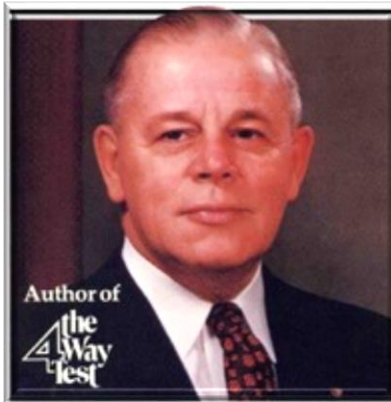
The key to this Test is not necessarily the answer to the questions. Rather it is what asking the questions forces you to do, to think. *To appreciate the impact of your words and actions on others*, you will discover the right thing to say or the right thing to do. Or I should say, what is right for you to say and do.

I was about 10 years old when I attended my first Rotary meeting with my grandfather, who was an active Rotarian his entire life. But it was not until your district governor, Mack Teasley, mentioned 《The Four-Way Test》 that I became truly aware of it. I have now used it more times than I can recall. I've made it part of my thinking. Indeed, I only wish I had known about it earlier.

My wife, Maureen, asked me: "Aren't you going to answer these questions on war in your talk?" I don't believe 《The Four-Way Test》 is designed for me to tell you my answers. Nor for you to tell me yours. 《The Four-Way Test》 is not an outline for a sermon. It is not a design for lecture. Nor is it a search for the definitive answer to each question. I perceive 《The Four-Way Test》 as a personal reckoning device, a private syllabus for each of us to employ.

I am going to tell you without fear of contradiction that had those of us in the Nixon White House who were involved in Watergate stopped to apply 《The Four-Way Test》 ---even if occasionally---there would have been no Watergate. In short, 《The Four-Way Test》 works, it will work for any issue---if only we are willing to use it.

Author of 《The Four-Way Test》



Herbert John Taylor (1893-1978)

One of the world's most widely printed and quoted statements of business ethics is 《The Four-Way Test》, which was created in 1932 by Rotarian Herbert John Taylor when he was asked to take charge of a company that was facing bankruptcy.

Herbert John Taylor (18 April 1893 – 1 May 1978) was a mover, a doer, a consummate salesman and a leader of men. He was a man of action, faith and high moral principle. He was an active Rotarian, an American business executive, civic leader and sponsor of Christian organizations.

Born in Pickford, Michigan, United States of America, on 18 April 1893, Taylor worked his way through Northwestern University in Evanston, Illinois. After graduation, he went to France on a mission for the YMCA (Young Men's Christian Association) and the British Army Welfare Service. In the First World War, he served in the U.S. Navy Supply Corps. In 1919, Taylor married Gloria Forbrich, and the couple set up housekeeping in Oklahoma, U.S.A., where he worked for the Sinclair Oil Company. After a year, he resigned and went into insurance, real estate and oil lease brokerage. With some prosperous years behind him, Taylor returned to Chicago, Illinois, in 1925 and began a swift rise within the Jewel Tea Company.

Taylor has been a Rotarian since 1923. He was a former member and Past President of the Rotary Club of Pauls Valley, Oklahoma, and was later a member and President in 1939-1940 of the Rotary Club of Chicago, Illinois. He has served Rotary International as Governor of the 147th District in 1940-1941, Director in 1944-1945**, First Vice-President in 1945-1946**, and as President in 1954-1955. (**Joining the same boards with Taylor in 1944-1946 as director and vice president was Dr. Chengting Thomas Wang (王正廷博士) from The Republic of China 中華民國).

During the World War II, Taylor was a member of the Illinois War Savings Staff Committee and Vice-Chairman of the War Department Price Adjustment Board in Washington, D.C. He

was a Past Director of the American Management Association and of the Aluminum Wares Association. His hobby was boys' work, and he was the sponsor of one of the largest boys' camps in the U.S.A. He was a former Chairman of the National Boys and Girls Week Committee for the U.S.A. Taylor was also a member on the Board of Governors 1941–1942 of the Illinois Crippled Children Society.

A Methodist in religious faith, Taylor co-founded the Christian Workers Foundation (CWF) in 1939. He served on the boards of several such institutions including Inter-Varsity Christian Fellowship (U.S.A.), Youth for Christ, Young Life, Fuller Seminary, Child Evangelism Fellowship, Christian Service Brigade, Pioneer Girls, and the Chicago Billy Graham Crusades.

The other positions he held in the commercial sector were: Board Chairman, Club Aluminum Products Company, Chicago, Illinois; Director, Chicago Federal Savings and Loan Association; Director, Monarch Aluminum Manufacturing Company, Cleveland, Ohio; Director, First National Bank, Barrington, Illinois; Director, Chicago Better Business Bureau.

Taylor was Member of University Associates, Northwestern University. He was conferred Doctor of Laws (LL.D.) (*honoris causa*) by Houghton (New York) College. He also authored 《The Four-Way Test》 《The Ten Marks of a Good Citizen》 《The Twelve Marks of a True Christian》 , and 《God Has A Plan For You》 . Taylor has been inducted into the American National Business Hall of Fame. He featured on the cover of 28 February 1955 Issue of the 《Newsweek》 .

Taylor and his wife had two daughters, Gloria Beverly and Romona Estellene. They lived in Park Ridge, Illinois. Taylor died on 1 May 1978. At the time of his death, Taylor was the Chairman Emeritus of the Board of Club Aluminum Products, Inc.

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Creation of The Four-Way Test

In line for the presidency of Jewel Tea Company in 1932, Taylor was asked to help revive the near-bankrupt Club Aluminum Company of Chicago. The cookware manufacturing company owed US\$400,000 more than its total assets and was barely staying afloat. Taylor responded to the challenge and decided to cast his lot with this troubled firm. He resigned from Jewel Tea, taking an 80% pay cut to become president of Club Aluminum. He even invested in the Company US\$6,100 to give it some operating capital.

He believed himself to be the only person in the Company with 250 employees who had hope. Looking for a way to resuscitate the Company and caught in the Great Depression's doldrums, Taylor, deeply religious, prayed for inspiration to craft a short measuring stick of ethics for the staff to use.

His recovery plan started with changing the ethical climate of the Company. The first job was to set policies for the Company that would reflect the high ethics and morals God would want in any business. Excerpted below is the story as told by Herbert J. Taylor in his own words:

Back in 1932, the Creditors of the Club Aluminum Company assigned me the task of saving the Company from being closed out as a bankrupt organization. The Company was a distributor of cookware and other household items. We found that the Company owed its creditors over \$400,000 more than its total assets. It was bankrupt but still alive.

At that time we borrowed \$6,100 from a Chicago bank to give us a little cash on which to operate. While we had a good product our competitors also had fine cookware with well-advertised brand names. Our Company also had some fine people working for it, but our competitors also had the same. Our competitors were naturally in much stronger financial condition than we were.

With tremendous obstacles and handicaps facing us we felt that we must develop in our organization something which our competitors would not have in equal amount. We decided that it should be the character, dependability and service mindedness of our personnel.

We determined, first, to be very careful in the selection of our personnel and, second, to help them become better men and women as they progressed with our Company.

We believed that “In right there is might” and we determined to do our best to always be right. Our industry, as was true of scores of other industries, had a code of ethics but the code was long, almost impossible to memorize and therefore impractical. We felt that we needed a simple measuring stick of ethics which everyone in the company could quickly memorize. We also believed that the proposed test should not tell our people what they must do, but ask them questions which would make it possible for them to find out whether their proposed plans, policies, statements or actions were right or wrong.

I searched through many books for the answer to our need, but the right phrases eluded me. So I did what I often do when I have a problem I can’t answer myself---I turn to the One who has all the answers. I leaned over my desk, rested my head in my hands and prayed. After a few moments, I looked up and reached for a white paper card. Then I wrote down the twenty-four words that had come to me. Considerable time was spent in developing four short questions. Here are the four questions:

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOODWILL and BETTER FRIENDSHIPS?
4. Will it be BENEFICIAL to all concerned?

