经典读库·英汉全译本3000

我已经成功地战胜对孤独的恐惧和对贫穷的担心。我现在非常快乐,相当成功,对生活充满了热情和爱。我现在懂得,无论生活交给我什么,我都绝不会再害怕。我现在懂得,我不必担心未来。我现在懂得,我可以一次只活一天——我也懂得,"每天对智者都是一次新生。"



HOW TO STOP WORRYING AND START LIVING

人性的优点

如何克服忧虑并走向成功

[美国]戴尔·卡耐基◎著 青 闰 杜思民◎译注



BY DALE CARNEGIE



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人性的优点

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戴尔·卡耐基 (1888—1955),美国著名的教育家和演讲口才艺术家,是20世纪最伟大的成功学大师,被誉为是20世纪最伟大的心灵导师。

卡耐基一生致力于人性问题的研究,运用心理学和社会学知识,对人类共同的心理特点进行探索和分折,开创并发展出一套独特的融演讲、为人处世、智能开发于一体的成人教育方式。卡耐基的思想和观点影响着美国人,甚至改变着世界。

卡耐基被誉为"成人教育之父"。当经济不景气、不平等、战争等恶魔磨灭人类追求美好生活的心灵时,他利用大量普通人不断努力取得成功的故事,唤起无数陷入迷惘者的斗志,激励他们取得辉煌的成功。卡耐基的精神和思想,成了人们走出迷茫和困顿的最有力的支撑。

即使在现代社会,卡耐基对人性的洞见,仍然指导着千百万人改变思想,完善行为,走上成功之路。他从生活常理中提炼出来的处世哲理,在帮助人们学习如何为人处世,如何获得自尊自重、获得勇气和信心,以及克服人性的弱点、发挥人性的优点,从而获得事业的成功和人生的快乐等方面,起着更伟大的作用。

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。其代表作《人性的弱点》、《人性的优点》、《沟通的艺术》、《快乐的人生》、《人性的光辉》等一经出版,立即风靡全球,先后被译成几十种文字,被誉为"人类出版史上的奇迹。"

你真想将自己的生活变得更好吗?如果是,那么本书可能是你 碰到的最好的书之一。阅读它,再阅读它。然后开始行动。





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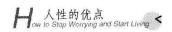
Part One



Fundamental Facts You Should Know about Worry

你应该懂得有关忧虑的根本事实







Chapter 1

Live in "Day-tight Compartments"

In the spring of 1871, a young man picked up a book and read twenty-one words that had a profound effect on his future. A medical student at the Montreal General Hospital, he was worried about passing the final examination, worried about what to do, where to go, how to build up a practice, how to make a living.

The twenty-one words that this young medical student read in 1871 helped him to become the most famous physician of his generation. He organized the world-famous Johns Hopkins School of Medicine. He became **Regius**² Professor of Medicine at Oxford — the highest honor that can be **bestowed upon**³ any medical man in the British Empire. He was knighted by the King of England. When he died, two huge volumes containing 1,466 pages were required to tell the story of his life.

His name was Sir William Osler. Here are the twenty-one words that he read in the spring of 1871 — twenty-one words from Thomas Carlyle that helped him lead a life free from worry: "Our main business is not to see what lies dimly at a distance, but to do what lies clearly at hand."

Forty-two years later, on a soft spring night when the tulips were blooming on the campus, this man, Sir William Osler, addressed the students of Yale University. He told those Yale students that a man like himself who had been a professor in four universities and had written a popular book was supposed to have "brains of a special quality". He declared that that was untrue. He said that his intimate friends knew that his brains were "of the most **mediocre**⁴ character".

What, then, was the secret of his success? He stated that it was owing to what he called living in "day-tight compartments." What did he mean by that? A few months before he spoke at Yale, Sir William Osler had crossed the Atlantic on a great ocean liner⁵ where the captain standing on the bridge⁶, could press a button and — presto⁷! — there was a clanging of machinery and various parts of the ship were immediately shut off from one another — shut off into watertight compartments. "What I urge is that you so learn to control the machinery as to live with 'day-tight compartments' as the most certain way to ensure safety on the voyage.



