

★ by DALE CARNEGIE



THE QUICK AND EASY WAY TO EFFECTIVE SPEAKING



语言的突破

[美] 戴尔·卡耐基 ◎ 著

卡耐基当众演讲训练教程



中国城市出版社

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● 汉英对照 ●

[美] 戴尔·卡耐基 ⊙ 著

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戴尔·卡耐基，美国“成人教育之父”。20世纪早期，美国经济陷入萧条，战争和贫困导致人们失去了对美好生活的愿望，而卡耐基独辟蹊径地开创了一套融演讲、推销、为人处世、智能开发于一体的教育方式，他运用社会学和心理学知识，对人性进行了深刻的探讨和分析。他讲述的许多普通人通过奋斗获得成功的真实故事，激励了无数陷入迷茫和困境的人，帮助他们重新找到了自己的人生。

接受卡耐基教育的有社会各界人士，其中不乏军政要员，甚至包括几位美国总统。千千万万的人从卡耐基的教育中获益匪浅。

卡耐基在实践的基础上撰写而成的著作，是20世纪最畅销的成功励志经典。他的主要代表作有《人性的弱点全集》、《人性的弱点》、《人性的优点》、《语言的突破》、《美好的人生》、《快乐的人生》、《伟大的人物》和《人性的光辉》。这些书出版后，立即风靡全世界，先后被翻译成几十种文字，被誉为“人类出版史上的奇迹”，无数读者通过阅读和实践这些书中的方法走上了成功之路。

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Part One

Fundamentals of Effective Speaking

In every art there are a few principles and many techniques.

In the chapters that make up the first part of this book, we discuss the basic principles of effective speaking and the attitudes to make these principles come alive.

As adults, we are interested in a quick and easy way to speak effectively. The only way we can achieve results quickly is to have the right attitude about achieving our goal and a firm foundation of principles to build upon.



第一篇

高效演讲的基本原则

每 一门艺术中都会有一些基本原则和技巧。

在组成本书第一篇的各章中,我们会讨论高效演讲的基本原则和让这些原则产生实效的态度。

作为成人,我们会对快速容易的有效演讲感兴趣。快速产生实效的唯一途径,就是要有实现目标的正确态度和建立其上的坚实原则基础。

1 Acquiring the Basic Skills

I STARTED TEACHING classes in public speaking in 1912, the year the Titanic went down in the icy waters of the North Atlantic. Since then, more than seven hundred and fifty thousand people have been graduated from these classes.

In the demonstration meetings preceding the first session of the Dale Carnegie Course, people are given the opportunity of telling why they intend to enroll and what they hope to gain from this training. Naturally, the phraseology varies; but the central desire, the basic want in the vast majority of cases, remains surprisingly the same: “When I am called upon to stand up and speak, I become so self-conscious, so frightened, that I can’t think clearly, can’t concentrate, can’t remember what I intended to say. I want to gain self-confidence, poise, and the ability to think on my feet. I want to get my thoughts together in logical order, and I want to be able to talk clearly and convincingly before a business or social group.”

Doesn’t this sound familiar? Haven’t you experienced these same feelings of inadequacy? Wouldn’t you give a small fortune to have the ability

第1章 获得演讲的基本技巧

我于1912年,也就是“泰坦尼克号”沉没在北大西洋冰海的那一年,开始教授当众讲话这门课程。如今,已经有75万多学员从我这里毕业了。

当众讲话教程的第一堂课是示范表演。一些学员会上台讲他们为什么选这门课程,以及期望从这一训练中学到什么。尽管每个人都有不同的说法,但大多数人的原因和基本需求几乎如出一辙:“面对众人讲话时,我会觉得浑身不自在,总担心不能清晰地思考,不能集中精力,甚至不知道自己究竟想说什么。我希望获得自信,能随心所欲地思考问题,逻辑清晰地归纳自己的思想,在商业场合和社交场合侃侃而谈,思路清晰而又不乏语言魅力。”

这番话听起来不觉得耳熟吗?你是否有过这种心有余而力不足的感觉?

to speak convincingly and persuasively in public? I am sure you would. The very fact that you have begun reading the pages of this book is proof of your interest in acquiring the ability to speak effectively.