I called it “The Four-Way Test of the things we think, say or do.” I placed this little test under the glass top of my desk and determined to try it out for a few days before talking to anyone else in the Company about it. I had a very discouraging experience. I almost threw it into the wastepaper basket the first day when I checked everything that passed over my desk with the

first question, "Is it the truth?" I never realized before how far I often was from the truth and how many untruths appeared in our Company's literature, letters and advertising.

After about sixty days of faithful constant effort on my part to live up to the Four-Way Test I was thoroughly sold on its great worth and at the same time greatly humiliated, and at times discouraged, with my own performance as president of the Company. I had, however, made sufficient progress in living up to the Four-Way Test to feel qualified to talk to some of my associates about it. I discussed it with my four department heads. You may be interested in knowing the religious faith of these four men. One was a Roman Catholic, the second a Christian Scientist, the third an Orthodox Jew and the fourth a Presbyterian.

I asked each man whether or not there was anything in the Four Way Test which was contrary to the doctrines and ideals of his particular faith. They all four agreed that truth, justice, friendliness and helpfulness not only coincided with their religious ideals, but that if constantly applied in business they should result in greater success and progress. These four men agreed to use the Four Way Test in checking proposed plans, policies, statements and advertising of the Company. Later, all employees were asked to memorize and use the Four-Way Test in their relations with others.

The checking of advertising copy against the Four-Way Test resulted in the elimination of statements the truth of which could not be proved. All superlatives such as the words better, best, greatest and finest disappeared from our advertisements. As a result, the public gradually placed more confidence in what we stated in our advertisements and bought more of our products.

The constant use of the Four-Way Test caused us to change our policies covering relations with competitors. We eliminated all adverse or detrimental comments on our competitors' products from our advertisements and literature. When we found an opportunity to speak well of our competitors we did so. Thus, we gained the confidence and friendship of our competitors.

The application of the Four-Way Test to our relations with our own personnel and that of our suppliers and customers helped us to win their friendship and goodwill. We have learned that the friendship and confidence of those with whom we associate is essential to permanent success in business.

Through over twenty years of sincere effort on the part of our personnel, we have been making steady progress toward reaching the ideals expressed in the Four-Way Test. We have been rewarded with a steady increase in sales, profits and earnings of our personnel. From a bankrupt condition in 1932 our Company has paid its debts in full, has paid its stockholders over one million dollars in dividends and has a present value of over two million dollars. All of these rewards have come from a cash investment of only \$6,100, the Four-Way Test and some good hard working people who have faith in God and high ideals.

Intangible dividends from the use of the Four-Way Test have been even greater than the financial ones. We have enjoyed a constant increase in the goodwill, friendship and confidence of our customers, our competitors and the public and what is even more valuable, a great improvement in the moral character of our own personnel.

We have found that you cannot constantly apply the Four-Way Test to all your relations with others eight hours each day in, business without getting into the habit of doing it in your home, social and community life. You thus become a better father, a better friend and a better citizen.

Profound in its simplicity, the Test became the basis for decisions large and small at Club Aluminum.

But any test must be put to the test. Would it work in the real world? Could people in business really live by its precepts? One lawyer told Taylor: *“If I followed the Test explicitly, I would starve to death. Where business is concerned, I think 《The Four-Way Test》 is absolutely impractical.”*

The attorney’s concerns were understandable. Any ethical system that calls for living the truth and measuring actions on the basis of benefits to others is demanding. Such a test can stir bitter conflict for those who try to balance integrity and ambition. Sizzling debates have been held in various parts of the world on its practicality as a way of living. There are always some serious-minded Rotarians, not to mention skeptics and negative thinkers, who view 《The Four-Way Test》 as a simplistic philosophy of dubious worth, contradictory meaning and unrealistic aims. The Test calls for thoughtful examination of one’s motives and goals. This emphasis on truth, fairness and consideration provide a moral diet so rich that it gives some people “ethical indigestion.”

But at Club Aluminum in the 1930s, everything was measured against 《The Four-Way Test》. First, the staff applied it to advertising. Words like “better,” “best,” “greatest” or “finest” were dropped from ads and replaced by factual descriptions of the product. Negative comments about competitors were removed from advertising and company literature.

The Test gradually became a guide for every aspect of the business, creating a climate of trust and goodwill among dealers, customers and employees. It became part of the corporate culture, and eventually helped improve Club Aluminum’s reputation and finances.

One day, the sales manager announced a possible order for 50,000 utensils. Sales were low and the Company was still struggling at the bankruptcy level. The senior managers certainly needed and wanted that sale, but there was a hitch. The sales manager learned that the potential customer intended to sell the products at cut-rate prices. “That wouldn’t be fair to our regular dealers who have been advertising and promoting our product consistently,” he said. In one of the toughest decisions the Company made that year, the order was turned down. There was no question this transaction would have made a mockery out of 《The Four-Way Test》 the Company professed to live by.

By 1937, Club Aluminum’s indebtedness was paid off and during the next 15 years, the firm distributed more than US\$1 million in dividends to its stockholders. Its net worth climbed to more than US\$2 million.

Too idealistic for the real world? 《The Four-Way Test》 was born in the rough and tumble world of business, and put to the acid test of experience in one of the toughest times that the

business community has ever known. It survived in the arena of practical commerce. Eloquently simple, stunning in its power, undeniable in its results, 《The Four-Way Test》 offers a fresh and positive vision in the midst of a world full of tension, confusion and uncertainty.

Adoption of the Test by the Rotary World

In 1942, Richard Vernor of Chicago, then a director of Rotary International, suggested that Rotary adopt the Test. The Rotary International Board of Directors approved his proposal in January 1943 and made 《The Four-Way Test》 a component of the Vocational Service program, although today it is considered a vital element in all Five Avenues of Service.

Herbert J. Taylor transferred the copyright to Rotary International when he served as Rotary International President in 1954-1955, during the Rotary organization's golden anniversary. He retained the rights to use the Test for himself, his Club Aluminum Company and the Christian Workers Foundation.

Today, more than eight decades since its creation. Has the Test lost its usefulness in modern society, as some critics maintain? Is it sophisticated enough to guide business and professional men and women in these fast-paced times?

Is it the TRUTH? There is a timelessness in truth that is unchangeable. Truth cannot exist without justice.

Is it FAIR to all concerned? The substitution of fairness for the harsh principles of doing business at arm's length has improved rather than hurt business relationships.

Will it build GOODWILL and BETTER FRIENDSHIPS? Man is by nature a cooperative creature and it is his natural instinct to express love.

Will it be BENEFICIAL to all concerned? This question eliminates the dog-eat-dog principle of ruthless competition and substitutes the idea of constructive and creative competition.

The final test is in the doing. William James, the noted psychologist, once said: "The ultimate test of what a truth means is the conduct it dictates or inspires." At the heart of Rotary today is 《The Four-Way Test》 --- a call to moral excellence. Human beings can grow together. Modern business can be honest and trustworthy. People can learn to believe in one another. At the 1977 Rotary International Convention, James S. Fish of the U.S. Better Business Bureaus said: "To endure, the competitive enterprise system must be practiced within the framework of a strict moral code. Indeed, the whole fabric of the capitalistic system rests to a large degree on trust . . . on the confidence that businessmen and women will deal fairly and honestly, not only with each other, but also with the general public, with the consumer, the stockholder and the employee."

Few things are needed more in our society than moral integrity. 《The Four-Way Test》 will guide those who dare to use it for worthy objectives: choosing, winning, and keeping friends; getting along well with others; ensuring a happy home life; developing high ethical and moral

standards; becoming successful in a chosen business or profession; and becoming a better citizen and better example for the next generation.

Presidential Speech 1955

Excerpted portion of the Presidential Speech by Herbert John Taylor, Rotary International President 1954-1955, addressed at the 46th Annual Convention of Rotary International held on 29 May-2 June 1955 at Chicago, Illinois, U.S.A.