生活在"每天独立的间隔"中

1871 年春天,一名年轻人拿起一本书,看到了对他的未来产生深远影响的 21 个词。他是蒙特利尔综合医院的一名医学生,担心期末考试及格不及格,担心该做什么、何去何从,担心如何开业、如何谋生。

这个年轻的医学生 1871 年看到的这 21 个词,帮助他成了他那一代最有名的医生。他组建了驰名世界的约翰斯·霍普金斯医学院,成了牛津大学医学院的钦定讲座教授——这是大英帝国所能赐给一切医学人员的最高荣誉。他还被英国国王授予爵士爵位。他去世时,需要两大卷 1466 页讲述他一生的故事。

他名叫威廉·奥斯勒爵士。这里是他 1871 年春天看到的、源自托马斯·卡莱尔的那 21 个词:"我们的主旨不是看远处模糊物,而是做手边清晰事。"就是这些词帮助他过起了无忧无虑的生活。

42 年后,在校园盛开郁金香的一个温和的春夜,这个名叫威廉·奥斯勒爵士的人向耶鲁大学的学生发表了演讲。他告诉那些耶鲁大学的学生,像他自己这样一个曾经在四所大学做过教授、写过一本畅销书的人,应该具有一颗"特殊品质的大脑"。他宣称事实并不是这样。他说,他的亲密朋友们都知道他的大脑"具有最平常的特征"。

那么,他的成功秘诀是什么呢?他叙述说,这是因为他生活在所谓"每天独立的间隔"中。这话是什么意思呢?威廉·奥斯勒爵士去耶鲁大学演讲的几个月前,乘坐一艘远洋大客轮横渡大西洋。只见站在船桥上的船长可以按下一个按钮——转眼之间——就响起了一阵机器的叮当声,轮船的各个部分马上就相互隔离——隔成了几个水密舱。奥斯勒博士对那些耶鲁学生说:"此刻,你们每个人都是一个要比那艘大客轮绝妙得多的有机体,而且要走的航程更远。我要强调的是,你们也要学会控制机器,生活在"每天独立的间隔"中,这是确保航程安全的最可靠方法。到船桥上去,你们会看到,至少那些大防水壁处于正常运转状态。按一

- 11 compartment /kəm'pq:tmənt/ n. 间隔
- ☑ Regius /ˈriːdʒiəs/ adj. 〈拉〉钦定的; 皇家的; 王室的
- 3 bestow upon 给予; 赐赠
- mediocre / miːdi'əukə/ adj. 中等的; 普通的
- 5 ocean liner n. 远洋定期客轮
- 6 bridge /bridz/n. (船上的) 驾驶台;船桥
- presto / prestou/ adv. 转眼之间

Get on the bridge, and see that at least the great **bulkheads**⁸ are in working order. Touch a button and hear, at every level of your life, the iron doors shutting out the Past — the dead yesterdays. Touch another and shut off, with a metal curtain, the Future — the unborn tomorrows. Shut close, then the great **fore and aft**⁹ bulkheads, and prepare to cultivate the habit of life of 'day-tight compartments'."

Did Dr. Osler mean to say that we should not make any effort to prepare for tomorrow? No. Not at all. But he did go on in that address to say that the best possible way to prepare for tomorrow is to concentrate with all your intelligence, all your enthusiasm, on doing today's work superbly today. That is the only possible way you can prepare for the future.

By all means take thought for ¹⁰ the tomorrow, yes, careful thought and planning and preparation. But have no anxiety. "I can use my time much better working on tomorrow's problem than by fretting ¹¹ about yesterday's. Besides, if I let those things get ¹² me, I wouldn't last long."

Whether in war or peace, the chief difference between good thinking and bad thinking is this: good thinking deals with causes and effects and leads to logical, constructive planning; bad thinking frequently leads to tension and nervous breakdowns.

I had the privilege of interviewing Arthur Hays Sulzberger, publisher (1935 ~ 1961) of one of the most famous newspapers in the world, *The New York Times*. Mr. Sulzberger told me that when the Second World War flamed across Europe, he was so stunned, so worried about the future, that he found it almost impossible to sleep. He would frequently get out of bed in the middle of the night, take some canvas¹³ and tubes of paint, look in the mirror, and try to paint a portrait of himself. He didn't know anything about painting, but he painted anyway, to get his mind off his worries. Mr. Sulzberger told me that he was never able to banish¹⁴ his worries and find peace until he had adopted as his motto five words from a church hymn: *One step enough for me*.