I know what you are going to say, what you would say if you could talk to me: “But Mr. Carnegie, do you really think I could develop the confidence to get up and face a group of people and address them in a coherent, fluent manner?”

I have spent nearly all my life helping people get rid of their fears and develop courage and confidence. I could fill many books with the stories of the miracles that have taken place in my classes. It is not, therefore, a question of my *thinking*. I know you can, if you practice the directions and suggestions that you will find in this book.

Is there the faintest shadow of a reason why you should not be able to think as well in a perpendicular position before an audience as you can sitting down? Is there any reason why you should play host to butterflies in your stomach and become a victim of the “trembles” when you get up to address an audience? Surely, you realize that this condition can be remedied, that training and practice will wear away your audience-fright and give you self-confidence.

This book will help you to achieve that goal. It is not an ordinary

你不希望自己在演讲时口若悬河,侃侃而谈,令人折服吗?现在你正在翻开这本书,说明你也希望获得这种成功演讲的能力。

我知道你想说什么。我猜想你一定会问我:“卡耐基先生,你真的认为我能培养自信,面对众人而口齿流利地对他们演讲吗?”

我这一生几乎全都用于帮助人们消除恐惧、培养勇气和自信。在我班上发生的种种奇迹,可以写出几十本书。因此,你问的问题不在于我“认为”;如果你能根据书中的方法和建议去练习,那么你一定能做到。

为什么站在众人面前就不能像坐着那样冷静地思考呢?为什么当众站起来讲话,你的胃部就会翻腾,身体就会不停地发抖呢?这些问题肯定是可以克服的,只要接受训练和练习,你就会消除面对听众的恐惧,并充满了自信。

这本书将帮助你实现这一目标。它不是一本普普通通的教科书。它既不罗列一大堆说话的技巧,也不教你如何出声发音,而是致力于用具体的方法来训练人们如何成功演讲。它以你现有的基础为起点,逐渐使你成为自己想

textbook. It is not filled with rules concerning the mechanics of speaking. It does not dwell on the physiological aspects of vocal production and articulation. It is the distillation of a lifetime spent in training adults in effective speaking. It starts with you as you are, and from that premise works naturally to the conclusion of what you want to be. All you have to do is cooperate—follow the suggestions in this book, apply them in every speaking situation, and persevere.

In order to get the most out of this book, and to get it with rapidity and dispatch, you will find these four guideposts useful:

FIRST/ TAKE HEART FROM THE EXPERIENCE OF OTHERS

There is no such animal, in or out of captivity, as a born public speaker. In those periods of history when public speaking was a refined art that demanded close attention to the laws of rhetoric and the niceties of delivery, it was even more difficult to be born a public speaker. Now we think of public speaking as a kind of enlarged conversation. Gone forever is the old grandiloquent style and the stentorian voice. What we like to hear at our dinner meetings, in our church services, on our TV sets and radios, is straightforward speech, conceived in common sense and dedicated to the proposition that we like speakers to talk with, and not at, us.

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成为的人。而你所需要做的就是合作——遵循书中的各种建议,并将它们应用于一切需要说话的场合,并且坚持不懈。

为了从本书获得最大教益,并对它有一个快速了解,以下四条指引十分有用:

一、学习别人的经验,激发自己的勇气

不论是否处于被囚禁的状态,没有任何一种动物是天生的大众演讲家。在历史上某些时期,当众演讲是一门精致的艺术,要求谨遵修辞法与优雅的演讲方式,因此想成为一名优秀的演讲家十分困难。但现在我们却将当众讲话看作一种范围有所扩大的交谈,从前边说边唱的演讲方式和如雷贯耳的声音已经永远过去了。我们无论是在晚餐聚会上,还是在教堂做礼拜、在家里看电视听收音机,都更愿意听到率真的语言,根据常理来思考,诚恳地交流,而不是对着我们夸夸其谈。