What we can do at this Convention to help preserve our precious freedoms and what can we do about freedom when we got home? Let us thoroughly informed about its past and present status. Let us talk to our friends, our neighbors, our employees, and associates about it. Let us help elect public officers who will preserve it. And above all, let us teach and train the oncoming generation in a high moral character, for that is the best safeguard of all for freedom's future.

Throughout the year, wherever we have gone, the plea has been made for a greater emphasis on spiritual things. In recent decades, there has been a moral and spiritual relapse in all of our countries. The peoples of the world have lost sight of the fact that man cannot live by bread alone. That failure, no doubt, accounts for the driving power of some godless ideology such as we know communism to be. We have a long way to go yet in reaching the ideal of every Rotarian exemplifying by his every act the principles of his faith, but we have made definite progress in Rotary this year forward that goal.

An illustration of that progress is the interest that Rotary Clubs have taken in character-building projects for youth. Before the end of the year, millions of young people in the high schools and secondary schools of more than 20 countries will become young people of higher moral character as a result of Rotarians encouraging them to use The Four-Way Test of the things we think, say or do in our relations with others, these four simple questions:

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOODWILL and BETTER FRIENDSHIPS?
4. Will it be BENEFICIAL to all concerned?

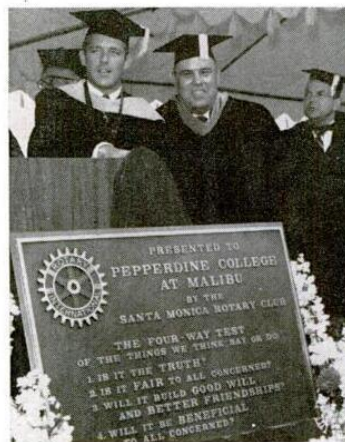
These millions of young people will, we believe, provide a bulwark for the future against the corrosion of communism, racial discrimination and delinquency.

You will be pleased to learn that the Government of Cape Province in South Africa has approved the installation of The Four-Way Test posters in all the 2,100 high school classrooms of the Province. The plan is in effect in hundreds of high schools in the U.S.A., India, Japan, and Australia. We found the plan also in schools in Finland, Holland, Israel, and Brazil, and it has been incorporated in a textbook to be used in all of the high schools of West Germany.

AROUND THE WORLD WITH THE FOUR-WAY TEST



TEXAS. The Four-Way Test has been promoted vigorously by Rotarians in the Dallas area through television spot announcements and other media. From left: Roddy Keitz, the Dallas Four-Way Test Chairman; Past President Ralph E. Tinkle, and A. J. Airoidi.



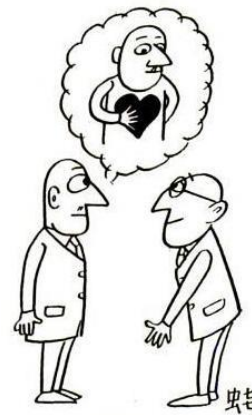
CALIFORNIA. The Test in bronze is presented to Pepperdine College at Malibu by Gerald M. Jennings (center), Rotary Club of Santa Monica. Left and right: college Chancellor William Banowsky, and President W. Norvel Young.



TRINIDAD. Port of Spain Rotarians John E. Probst, Prem Narwani, and Milton Miles pose with a Test sign at a busy cross-roads.



JAPAN. Modernistic monument bearing The Four-Way Test chiseled in granite was installed by the Rotary Club of Hekinan, Japan, to commemorate the Club's first anniversary.



1. 真実かどうか

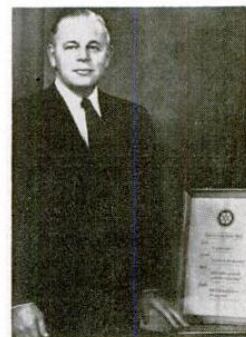
JAPAN. The Rotary Club of Gifu, Japan, published and distributed a cartoon booklet explaining the Test. One character wonders "Is it the truth?"



OKLAHOMA. Billboards, like this one put up by the Rotary Clubs of Oklahoma City, have been used effectively in the U.S.A. From left: Rotarians J. R. Spear, Dorman Morsman, Past District Governor Luther Coggins, William Woodward, and Richard Lee.



INDIANA. To encourage sportsmanship, Rotarians of Portland, Indiana, installed a Test sign in the school gym.



ORIGINATOR of The Four-Way Test, Herbert J. Taylor, was RI President in 1954-55, Rotary's golden anniversary year. A member of the Chicago Rotary Club, he will celebrate 50 years as a Rotarian in 1972.

Savannah Takes The Test



Some 30,000 Georgia students, like these of Savannah's Juliette Low School, know The Four-Way Test on the billboard behind them.

IN NO NEED of a microphone, the man standing before several hundred students in the school auditorium asked in a strong, friendly voice, "What's one of the most important things in your lives?" He waited a few moments, then urged, "Come on—don't be bashful! Call out whatever you think." Then the answers came.

"School is important," shouted a ruddy-faced, red-haired boy.

"My parents," voiced a girl in a neat sweater-skirt combination.

After listening to a dozen or more replies—one from the back sounding suspiciously like "going fishin'"—the man on the stage held up his hand. "You're all right," he said. "Every answer is a good one. But remember this: At school, at home, at play, and later in your marriages and in your businesses, you've got to know how to get along with people. That is going to be important

A Rotary project blankets a Georgia city with four questions.

to all of you as long as you live."

Then he told them about a guide for human conduct that had spread around the world, its simple wording translated from English into French, Spanish, Portuguese, Danish, Swedish, Japanese, and Marathi. The speaker was Rotarian Arthur M. Gignilliat, of Savannah, Georgia; his listeners, third- to eighth-grade students of Savannah's Port Wentworth Elementary School; the guide, Rotary's Four-Way Test for evaluating things thought, said, and done.

As he talked, I wandered among the students, recording on notepad and photographic film what was taking place. The next day at the DeRenne Elementary School I watched several hundred

By **ROBERT A. PLACEK**



As thousands of other Savannah students did, Fourth-Grader Margaret Purvis writes The Test on the blackboard to help memorize it.

other students as they listened to another Rotarian tell them about The Four-Way Test and how they could put it to use.

What I saw at these two schools was only a sampling of what had taken place earlier in this port city on the Savannah River. There, in the weeks before my arrival, the Rotary Club of Savannah had taken The Test to 48 public schools throughout the city and Chatham County. In five of them—the junior and senior high schools—framed posters of The Test had been hung in every classroom. The job—it took three months—had made The Four-Way Test known to more than 30,000 students.

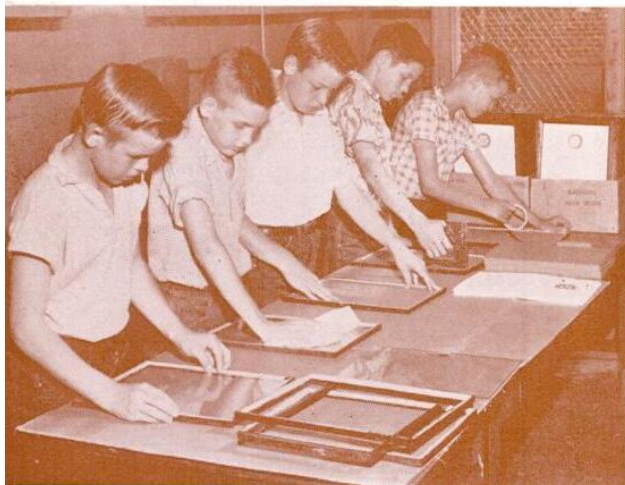
On a story assignment like this one, a good starting point is to find out how it all began. In Savannah I didn't have to ask. Everyone I talked with usually started the conversation this way: "Yes, Herman had a good idea

searching for a major project to recommend to his Club. So impressed was he with what he heard that Herman Edel made up his mind: he would propose that the Savannah Club take on The Four-Way Test as a county-wide school project.