Lead, kindly Light...

Keep thou my feet:

I do not ask to see The distant scene; one step enough for me.



下按钮,你们就会听到你们生活的各个层面,那些铁门隔断了过去——那些逝去的昨天。再按一个按钮,用铁门隔断未来——有待出现的明天。然后你就会平安——今天就没有危险!……隔断过去!让逝去的过去自动埋葬……隔断昨天,因为昨天曾经为傻瓜照亮通向积满灰尘的死亡之路……明天的负担,加上昨天的负担,再带上今天,最强大的人也会摇摇晃晃。要把未来像过去一样紧紧隔断……未来就是今天……没有明天。人类的拯救之日就是现在。精力浪费、精神伤痛、神经忧虑,都会跟随一个担忧未来的人的脚步……那就紧紧关上船前船后的隔离舱,准备养成在'每天独立的间隔'中生活的习惯。"

奥斯勒博士是说我们不应该做任何努力为明天做准备吗?不是,根本不是。但是,在那次讲演中,他接着说道,为明天做准备的可能最好的方法就是今天用你所有的智慧、你所有的热情,把今天的工作做得出色。这就是你可以为将来做准备的唯一可能的方法。

要尽一切办法为明天着想,是的,要仔细考虑和筹划,但不要忧虑。"我把时间用在解决明天的问题上,可能要比为昨天的问题烦恼好得多。再说,如果我让那些事困扰自己,我就支持不了多久。"

无论是战争还是和平,这就是好思想和坏思想之间的主要区别:好思想会考虑 到因果,产生符合逻辑、积极肯定的计划:坏思想常常导致精神紧张和神经崩溃。

我曾经非常荣幸地会见了亚瑟·海斯·萨尔兹伯格,他是世界上最著名的报纸之一《纽约时报》的出版商(1935年~1961年)。萨尔兹伯格先生告诉我说,当第二次世界大战的战火越过欧洲时,他目瞪口呆,对未来忧心忡忡,几乎彻夜难眠。他常常半夜钻出被窝,拿着画布和几管颜料,望着镜子,尽力给自己画一张自画像。尽管对绘画一窍不通,但他还是画,以摆脱脑海里的种种忧虑。萨尔兹伯格先生告诉我说,直到他最后采用一首教堂圣歌《我只要一步足矣》作为座右铭,才消除了自己的种种忧虑,找到了安宁。

指引,仁慈的光…… 让你常在我脚下: 我不求看到远景:我只要一步足矣。

- 8 bulkhead / balkhed/ n. 船舱的隔墙: 舱壁
- g fore and aft 从船头到船尾的
- III take thought for 担心
- fret /fret/ vi. 烦躁;不愉快
- get /qet/ vt. 困扰; 使烦恼; 刺激
- canvas / kænvəs/ n. 一块油画布
- banish / bæni ʃ/ vt. 驱逐出境: 放逐



At about the same time, a young man in uniform — somewhere in Europe — was learning the same lesson. His name was Ted Bengermino, of Baltimore, Maryland — and he had worried himself into a first-class case of combat fatigue.

"In April, 1945," writes Ted Bengermino, "I had worried until I had developed what doctors call a 'spasmodic transverse colon' 15— a condition that produced intense pain. If the war hadn't ended when it did, I am sure I would have had a complete physical breakdown.