当众讲话并不是一门封闭的艺术,它并不像许多教科书中所说的那样,

Despite what many school texts would lead us to believe, public speaking is not a closed art, to be mastered only after years of perfecting the voice and struggling with the mysteries of rhetoric. I have spent almost all of my teaching career proving to people that it is *easy* to speak in public, provided they follow a few simple, but important, rules. When I started to teach at the 125th Street YMCA in New York City back in 1912, I didn't know this any more than my first students knew it. I taught those first classes pretty much the way I had been taught in my college years in Warrensburg, Missouri. But I soon discovered that I was on the wrong track; I was trying to teach adults in the business world as though they were college freshmen. I saw the futility of using Webster, Burke, Pitt, and O'Connell as examples to imitate. What the members of my classes wanted was enough courage to stand on their hind legs and make a clear, coherent report at their next business meeting. It wasn't long before I threw the textbooks out the window, got right up there on the podium and, with a few simple ideas, worked with those fellows until they could give their reports in a convincing manner. It worked, because they kept coming back for more.

I wish I could give you a chance to browse through the files of testimonial letters in my home or in the offices of my representatives in

必须经过多年的美化声音以及艰苦的修辞训练之后才能掌握。我的教学生涯几乎全都致力于向人们证明:当众讲话很容易,只要遵循一些简单却又重要的规则就可以。当我于1912年在纽约市第125大街的青年基督教会开始成人教育时,和最初的学员一样懵懂无知。我最初教这些课的方法和我自己在密苏里州华伦堡学院所接受的教育大同小异。但我很快就发现自己错了:我竟然将那些商场人士当成了大学新生。我发现以演讲大师韦伯斯特、巴克、皮特及欧·康奈尔等人为模仿的例子,对他们毫无裨益。我的学员需要的是在下次商务会议上有足够的勇气站起来,做一番明晰而连贯的报告。于是,我抛掉了教科书,站在讲台上,只教给他们一些简单的概念,直到他们的报告词达意尽,充满自信。这个办法果然有效,因为他们毕业后又再回来学习了。

我希望大家有机会去我家或我在世界各地的代表的办公室,看看学员寄给我的信。这些信来自企业界的领袖,他们的大名常常见诸各大报纸,如《纽约时报》和《华尔街日报》,有的来自州长、国会议员、大学校长和娱乐圈

various parts of the world. They come from industrial leaders whose names are frequently mentioned in the business section of *The New York Times* and *The Wall Street Journal*, from governors of states and members of parliaments, from college presidents, and from celebrities in the world of entertainment. There are thousands more from housewives, ministers, teachers, young men and women whose names are not well known yet, even in their own communities, executives and executive trainees, laborers, skilled and unskilled, union men, college students, and business women. All of these people felt a need for self-confidence and the ability to express themselves acceptably in public. They were so grateful for having achieved both that they took the time to write me letters of appreciation.

Of the thousands of people I have taught, one example comes to mind as I write because of the dramatic impact it had on me at the time. Some years ago, shortly after he joined my course, D. W. Ghent, a successful businessman in Philadelphia, invited me to lunch. He leaned across the table and said: "I have sidestepped every opportunity to speak to various gatherings, Mr. Carnegie, and there have been many. But now I am chairman of a board of college trustees. I must preside at their meetings. Do you think it will be possible for me to learn to speak at this late date in life?"

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明星,还有更多的信来自家庭主妇、牧师、教师和青年男女,他们全都是一些默默无闻的普通人,以及企业中已经接受训练或尚未接受训练的主管人员、技术娴熟或生疏的工人、工会成员、大学生和职业女性。所有这些都觉得自己需要足够的自信心和在公众场合表达自己的能力。他们在这两方面都取得了一定成效而心存感激,所以给我写信表示感谢。

当我开始写这本书的时候,有一个人立刻闪现在我的脑海里。在我教过的几千名学员中,我对他的印象很深。根特先生是费城一名成功的企业家,刚参加我的训练班不久就邀请我和他共进午餐。在餐桌上,他倾身向前,对我说:“卡耐基先生,我曾有许多机会在公众场合说话,但我总是试图逃避。现在我是一家大学的董事会主席,必须经常主持各种会议。你认为我在迟暮之年是否还能学会当众讲话?”

由于在我的训练班上像他这样的人很多,因此,我向他保证,他一定能够成功。

大约3年后,我们又一次在企业家俱乐部共进午餐。我们在以前那个餐

I assured him, on the basis of my experience with men in similar positions who had been members of my classes, that there was no doubt in my mind that he would succeed.