The idea took hold. Club members solidly backed it, the school board for Savannah and Chatham County endorsed it. Next came the appointment of a 30-man Four-Way Test Committee headed by a



In his office, School Superintendent Early checks the schedule of Test presentation meetings, as Herman M. Edel, Savannah Rotary Club President for '54-'55, and three students look on.



Framing of The Four-Way Test posters is done at the Bethesda Boys' Home, oldest in America. The boys not only put the frames and glass on, as they are doing here, but also cut the wood to size on modern power machines.

All photos pp. 32-35 by the author

there, a real good idea." It was Herman M. Edel they were talking about, the President of the Savannah Rotary Club for 1954-55. He had heard the man who originated The Test, Herbert J. Taylor,* Rotary International's Immediate Past President, speak about it at a time when, as Savannah Rotary's new leader, he was

*Rotarian Taylor wrote The Test in 1933 for use in the Club Aluminum Company, of Chicago, of which he was then the young president. Rotary International has long commended The Test to Clubs and Rotarians. In 1954 Club Aluminum assigned the copyright to Rotary International. The text of The Four-Way Test is: 1. Is it the truth? 2. Is it fair to all concerned? 3. Will it build goodwill and better friendships? 4. Will it be beneficial to all concerned?

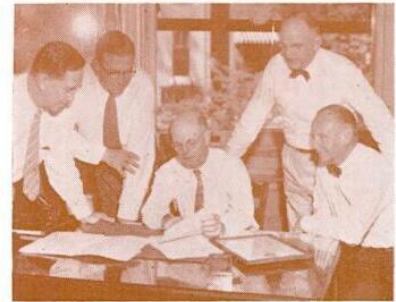
relaxed, quick-minded lawyer, Alexander A. Lawrence, who lost no time organizing the job.

Exactly what did the Club want to do? How did it plan to do it? The planners met, came up with this four-part program:

1. Two-man teams would visit each school, one to tell students about The Four-Way Test, the other to present a Four-Way Test poster to the school principal or the president of the student council.

2. Posters would be handsomely framed, the work to be done in the shops at the Bethesda Boys' Home, oldest institution of its kind in America.

3. Reports would be submitted



Assigning Club members to visit the various schools takes a lot of planning, as is being done here by Alex A. Lawrence (seated center), Chairman of The Four-Way Test Committee. Around him (left to right) are Rotarians Gignilliat, Edwards, Edel, and Hugh Hill, Past District Governor.

on the school visits, these to include observations about ways to improve school facilities.

4. To bring The Test to all Savannah, billboards would be erected in city and county, each bearing The Four-Way Test in color; television and radio programs would be presented; and newspaper stories would be provided.

Savannah Rotarians were now ready to begin what would be the largest mass presentation of The Four-Way Test yet attempted—but not before principals and teachers had been given a preview of what was to come. At preliminary sessions, Chairman Alex Lawrence and his Committeemen made The Test known, then asked all principals to arrange definite dates for the school assemblies at which the two-man Rotary teams would appear. In high schools, all students would attend; in grammar schools, the third-graders on up. School officials and Rotarians agreed that youngsters below the third grade were not ready for such words and phrases as "beneficial," "goodwill," "personal relationships," and others used in explaining The Test's use.

Then began some busy weeks for the two-man presentation teams. Some members spoke at two and three schools, others at five and six. Each Rotarian had his own way of reaching the students. For example, transportation executive Hadley Cammack showed teen-agers how they could put The Test to work by citing common situations where it is applicable; U. S. Treasury official



At auditorium gatherings in schools, students heard Savannah Rotarians talk about The Test. These are pupils of the DeRenne Grammar School.

Duke C. Trexler stirred listeners with stories of The Test's global travels; entomologist Hamilton Laudani put humor to work; while investment counsellor Bob Minis, Jr., trunk retailer Joe Price, and some 25 others gave different personal touches to their talks. All, however, were uniform on this point: speak to the kids on their level, but don't "talk down" to them.

While all this school activity was going on, other parts of Savannah's Four-Way Test project were moving ahead. The billboards went up—26 of them—at choice spots in the city and county for pedestrian and motor traffic. Watching automobiles and people stream past a sign, I asked Hudson Edwards, Savannah Club's outdoor-advertising member, to estimate the traffic flow.

"Estimate it?" he shot back. "I can give it to you exactly. This sign is seen by 91 percent of the 157,000 people in this county 23 times a month. That adds up to 3 million impressions on passers-by during that period."

Over the air waves The Four-Way Test was coming to additional thousands through programs and special announcements broadcast from Station WSAV. Figures for the radio coverage came from radio executive Harben Daniel, a Rotarian participant in the school presentations. "Within the area served by WSAV," he told me, "are more than 770,000 people. At least 100,000 of them heard our Four-Way Test broadcasts one or more times."

By adding up all these figures—the school, radio, billboard, and newspaper audiences—an impressive total could be had for the number of persons the Savannah



Following his talk on The Test, Rotarian Arthur M. Gignilliat presents a framed Test poster to the president of the Student Council of Port Wentworth School.

Four-Way Test project reached. But it wouldn't tell what The Test meant to those who had read it, or had it explained to them. How many memorized it? How many had decided to put it to work in their lives? Some answers to these and other questions are given in statements by a cross-section of Savannahians on page 35.

Perhaps I could have found hundreds of ways The Test had been applied in Savannah, but concrete examples in such matters are not easily come upon. Still, before I left, I heard a grammar-school principal say, "When students are brought to me for quarrelling about who-owns-this or who-said-that, I tell them to go back and settle it by The Four-Way Test. They never come back the second time." I also heard a little Negro lad at the DeRenne School stand up in the auditorium and tell his principal, "I was just about ready to fight Johnny the other day, but both of us knew we weren't telling the truth, so we had nothing to fight over."

In the files of the Savannah Rotary Club are other answers, letters from principals, teachers, and students that say: "This worthwhile experience broadened our concepts of justice"; "the program helped strengthen our citizenship classes through its emphasis on truth, fair play, goodwill, and consideration of others"; "I'm using The Test as a sort of beacon light in our class." And one from a fifth-grader, saying, "Thanks for coming to our school. We like The



At the Port Wentworth School, these white-jacketed choristers sing The Four-Way Test song, the lyrics written by Principal Wm. A. Eyer, Jr.

Test. We are trying to live up to it."

In Helsinki, Finland; Niterói, Brazil; Capetown, South Africa—in hundreds of schools in 22 countries where Rotary Clubs have introduced The Four-Way Test—other students, like Savannah's little fifth-grader, are "trying to live up to it." But not only in classrooms is The Test being applied; in legislative halls, offices, homes, hospitals, industrial plants, railroad stations—in scores of places where people work together—thoughts and deeds are being measured by it, often without conscious effort by the measurers.

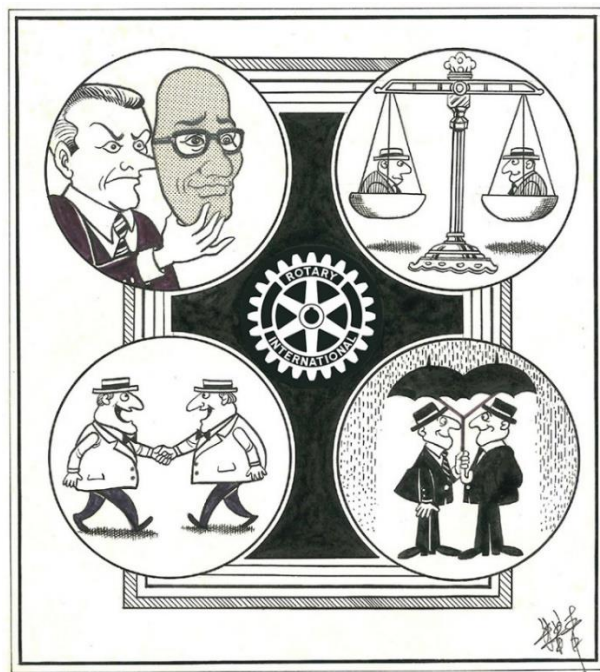
Driving along a palmetto-lined Savannah boulevard, I asked Alex Lawrence if he thought The Test's usefulness to students lay in dealing with life's small happenings or its major ones. "The beauty of The Test," Alex answered, "is in its rightness for both. It will help keep a classroom orderly, or prevent a fib being told; it can also combat juvenile delinquency, or help young minds reject totalitarian promises for their untruth."