"I was utterly exhausted. I was a Graves Registration, Noncommissioned Officer¹⁶ for the 94th Infantry Division. My work was to help set up and maintain records of all men killed in action, missing in action, and hospitalised. I also had to help disinter¹⁷ the bodies of both Allied and enemy soldiers who had been killed and hastily buried in shallow graves during the pitch of battle. I had to gather up the personal effects of these men and see that they were sent back to parents or closest relatives who would prize these personal effects so much. I was constantly worried for fear we might be making embarrassing and serious mistakes. I was worried about whether or not I would come through 18 all this. I was worried about whether I would live to hold my only child in my arms — a son of sixteen months, whom I had never seen. I was so worried and exhausted that I lost thirty-four pounds. I was so frantic that I was almost out of my mind. I looked at my hands. They were hardly more than skin and bones. I was terrified at the thought of going home a physical wreck¹⁹. I broke down and sobbed like a child. I was so shaken that tears welled up every time I was alone. There was one period soon after the Battle of the Bulge started that I wept so often that I almost gave up hope of ever being a normal human being again.

"I ended up in an Army dispensary²⁰. An Army doctor gave me some advice which has completely changed my life. After giving me a thorough physical examination, he informed me that my troubles were mental. 'Ted', he said, 'I want you to think of your life as an hourglass. You know there are thousands of grains of sand in the top of the hourglass; and they all pass slowly and evenly through the narrow neck in the middle. Nothing you or I could do would make more than one grain of sand pass through this narrow neck without impairing²¹ the hourglass. You and I and everyone else are like this hourglass. When we start in the morning, there are hundreds of tasks which we feel that we must accomplish that

大约在同一时间,欧洲某地有一个当兵的年轻人,也在学同样一课。他就是马里兰州巴尔的摩市的泰德·本杰米诺——他曾经忧心忡忡,患上了最严重的战斗疲劳症。

泰德·本杰米诺写道:"1945年4月,我忧心忡忡,最后出现了医生称为'结肠性横痉挛'的病——这种病常常会产生剧痛。如果战争当时没有结束的话,我敢肯定我的身体会彻底垮掉。

"我筋疲力尽。我当时在第94 步兵师担任军士。我的工作是帮助建立和保管在作战中阵亡、失踪和住院的所有人员的档案,还得帮助挖出那些在激战期间阵亡匆匆浅埋的敌我双方士兵的遗体。我必须得收集这些人的遗物,务必把这些东西寄还给非常珍视这些遗物的父母亲或近亲。我常常担心我们可能会犯一些尴尬和严重的错误。我担心我是否会捱过所有这一切。我担心自己是否会活着把唯一的孩子抱在怀里——儿子已经16个月了,我还从来没有见过。我忧心忡忡、筋疲力尽,瘦了34 磅。我急得快要发疯了。我看着自己的双手只剩下了皮包骨头。我一想到自己身体极度受损回家,就心惊肉跳。我精神崩溃,像孩子一样哭泣。每当独自一人时,我就浑身颤抖、泪如泉涌。有一段时间,在大反攻后开始不久,我经常哭泣,几乎放弃了再做一个正常人的希望。

"我最后住进了军队医院,一名军医给了我一些忠告,完全改变了我的生活。他给我做完全面体检后,告诉我说,我的病是精神上的。他说:'泰德,我希望你把自己的生活想成一个沙漏。你知道,沙漏上端有成千上万粒沙子,它们都会缓慢均匀地流过中间的细颈。如果不损坏沙漏,你和我就无法让一粒以上的沙子穿过这个细颈。你和我,以及其他每一个人,都像这个沙漏。当每天早上开始时,我们感

- I spasmodic transverse colon 痉挛性横结肠
- noncommissioned officer n. 军士; 士官
- In disinter / disin to:/ vt. 掘出 (尸体)
- come through (健康) 恢复
- wreck /rek/ vt. 毁坏; 毁灭
- dispensary /dis pensəri/ n. 诊疗所;门诊部; 医务室
- impair /im peə/ vt. 损害; 削弱



day, but if we do not take them one at a time and let them pass through the day slowly and evenly, as do the grains of sand passing through the narrow neck of the hourglass, then we are bound to break our own physical or mental structure.'

"I have practised that philosophy ever since that memorable day that an Army doctor gave it to me. 'One grain of sand at a time... One task at a time. 'That advice saved me physically and mentally during the war; and it has also helped me in my present position of Public Relations and Advertising Director for the Adcrafters Printing & Off-set²² Co. Inc. I found the same problems arising in business that had arisen during the war: a score of things had to be done at once — and there was little time to do them. We were low in stocks. We had new forms to handle, new stock arrangements, changes of address, opening and closing offices, and so on. Instead of getting taut²³ and nervous, I remembered what the doctor had told me. 'One grain of sand at a time. One task at a time.' By repeating those words to myself over and over, I accomplished my tasks in a more efficient manner and I did my work without the confused and jumbled²⁴ feeling that had almost wrecked me on the battlefield."

