

鄒忌諷齊王納諫

《戰國策·齊策》

鄒忌修八尺有餘，而形貌昳麗。朝服衣冠，窺鏡，謂其妻曰：「我孰與城北徐公美？」其妻曰：「君美甚，徐公何能及君也？」城北徐公，齊國之美麗者也。忌不自信，而復問其妾曰：「吾孰與徐公美？」妾曰：「徐公何能及君也？」旦日，客從外來，與坐談，問之：「吾與徐公孰美？」客曰：「徐公不若君之美也。」明日，徐公來，熟視之，自以為不如；窺鏡而自視，又弗如遠甚。暮寢而思之，曰：「吾妻之美我者，私我也；妾之美我者，畏我也；客之美我者，欲有求於我也。」

於是入朝見威王，曰：「臣誠知不如徐公美。臣之妻私臣，臣之妾畏臣，臣之客欲有求於臣，皆以美於徐公。今齊地方千里，百二十城，宮婦左右莫不私王，朝廷之臣莫不畏王，四境之內莫不有求於王；由此觀之，王之蔽甚矣。」

王曰：「善。」乃下令：「群臣吏民能面刺寡人之過者，受上賞；上書諫寡人者，受中賞；能謗議於市朝，聞寡人之耳者，受下賞。」令初下，群臣進諫，門庭若市。數月之後，時時而間進；期年之後，雖欲言，無可進者。

燕、趙、韓、魏聞之，皆朝於齊。此所謂戰勝於朝廷。

Zou Ji's Advice to the King

〈The Strategies of the Warring States〉

Zou Ji was more than eight *chi* tall, and a man of imposing and magnificent build. One morning, when he was dressing himself, he looked at himself in the mirror, and said to his wife, "Who do you think is more handsome, I or Mr. Xu of Cheng Bei?" Mr. Xu of Cheng Bei was known indisputably as the most handsome man of the Qi state. His wife said, "You are more handsome. Mr. Xu is not your match." Zou, unconvinced, turned to his concubine and said, "Who do you think is more handsome, I or Mr. Xu of Cheng Bei?" His concubine answered, "You are. Mr. Xu is not as handsome as you are." The next day, a friend of his came to see him. During the conversation, Zou asked, 'Who do you

think is more handsome, I or Mr. Xu of Cheng Bei?” The visitor said, “Mr. Xu is not as handsome as you are.”

The next day, Mr. Xu of Cheng Bei came to pay him a visit. Zou took the opportunity to look at Mr. Xu closely and came to the conviction that he was in no way an equal of Mr. Xu. Again, he looked at himself in the mirror and became more convinced that he was not to be compared with Mr. Xu. When he retired at night he thought to himself, “My wife said that I was more handsome because she was partial to me. My concubine said I was more handsome because she was in awe of me. My friend said I was handsome because he had a favour to ask of me.”

He then went to the court to seek an audience with King Wei of Qi. “I, your Majesty’s humble servant, know for certain”, said he to the king, “that I am not as handsome as Mr. Xu of Cheng Bei. But my wife said I was because she was partial to me. My concubine said so because she is in awe of me. My friend said so because he had a favour to ask of me. The Qi state now owns a territory extending a thousand *li* and one hundred and twenty cities and towns. In your Majesty’s court, all the palace ladies and attendants are partial to you. The high officials in your Majesty’s court are all in awe of you, and all the people in the state have favours to ask your Majesty. So it is evident that your Majesty has been seriously impeded from knowing the truth.”

The king said, “Excellent!” He then issued a decree saying “All those officials and people who can admonish me in person of the mistakes I have made will receive the highest rewards. Those who do so in writing will receive moderate rewards. Those who voice their complaints in public against my misdoings will receive small rewards.” Shortly after the decree was announced to the public, the court was packed like a market place, with officials and people who came to offer their remonstrations. A few months later, the number of people who came had dwindled gradually. After a year, people did not come any more because they didn’t have anything to complain about.

The states of Yan, Zhao, Han and Wei, upon hearing what had occurred in Qi, all rushed to the Qi court to offer their homage to King Wei. His Majesty had thus won a war with other states without having resorted to military means.

Notes 註釋

Chi (尺) is a Chinese measurement unit of length. Eight 尺 is over 185cm.