I had one more question, this for Herman Edel, the man who started it all in Savannah. I wanted to know if he'd do it all over again, considering the work it took. "I certainly would," he replied emphatically. "Partly because of what the project did for our members. Each Rotarian on the presentation teams came out of the schools a better man for having helped mold the character of our finest product—our youth."

Then Herman had an afterthought. "Come to think of it," he said, "that makes our Four-Way Test project beneficial to all concerned, doesn't it?"

I agreed that it certainly did.

《四大考驗》背後的故事



一月是扶輪的「職業服務月」，正是時候讓我們一起回顧全球扶輪運動的指導原則。這些原則，多年來一直為扶輪社員提供有力、共同的目標和方向，也是我們維持彼此關係和實際行動的重要基礎。

《四大考驗》是一項無黨派、無宗教的道德準則，讓扶輪社員用於個人和職業關係上。這項考驗已被翻譯成 100 多種語言，而社員常常在集會上背誦它。

我們所想、所說、所做的事，應事先捫心自問：

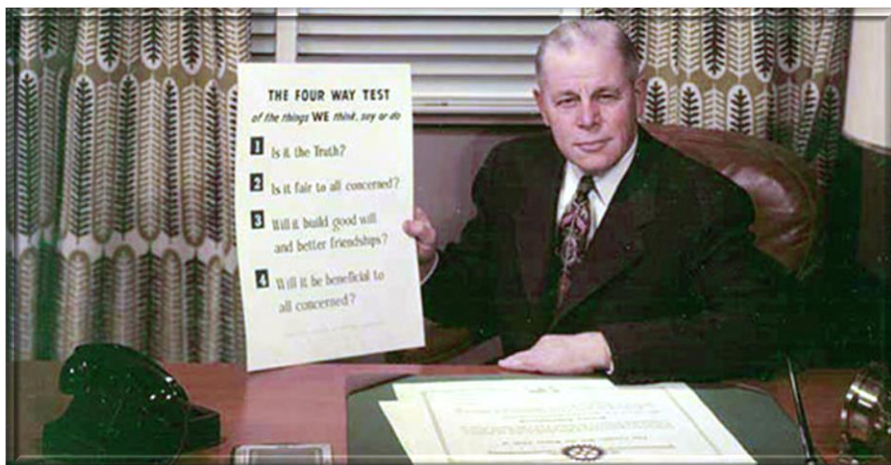
是否一切屬於真實？

是否各方得到公平？

能否促進信譽友誼？

能否兼顧彼此利益？

在美國大蕭條時期的 1930 年代，一位扶輪社員泰勒（Herbert John Taylor），設計了一個簡單、由四部分組成的道德準則，幫助他拯救了一家陷入困境的企業。這項準則及它體現的原則，也幫助其他許多人找到了自己的道德座標。國際扶輪很快就接納了《四大考驗》，並將它普及，如今已成為扶輪特有的標誌。這項「道德自我檢查」，很可能是扶輪最有名的宣言之一。



《四大考驗》作者泰勒 Herbert John Taylor

職業服務的四大考驗

在職業服務中，《四大考驗》發揮了主導作用。因為它可以清晰而簡單地衡量我們所想、所說或所做的事情，將職業服務理念付諸實踐。例如，美國俄亥俄州桂格灣扶輪社的社員，在辦公室召開簡報會，向員工講解《四大考驗》並派發宣傳冊子；在菲律賓的聖巴勃羅，把《四大考驗》裝裱並派了給 200 多家大型企業；在美國伊利諾伊州的墨菲斯伯勒，《四大考驗》對改善勞資關係很有幫助，強調協商解決勞資糾紛的重要性。

很多時候，始於一個扶輪服務領域的活動，會逐漸演變並發展至扶輪的其他範疇。雖然最初《四大考驗》幾乎只用於職業服務的領域，及後延伸至扶輪活動的其他範疇，包括展示於扶輪社的聚會場所及學校、向政府人員講解等等。例如，美國田納西州艾琳市的二十多位扶輪社員，將《四大考驗》的故事送到縣裡的每一個家庭。在印度杜蒂戈林，《四大考驗》在當地電影院的屏幕上放映。美國幾個州的立法機關成員，通過扶輪社的禮節安排收到了《四大考驗》。在巴西南里奧格蘭德州的南卡西亞斯，《四大考驗》在扶輪社放置於公共廣場的紀念碑上展示，永久地時刻地提醒市民。在這個互聯網和社交媒體盛行的新世紀，扶輪社和扶輪社員正在透過各種形式傳達信息，包括文字、演講、音樂視頻、戲劇等，多方面地向廣大公眾宣傳《四大考驗》。



一位香港扶輪社社員的觀點

以下是 1949-1950 年度第 57 地區總監喬馬頓（George Ernest Marden），於 1951 年 6 月在美國大西洋城舉行的第 42 屆國際扶輪年會上，以《四大考驗》為題發表的講話。馬頓是英國人，於 1925 年 10 月 16 日加入上海扶輪社，後於 1928-1929 年度擔任社長，並於太平洋戰爭後（1941-1945）移居當時是英國殖民地的香港，加入香港扶輪社。



George Ernest Marden

自從扶輪社開始鼓勵社員使用《四大考驗》，至今已經有好多年的歷史了。它對真理、正義、友善和幫助他人的簡潔重點，大家現在都很熟悉，常常使用座檯的牌匾或裝裱在框架內展示……

我們當中有許多人，已經開始了自我掌握的商業生涯。憑著一點資本、很大的希望和一些疑慮，還有不遺餘力地取得成功的決心。現在我明白，我們的成功應該以誠實或道德的方式獲得。但是我懷疑，我們是否在開始業務時，就有意識地有這樣的想法。確實，我們更可能打算不擇手段地達到目標，而不是有計劃地遵守格言。但是，我們很快就會了解到，企業需要的不僅僅是資本、員工、工廠、材料或庫存，而是善意的種子。它將在有利的環境下發揚，從而成為企業的關鍵部分，這甚至比必不可少的「技術訣竅」更重要。

也許，世上有一些善意的替代品。事實上，這些替代品有時會成功偽裝，甚至讓審計師和會計師誤判。替代品可能是有利的位置、各種形式的壟斷，甚至是經營者本人的個性，諸如此類，但它們其實十分脆弱。如果公眾跟企業的關係僅僅是基於需要，只要發現到相關商品或服務是替代品，或嚴重缺乏信譽，企業就會被降級或嫌棄，缺乏善意會變成明顯的致命傷。

就算利潤是應該的，請不要誤以為上天一定會賦予您一些客戶。任何人將其商品出售給不想買的人，都是不可能的。經營者必須遵守公平交易，且通過良好聲譽、品質以及誠實的交易和目的贏得銷售。商標和品牌對於買賣雙方都是重要的，儘管小企業未必擁有更多的保護和優勢，但他們必須令客戶確信已獲得公平交易。

是否一切屬於真實？

這是否真實，是真實的全部，沒有其他？

年輕時聽過商人說的一句古老諺語，相信您們當中的一些人可能聽說過——「賣魚不說魚腥臭」，這是當時每個學徒都要學習所謂的「行業伎倆」。

扶輪社鼓勵社員蔑視任何貿易中對客戶不利的伎倆，這句古老諺語的扶輪版本與原來的非常不同，是「不賣臭魚」，不要妄自菲薄。

是否各方得到公平？

您的善意和誠實的聲譽，取決於您對待客戶的取態——如果您是作家或記者，客戶就是您的讀者或公眾——是否不偏不倚的公平對待。「各方」指的包括您的員工——可能是那位不得不站得很久的女孩，和必須等晚班火車的通勤助理。