About three years later we lunched together again at the Manufacturers' Club. We ate in the same dining room and at the very same table we had occupied at our first meeting. Reminding him of our former conversation, I asked him whether my prediction had come true. He smiled, took a little red-backed notebook out of his pocket, and showed me a list of speaking engagements for the next several months.

"The ability to make these talks," he confessed, "the pleasure I get in giving them, the additional service I can render in the community—these are among the most gratifying things in my life."

But that was not all. With a feeling of justifiable pride, Mr. Ghent then played his ace card. His church group had invited the prime minister of England to address a convocation in Philadelphia. And the Philadelphian selected to make the introduction of the distinguished statesman, on one of his rare trips to America, was none other than Mr.D.W. Ghent.

This was the man who had leaned across that same table less than three years before and asked me whether I thought he would ever be able to talk in public!

厅的同一张桌上吃饭，又谈起了从前谈过的话。我问他我的预言是否实现了，他微微一笑，从口袋里面掏出了一个红色的小笔记本，向我展示了未来几个月已经预定的演讲日程表。“有能力做这些演讲，”他承认，“演讲时所获得的快乐，以及我能为社会提供更多的服务——这些都是我人生中最高兴的事。”

事情还远不仅于此。根特先生还得意地告诉我，他所在的教区曾邀请英国首相来费城演讲，负责向人们介绍这位旅美之行的杰出政治家的人不是别人，正是根特先生。

正是这个人，3年前还在这张桌子旁问我，他将来是否能够当众畅谈自如？

还有另外一个例子：已故的格力屈公司董事长大卫·格力屈先生，有一天来我的办公室说：“在我的一生中，每次面对众人讲话时总是惊恐万状。而我作为董事长，又不能不主持会议。我和各位董事都十分熟悉；大家围着桌子谈话时我能够对答如流。但是当我站起身时，就会有一种恐惧，一个字

Here is another example. The late David M. Goodrich, Chairman of the Board of the B. F. Goodrich Company, came to my office one day. "All my life," he began, "I have never been able to make a talk without being frozen with fear. As Board Chairman I have to preside at our meetings. I have known all the board members intimately for years, and I have no trouble talking to them when we are sitting around the table. But the moment I stand up to talk, I am terrified. I can hardly say a word. I have been that way for years. I don't believe you can do anything for me. My trouble is too serious. It has existed too long."

"Well," I said, "if you don't think I can do anything for you, why did you come to see me?"

"For one reason only," he replied. "I have an accountant who takes care of my personal accounting problems. He is a shy chap, and to get into his little office, he has to walk through my office. He has been sneaking through my office for years, looking at the floor and hardly ever saying a word. But lately, he has been transformed. He walks into my office now with his chin up, a light in his eye; and he says, 'Good morning, Mr. Goodrich,' with confidence and spirit. I was astonished at the change. So, I said to him: 'Who has been feeding you meat?' He told me about taking your course of training; and it is only because of the transformation that I

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也说不出来。这种情况已存在多年了。我现在想知道你是否能给我一些帮助。我觉得十分严重,这种情况持续多年了。”

“噢,”我说,“既然你怀疑我是否能给你帮助,那你为什么还来找我呢?”

“只有一个原因,”他回答说,“我有一个会计,他专门为我处理私人账目。他原本是一个害羞的小伙子,每天进自己的办公室时必须经过我的办公桌。许多年来,他一直都是蹑手蹑脚的十分小心,双眼紧盯着地面,也难得说一个字。但是他最近却改头换面了,变得神采奕奕,走进办公室时也敢抬头挺胸了,并且还大大方方地问候我。我对他的这种变化十分惊讶,于是问他为什么会发生这种改变。他告诉我说他参加了你的训练课程。正是因为我亲眼目睹了这个小伙子的改变,我才来寻求你的帮助的。”

我对格力屈先生说,如果他能定期来上课,并且按照我的要求训练,不出几个星期,他就敢在大众面前讲话了。

“如果你真的能改变我,”他回答说,“那我可真的是全美国最快乐的人了。”

have witnessed in that frightened little man that I have come to see you.”