One of the most appalling²⁵ comments on our present way of life is that half of all the beds in our hospitals are reserved for patients with nervous and mental troubles, patients who have collapsed under the **crushing burden**²⁶ of accumulated yesterdays and fearful tomorrows. Yet a vast majority of those people could have avoided those hospital — could have led happy, useful lives — if they had only heeded²⁷ the words of Jesus: "Have no anxiety about the morrow"; or the words of Sir William Osler: "Live in day-tight compartments."

You and I are standing this very second at the meeting-place of two eternities: the vast past that has endured for ever, and the future that is plunging on to the last syllable of recorded time. We can't possibly live in either of those eternities — no, not even for one split second. But, by trying to do so, we can wreck both our bodies and our minds. So let's be content to live the only time we can possibly live: from now until bedtime. "Anyone can carry his burden, however hard, until nightfall," wrote Robert Louis Stevenson. "Anyone can do his work, however hard, for one day. Anyone can live sweetly, patiently, lovingly, purely, till the sun goes down. And this is all that life really means."

Yes, that is all that life requires of us; but Mrs. E. K. Shields, 815, Court Street, Saginaw, Michigan, was driven to despair — even to the brink of suicide —

到都有许许多多的工作必须当天完成,但如果我们不是一次做一件,让它们像那些沙粒通过沙漏的细颈一样缓慢均匀地通过这一天,那我们肯定会损害自己的身心结构。'

"从那个值得纪念的日子到现在,我就奉行军医告诉我的那种人生观。'一次流一粒沙子……一次做一件事。'那个忠告在战争期间拯救了我的身心;而且它也对我现在担任的广告工艺印刷与胶印公司公共关系和广告经理职位有帮助。我发现战争中出现的问题同样也出现在商业中:同时必须得做许多事——要做的时间却很少。我们的库存快用完了。我们还要处理新表格,安排新库存,要变更地址,开关办事处,等等。我不再紧张不安,而是想起了那个军医告诉我的话。'一次流一粒沙子,一次做一件事。'我反复念叨那些话,更加高效地完成了工作,而且我做起工作来不再感到困惑混乱,而那种感觉在战场上差点儿摧残我的健康。"

对我们现在生活方式最令人震惊的评论就是,我们的医院里有一半床位都是留给神经病或精神病患者,留给在堆积的昨天和可怕的明天千钧重负下压垮的患者。 然而,只要他们留心耶稣的"不要为明天忧虑"或威廉·奥斯勒爵士的"生活在每天独立的间隔中",那些人绝大多数可以避开医院,过上幸福有益的生活。

你和我此时此刻都站在两个永恒的交汇处:永远存在下去的悠悠过去和伸向 茫茫无尽的未来。我们不可能生活在那两个永恒当中——不,就是一瞬间也不 能。但是,如果要那样做,我们就会损害自己的身心。因此,让我们满足于度过 我们可能生活的这个唯一时间:从现在到就寝时间。罗伯特·路易斯·斯蒂文森 写道:"无论多么艰难,任何人都能负担到夜幕降临。无论多么辛苦,任何人都 能工作一天。任何人都能甜蜜、耐心、深情、纯洁地生活,直到太阳落山。这就 是人生的全部真谛。"

是的,这就是人生要求我们的一切。但是,密歇根州萨吉诺市法院街 815 号的 E·K·希尔兹太太在学会生活到就寝时间之前,深感绝望,甚至到了自杀的

- off-set n. 胶印
- taut /to:t/ adj. (神经) 紧张的; 忧虑的
- jumbled / dʒʌmbld/ adj. 混乱的; 乱七八糟的
- appalling /ə¹pɔːlin/ adj. 令人震惊的; 骇人听闻的
- crushing burden 千钧重负
- heed /hird/ vt. 注意到: 留心到