能否促進信譽友誼？

即使您的客戶不會馬上過來感謝您，他會心存感激嗎？

能否兼顧彼此利益？

您內心深處認為這將是一件好事嗎？

想一想您的客戶、您的員工、您的合作夥伴、您的股東、您的銀行，好好地問自己這四個問題。

請記住，那些透過擔心和隱瞞來讓自己或他們的企業擺脫困境，並希望日子會好轉的人的數量，還不到那些在同樣的困境中越陷越深的人的十分之一。當您意識到坦率能帶來幫助，您會跟我一樣相信，誠實是最好的對策！

水門事件、戰爭和《四大考驗》

「如果我們停止應用四大考驗，就不會有水門事件。」 ~~ 約翰·狄恩

以下是 2003 年 5 月 3 日，美國律師狄恩三世（John Wesley Dean III）在國際扶輪 5670 地區（美國堪薩斯州）會議上發表的講話的節錄。狄恩曾在 1970 年至 1973 年期間，擔任美國總統尼克松（U.S. President Richard M. Nixon）的白宮法律顧問。作為一名扶輪社員的孫子，狄恩研究了如果是扶輪社員掌管白宮的話，在「水門酒店」可能會發生的情況。（1974 年，名譽扶輪社員尼克松因掩飾民主黨全國委員會總部的闖入事件，而受到彈劾威脅，辭去美國總統職務。）狄恩的演講，為美國國家歷史上其中一個最重要的決定，提供了新的視角。

自 1943 年以來，世界各地的扶輪社都在關注並分享一個道德測試工具，這工具非常簡單且有說服力。這個測試工具不是代碼，不是信條，也不是宗教。相反，它是一個評估工具，一種探究的基礎——或者更簡單地說——一個能幫助人們找到正確要說或要做的事情的清單。

如果應用了半個多世紀的《四大考驗》曾經被發現有缺陷，那一定是一個保守得很好的秘密，一直不為人知。相反，我認為時間證明了它的可靠性。

考慮到這一點，我決定對《四大考驗》進行嚴格的審查。首先我問，如果作為總統顧問的我應用《四大考驗》，在水門事件期間會得到怎樣的引導？然後，我發現自己在思考一個更當前、更重要的問題，就是與伊拉克開戰的可能性正迫在眉睫。讓我簡單地告訴您我發現了什麼：

是否一切屬於真實？

可悲的是，總統們經常認為有必要對戰爭不那麼誠實。這是所有感興趣的公民都應該問的一個問題。如果我們無法得到真相，那麼我們的制度就存在根本的缺陷。

是否各方得到公平？

有任何戰爭能對各方公平嗎？當謝爾曼帶著火炬穿越喬治亞州時，對南方的種植園主公平嗎？上個世紀在戰爭中犧牲的所有士兵和平民呢？一場戰爭要對各方都公平，就必須不偏不倚地進行，而且必須誠實，還必須擺脫自身利益。戰爭必須符合既定的戰爭規則，具有價值和重要性。

能否促進信譽友誼？

如果戰爭的原因不正確，或者戰爭的進行不公平，那麼戰爭顯然不會產生善意和更好的友誼。

能否兼顧彼此利益？

您不可能認識所有相關的人。我不相信泰勒（《四大考驗》的作者）想您知道，它如何影響那些對您沒有直接或間接影響的人。測試的關鍵，不一定是問題的答案。相反，提問問題有助您行動和思考。當您意識到自己的言行對他人的影響時，您就知道什麼是正確的話和正確的事。應該說，您會知道您該說什麼、該做什麼。

我祖父一生都是活躍的扶輪社員。我和祖父第一次參加扶輪社會議時，大約 10 歲。直到地區總監麥提斯（Mack Teasley）闡釋《四大考驗》，我才真正認識到它。我現在使用它的次數比我記得的還要多，並已經把它作為我思考的一部分。事實上，我希望我早點知道它。

我的妻子莫琳問我：「您不打算在演講中回答那些關於戰爭的問題嗎？」《四大考驗》不是專門為我告訴您答案而設的，而您也不需告訴我您的答案。《四大考驗》不是講道大綱，也不是為演講而設的，亦不一定為每個問題提供明確的答案。《四大考驗》是一種個人的自省方法，是我們每個人都可以運用的修行。

我大膽地告訴您，如果我們這些參與尼克松白宮水門事件的人停止運用「四大考驗」——即使只是偶然——也不會出現水門事件。簡而言之，《四大考驗》是有效的。只要我們願意使用它，它就能夠應用於任何問題。

《四大考驗》的作者

世界上印刊和引用得最廣泛的商業道德聲明之一，就是《四大考驗》。它由扶輪社員泰勒（Herbert John Taylor）在 1932 年被要求負責一家面臨破產的公司時創作的。

泰勒（1893 年 4 月 18 日-1978 年 5 月 1 日）是一位推動者、一名實幹者、一位完美的推銷員和一位領導者。他是一個有行動力、信仰和崇高道德原則的人。他是現職扶輪社員、美國企業高管、公民領袖和基督教組織的贊助人。

泰勒於 1893 年 4 月 18 日出生於美國密歇根州的皮克福德，他在伊利諾伊州埃文斯頓的西北大學讀書。畢業後，他赴法國為基督教青年會（Young Men's Christian Association, YMCA）和英國陸軍福利局傳教。第一次世界大戰期間，他在美國海軍補給隊服役。1919 年，泰勒與霍歌麗（Gloria Forbrich）結婚。這對夫婦搬到美國俄克拉荷馬州居住，而泰勒在當地為辛克萊石油公司工作。一年後，他辭職並進軍保險、房地產和石油租賃經紀行業。1925 年，泰勒回到伊利諾伊州的芝加哥，開始在 Jewel Tea 公司工作並迅速晉升。

泰勒自 1923 年以來一直是扶輪社員。他是俄克拉荷馬州保羅斯谷扶輪社的前社員和前社長，後來在 1939-1940 年期間成為伊利諾伊州芝加哥扶輪社的社員和社長。他曾於 1940-1941 年度擔任第 147 地區總監、1944-1945 年度國際扶輪理事、1945-1946 年度國際扶輪第一副社長和 1954-1955 年度國際扶輪社長。（〔附註〕在 1944-1946 年度與泰勒同期一起擔任理事和副社長的是中華民國的王正廷博士。）

在第二次世界大戰期間，泰勒是伊利諾伊州戰爭儲備參謀委員會的成員、華盛頓特區戰爭部價格調整委員會的副主席。他曾是美國管理協會和鋁製品協會的前任董事。他愛好青年工作，是美國最大的青年營之一的贊助商和美國全國青年週的前主席。他還是伊利諾伊州 Crippled Children Society 1941-1942 年度的理事。

泰勒是一名基督教循道宗的教徒，他於 1939 年與其他人共同創立了 Christian Workers Foundation。他曾在多個類似機構的董事會任職，包括 Inter-Varsity Christian Fellowship (U.S.A.)、Youth for Christ、Young Life、Fuller Seminary、Child Evangelism Fellowship、Christian Service Brigade、Pioneer Girls 和 The Chicago Billy Graham Crusades。

他在商界擔任的其他職位包括：伊利諾伊州芝加哥 Club Aluminum Products 公司董事會主席、芝加哥聯邦儲蓄和貸款協會理事、俄亥俄州克利夫蘭 Monarch Aluminum Manufacturing 公司董事；伊利諾伊州巴靈頓 First National Bank 董事和芝加哥商業改進局理事。

泰勒是西北大學副學士，是（紐約）霍頓學院榮譽法學博士。除了《四大考驗》，他的著作還有《The Ten Marks of a Good Citizen》、《The Twelve Marks of a True Christian》和《God Has A Plan For You》。泰勒入選 American National Business 名人堂，也曾登上 1955 年 2 月 28 日的《新聞周刊》封面。