I told Mr. Goodrich that if he attended the classes regularly and did what we asked him to do, within a few weeks he would enjoy speaking before audiences.

“If you can do that,” he replied, “I’ll be one of the happiest men in the country.”

He joined the course, made phenomenal progress, and three months later, I invited him to attend a meeting of three thousand people in the ballroom of the Hotel Astor, and talk to them on what he had gotten out of our training. He was sorry—couldn’t come—a previous engagement. The next day he phoned me. “I want to apologize,” he said. “I have broken that engagement. I’ll come and speak for you. I owe it to you. I’ll tell the audience what this training did for me. I’ll do it with the hope that my story will inspire some of the listeners to get rid of the fears that are devastating their lives.”

I asked him to speak for two minutes only. He spoke to three thousand people for eleven minutes.

I have seen thousands of similar miracles worked in my courses. I have seen men and women whose lives were transformed by this training, many of them receiving promotions far beyond their dreams or achieving positions

他坚持上课,并且进步神速。3个月后,我请他参加了一次宴会,地点是在阿斯特饭店舞厅,参加者有3000人。我让他谈谈在演讲训练中的获益情况。由于他事先有约会,他对自己不能前来表示歉意,但是第二天他又给我打电话说自己要来。他说:“我把约会取消了。我很高兴为你演讲。我要告诉人们这次训练带给我的好处,用我自己的故事来激励人们,消除那正在摧毁他们生活的恐惧。”

我只让他讲两分钟时间,结果他面对3000人说了11分钟。

类似的奇迹,我曾在班上亲眼目睹过几千次。我看到了许多的人生也因为参加了这项训练而得以改观:一些人获得了梦寐以求的提升,而另一些人则在商场、工作和沟通中大大获利。有时候,一场演讲就足以办成一件重要的事情。我们来看玛利欧·拉卓的故事。

几年前,我意外地收到了一封寄自古巴的电报。电报中说:“除非你给我发电报阻止我,否则我将立即赶往纽约,接受演讲训练。”落款人是玛利欧·拉卓。我不知道这个人是谁,从前也没有听说过他。

of prominence in their business, profession, and community. Sometimes this has been done by means of a single talk delivered at the right moment. Let me tell you the story of Mario Lazo.

Years ago, I received a cable from Cuba that astonished me. It read: "Unless you cable me to the contrary, I am coming to New York to take training to make a speech." It was signed: "Mario Lazo." Who was he? I wondered! I had never heard of him before.

When Mr. Lazo arrived in New York, he said: "The Havana Country Club is going to celebrate the fiftieth birthday of the founder of the club; and I have been invited to present him with a silver cup and to make the principal talk of the evening. Although I am an attorney, I have never made a public talk in my life. I am terrified at the thought of speaking. If I fail, it will be deeply embarrassing to my wife and myself socially; and, in addition, it might lower my prestige with my clients. That is why I have come all the way from Cuba for your help. I can stay only three weeks."

During those three weeks, I had Mario Lazo going from one class to another speaking three or four times a night. Three weeks later, he addressed the distinguished gathering at the Havana Country Club. His address was so outstanding that Time Magazine reported it under the head of foreign news and described Mario Lazo as a "silver-tongued orator."

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拉卓先生到了纽约。他说：“哈瓦那乡村俱乐部准备为创始人的50岁生日举行庆祝大会，安排我在晚会上担任主持人，并为他颁发纪念杯。虽然我是一名律师，但从来没有公开发表过演讲。一想到要当众讲话我就害怕。如果把事情办砸了，我和我太太该有多难为情啊！这将会大大影响我在我的委托人面前的形象。因此，我特意从古巴来向你求助。但我只能待3周。”

在那3周时间内，我让玛利欧从一个班换到另一个班，每晚都要作三四次演讲。3个星期之后，他在哈瓦那乡村俱乐部的盛大宴会上发表了一场演讲，这场演讲如此精彩，《时代周刊》还专门在国外新闻栏目中做了特别报道，称他为“银舌演讲家”。

听起来像是奇迹，是吗？它的确是一个奇迹——20世纪的人们克服恐惧的奇迹。

二、时刻不忘自己的目标

当根特先生说到他新掌握的当众讲话的技巧给他带来的极大乐趣时，