《四大考驗》的誕生

1932 年，當泰勒擔任 Jewel Tea 公司的總裁時，他奉命重振瀕臨破產的芝加哥公司 Club Aluminum。這家炊具製造公司的負債超過其總資產 40 萬美元，當時在勉強維持生存。

泰勒對挑戰的回應，是決定與這家陷入困境的公司共同進退。他從 Jewel Tea 公司辭職，成為了 Club Aluminum 的總裁並減薪 80%。他甚至投資了 6,100 美元，為公司提供營運資金。

泰勒相信自己是公司 250 名員工當中，唯一感到有希望的人。他需要尋找一種方法，來重振這家陷入大蕭條低迷的公司。篤信宗教的他，祈求靈感來製作一個簡短的道德衡量標準給員工。

泰勒的重振計劃，始於改變公司的道德氛圍。第一項工作就是為公司制定政策，以反映上帝希望擁有的高尚道德，不論任何業務。下面摘錄的是泰勒用他自己的話講述的故事：

早在 1932 年，炊具和家居用品分銷商 Club Aluminum Products 公司的債權人，給予我拯救這公司的任務，要避免公司破產而關閉。我們發現這家公司的負債超過其總資產 40 萬美元。它已破產，但仍然存在。那時，我們從芝加哥的一家銀行借了 6,100 美元，作為一點營運現金。

雖然我們有很好的產品，但我們的競爭對手也有很好的品牌。我們公司有一些優秀的員工，但我們的競爭對手也有同樣的人才。競爭對手的財務狀況，當然比我們強得多。

由於面臨巨大的困難，我們認為必須在公司裡面開發一些競爭對手不會擁有的東西，這應該是我們員工的品格、可靠度和服務態度。我們決定，首先要非常謹慎地選擇員工；其次，要幫助他們隨著公司的進步而成為更高品質的人員。

我們相信「真理就是力量」，決心永遠盡最大的努力做到正確。我們的行業和許多其他行業一樣，有一套道德準則。但準則太長，幾乎不可能記住，因此不切實際。我們認為，需要一個簡單的道德衡量標準，公司的每個人都可以快速記住。我們還認為，新的衡量標準不應該告訴員工他們必須做什麼。而是向他們提出問題，讓他們能夠了解自己提議的計劃、政策、聲明或行動是對還是錯。

我翻閱了許多書籍來尋找需要的答案，但正確的短語讓我望而卻步。因此，當我遇到自己無法回答的問題時，我做了我經常做的事情——我求助於擁有所有答案的那一位。我靠在桌子上，雙手抱頭祈禱。片刻之後，我抬起頭，伸手去拿一張白紙卡。然後我寫下了我想到的二十四個英文字（華語版本是 32 個中文字）。我花了大量時間制定四個簡短的問題。以下是那四個問題：

是否一切屬於真實？

是否各方得到公平？

能否促進信譽友誼？

能否兼顧彼此利益？

我把它稱為「我們所想、所說或所做的四大考驗」。我將這個小考驗放在辦公桌上，並決定先試用幾天，然後再與公司的其他人討論。經歷卻令人非常沮喪，第一天，我幾乎把它扔進了廢紙簍。當檢查了所有經過我桌子的文件時，我的第一個問題是：「這是真的嗎？」以前我從來沒有意識到我離真相有多遠。在我們公司的文件、信件和廣告中，出現了多少謊言。

經過大約 60 天的努力，終於沒有辜負《四大考驗》，我被它的巨大價值徹底說服了。同時，我作為公司總裁的表現，受到了極大的羞辱，有時甚至感到灰心喪氣。然而，我在《四大考驗》的應用，取得了足夠的進步，讓我覺得自己有資格與部分同事談論它。我和四個部門負責人討論過——您可能有興趣了解這四個人的宗教信仰：一個是羅馬天主教徒，第二個是基督科學教會，第三個是東正教猶太人，第四個是長老會。

我問每個人在《四大考驗》中，有沒有任何違背信仰的教義和理想的東西。他們四人都同意，真理、正義、友善和幫助他人，不僅與他們的宗教理想相吻合，而且如果持續應用於商業上，應該會帶來更大的成功和進步。這四個人都同意使用《四大考驗》來檢查公司擬議中的計劃、政策、聲明和廣告。後來，所有員工都被要求記住，並在人際關係上應用《四大考驗》。

廣告文案經過《四大考驗》的檢查，移除了一些無法證明真實性的陳述。所有言過其實的詞語，例如「更好」、「最好」、「最偉大」和「最優秀」，都從我們的廣告中消失。結果，公眾對我們的廣告內容逐漸地更有信心，購買了我們更多的產品。

不斷使用《四大考驗》，令我們改變了與競爭對手關係的策略。我們從廣告和文本中，刪除對競爭對手產品的負面評論。

有一次，我們有一個給予競爭對手正面評價的機會且做到，因此贏得了競爭對手的信任和友誼。

將《四大考驗》應用到我們與員工、供應商和客戶的關係，幫助我們贏得他們的友誼和善意。這份友誼和信任，對業務的長期成功至關重要。

經過員工二十多年誠懇的努力，我們一直朝著實現《四大考驗》所表達的理想穩步前進。公司的銷售額、收入和利潤穩定地增長。1932 年破產以後，公司已全額償還債務，並向股東支付了超過 100 萬美元的股息，公司現值超過 200 萬美元。這些回報來自僅僅 6,100 美元的現金投資、《四大考驗》和一班相信上帝、勤奮的人。

使用《四大考驗》帶來的無形紅利，甚至超過了實際的財務紅利。我們的客戶、競爭對手和公眾的善意、友誼和信心不斷增加，更有價值的是，我們員工的道德品質大大提高了。

我們發現，如果您在家庭、日常社交和社區生活中不養成《四大考驗》的習慣，您就無法在每天八小時的工作中不斷地進行《四大考驗》。所以，養成習慣的員工，因此也成為了一個更好的父親、更好的朋友和更好的公民。

憑著簡單和深刻的原則，《四大考驗》成為 Club Aluminum Products 大小決策的基礎。

不過，任何考驗都必須自身經受考驗。它會在現實世界中發揮作用嗎？做生意的人真的能遵從它的戒律嗎？一位律師曾經告訴泰勒：「如果我明確地遵循考驗，我會餓死的。在商業方面，我認為『四大考驗』是不切實際的。」

這位律師的擔憂，是可以理解的。任何人要活出真相但同時兼顧他人的利益，是非常困難的。對於那些試圖平衡正直和擁有雄心的人來說，這樣的考驗可能會引起激烈的衝突。世界各地就《四大考驗》在生活中實踐的實用性，進行了激烈的辯論。總有一些認真的扶輪社員，更不用說懷疑論者和消極思想家，將《四大考驗》視為可疑、矛盾和不切實際的簡陋哲學。《四大考驗》要求對一個人的動機和目標，進行深入的檢查。這種對真理、公平和體諒的強調，製造了大量的道德命題，甚於讓一些人「在道德上消化不良」。

在 1930 年代的 Club Aluminum Products，一切都是根據《四大考驗》來衡量的。首先，員工將它應用於廣告上，將「更好」、「最好」、「最偉大」和「最優秀」之類的詞語從廣告中刪除，取而代之的是對產品的真實描述。對競爭對手的負面評論，也從廣告和文本中刪除。

《四大考驗》逐漸成為各方面的業務指南，在經銷商、客戶和員工之間營造了信任和善意的氛圍。它成為企業文化的一部分，並最終有助改善了 Club Aluminum Products 的聲譽和財政。

一天，銷售經理宣布可能有 50,000 件餐具的訂單。銷售額低迷，公司仍在破產的邊緣掙扎。高級管理人員當然需要並且渴望得到這筆交易，但眼前有一個障礙。銷售經理得知這個潛在客戶，打算以低價銷售產品。他說：「這對一直在宣傳和推廣我們產品的常規經銷商不公平。」最後，公司拒絕了訂單，這是公司當年最艱難的決定之一。毫無疑問，同意這筆交易，會令公司自稱賴以生存的《四大考驗》淪為笑柄。

到 1937 年，Club Aluminum Products 償還了債務。在接下來的 15 年中，該公司向其股東派發了超過 100 萬美元的股息，淨資產攀升至超過 200 萬美元。

《四大考驗》對現實世界來說過於理想化？《四大考驗》誕生於波瀾洶湧的商業世界，在有史以來最艱難的時期經得起嚴峻的考驗，在現實的商業領域倖存下來。簡潔的《四大考驗》證明了它的力量驚人，結果無容置疑。在充滿緊張、困惑和不確定性的世界中，提供了一個嶄新而正面的願景。

扶輪世界採納《四大考驗》

1942 年，來自芝加哥、時任國際扶輪理事的費諾（Richard Vernor）建議扶輪世界採納《四大考驗》。國際扶輪理事會於 1943 年 1 月通過了他的提議，並將《四大考驗》納入為職業服務的元素。今天《四大考驗》已被認為是扶輪所有服務的重要部分。

泰勒在 1954-1955 年度擔任國際扶輪社長期間，也就是扶輪的金禧年，將《四大考驗》的版權轉贈給國際扶輪。他保留為自己、他的鋁業公司和 Christian Workers Foundation 使用《四大考驗》的權利。

今天，《四大考驗》已有 80 多年的歷史。《四大考驗》在現代社會中失去了作用嗎？在這個節奏緊湊的時代，它能夠精準地指導商界和專業人士嗎？

是否一切屬於真實？

真理是一種永恆不變的東西。沒有正義，真理就不可能存在。

是否各方得到公平？

以公平代替一些交易的嚴苛原則，反而改善了業務關係。

能否促進信譽友誼？

人類天生就是一個合作的生物，表達愛是本能。

能否兼顧彼此利益？

這個問題消除了無情競爭的狗咬狗原則，取而代之的是具建設性和創造性競爭的理念。

最後的考驗一直進行中。著名心理學家詹偉廉（William James）曾經說過：「檢驗真理在於它所指示或啟發的行為。」今天扶輪的核心是《四大考驗》——對道德卓越的呼籲。人類可以一起成長，現代企業可以誠實守信，人們可以學會互相信任。

在 1977 年國際扶輪年會上，美國商業改進局的費詹士（James S. Fish）說：「企業要持久，必須在嚴格的道德準則框架內，實行競爭性企業制度。事實上，資本主義體系的整個結構，在很大程度上取決於信任。… 相信商人會公平和誠實地交易，不僅是彼此之間，還有面對公眾、消費者、股東和員工的時候。」

在我們的社會，沒有什麼比道德誠信更有需要了。《四大考驗》將引導敢於將它應用於有價值的目標的人：選擇、贏得和保持友誼；與他人相處融洽；確保幸福的家庭生活；制定高道德標準；在選定的業務或專業中取得成功；成為下一代更好的公民榜樣。

1955 年國際扶輪社長泰勒演講

以下是 1954-1955 年度國際扶輪社長泰勒（Herbert John Taylor）在美國伊利諾伊州芝加哥舉行的第 46 屆國際扶輪年會（1955 年 5 月 29 日至 6 月 2 日）上發表講話的摘錄：

在本次大會上，我們可以做什麼來維護我們寶貴的自由？回到家後，我們可以為自由做些什麼？讓我們透徹地了解過去和現在的自由狀況。我們可以與朋友、鄰居、員工和同事談論一下，

讓我們選舉出將會保護自由的公職人員。最重要的是，讓我們以崇高的道德教誨下一代，因為這是對自由未來的最好保障。

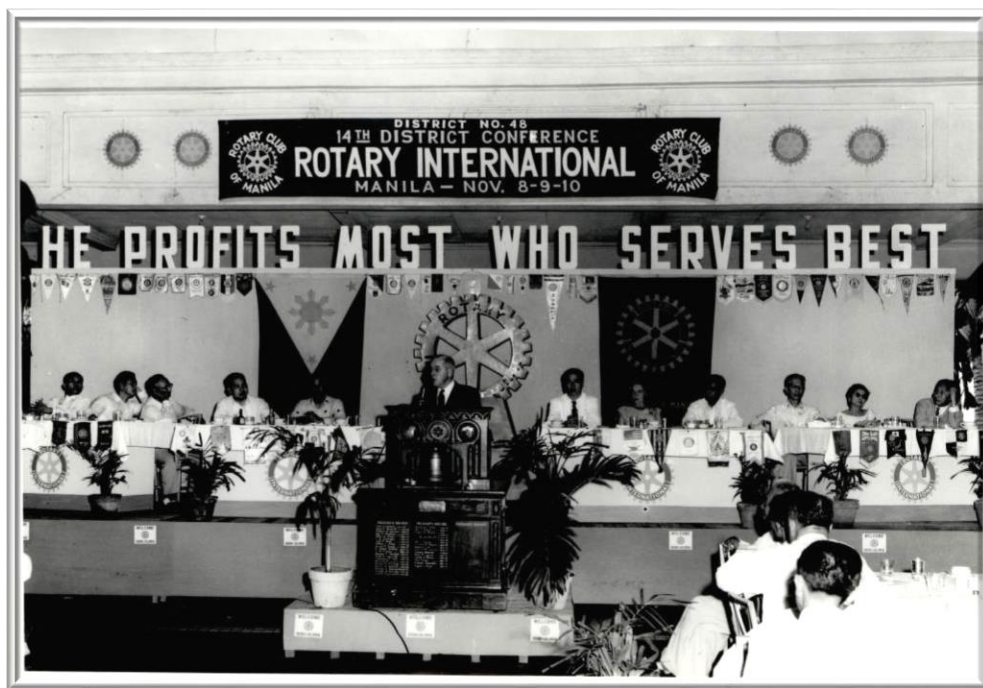
這一年來，無論我們走到哪裡，都在呼籲更加重視精神上的事情。近幾十年來，我們所有國家都出現了道德和精神上的倒退。世界人民已經忘記了，人類不能僅靠麵包生存的事實。毫無疑問，這種失敗解釋了某些無神論意識形態的驅動力，比如我們所知的共產主義。我們仍有很長的路要走，以達到每個扶輪社員知行合一的理想。但是今年扶輪朝著這個目標，取得了明確的進展。

其中一個進展，就是扶輪社對青少年品格培養。年底前，扶輪社員鼓勵來自 20 多個國家、數以百萬計的中學生應用《四大考驗》到日常的所思、所說和所做。他們將會成為道德品質更高的年輕人，這是給他們的四個簡單問題：

1. 是否一切屬於真實？ 2. 是否各方得到公平？
3. 能否促進信譽友誼？ 4. 能否兼顧彼此利益？

我們相信，數以百萬計的年輕人，將為未來提供一個堡壘，抵禦共產主義的腐蝕、種族歧視和犯罪。

南非開普省政府已經批准在省內所有 2,100 間高中學校的教室，貼上印有《四大考驗》的海報。這計劃，早前已在美國、印度、日本和澳洲的幾百間高中學校實行。我們也在芬蘭、荷蘭、以色列和巴西的學校，開展了類似的計劃。在西德，《四大考驗》已被納入高中的教科書，供所有學校使用。



國際扶輪 1955-56 年度社長泰勒在慶祝扶輪 50 週年的世界巡迴訪問期間，向在菲律賓馬尼拉的扶輪社發表演講。
Rotary International President Herbert J. Taylor speaking to the Rotary clubs in Manila, The Philippines, during his 1955-1956 world tour on the occasion of Rotary's 50th Anniversary.

The Rotarian

AN INTERNATIONAL MAGAZINE

Robert J. Taylor, President of Rotary International

JULY • 1954

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Report from Seattle

