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[美] 戴尔·卡耐基 著
岳玉庆 杨媛媛 田伟 译

领导的艺术

金牌领导 修炼法则 与人际关系的艺术

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序言 Preface

戴尔·卡耐基（1888—1955），美国著名演说家和励志书作家，被誉为“成人教育之父”。他以自己对人性的深刻洞见，利用许多人的成功案例，通过自己的培训、演讲和著作唤起无数迷惘者的斗志，激励他们取得成功，走向辉煌。他结合自己的培训实践，运用心理学和社会学等知识，创立了自己独特的体系和方法，用来培养人们的交际、演讲、沟通、领导等方面的能力。他把自己的方法和经验撰写成书，出版了《人性的弱点》、《人性的优点》、《沟通的艺术》、《领导的艺术》、《林肯传》等经典之作。

其中，《领导的艺术》是专门为商界人士撰写的一本指南，是必读的励志经典之作，也适合学校、政府、医院等单位的人员学习和借鉴。如果您目前还不是领导，本书会帮助您开发领导潜力，踏上领导岗位。即使您无心做领导，阅读本书也有利于您处理人际关系，工作进步，生活幸福。本书为什么具有如此重要的意义呢？

除了科学技术突飞猛进，我们当今的世界面临着人际关系的变革。这种人际关系的变革需要一种全新的领导。这种新型的领导应当懂得沟通的价值，善于激励他人，真心关注他人，从他人的角度看问题。真正的领导不是发号施令，而是运用影响力，与他人进行良性互动。同时，信任是沟通的基础。在信任的基础上，通过激励他人，便能使人进步。真正的激励并非只靠金钱或批评，而是源于信任与关心。

优秀的领导必须懂得聆听的价值。只有通过聆听，才能集思广益。一

个公司就是一个集体，只有全体成员齐心协力，献计献策，抓住机遇，迎接挑战，有效发展，才能使自己立于不败之地。领导人需要协调不同部门的人共同合作，因此要常常聆听大家的意见。聆听也是尊重他人的基础，公司内部，无论职位高低，每个人都会因受到尊重而表现得更为杰出。

好的领导人还应该营造一种开放的环境，这样才能激发员工的创意，鼓励他们放开手脚，大胆去闯。领导人应该制定一些具有挑战性，但又切实可行的目标。目标不是只对公司重要，也是个人事业成功的基石。

除了事业之外，领导人还应该追求平衡的人生，享受平衡的生活，留一点空间给工作以外的事。这样做，不但感觉生活幸福美满，而且也一定会在工作时更具成效。同时，优秀的领导人需要培养积极的心态，学会克服忧虑；还要培养做事事情的热忱，真正的热忱有两部分组成：热切与自信，也就是对事情感到兴奋并表现出有能力应对的信心。

卡耐基留给世人的的人际关系原则古今皆宜。事实证明，在今天这个充满压力、迅速变化、万事不定的世界中，这些人际关系原则仍然十分有效，毫不褪色，在生活中只要认真实践，一定会产生意想不到的效果。

我们翻译出版本书，是针对所有想在沟通和领导力方面得到提高和突破以及想过上美好生活的读者。同时，本书也是学习英语的经典素材，非常贴近生活，语言流畅自然，生动有趣，非常适合英语初级水平以上的读者阅读。为了方便读者，本书采用英汉左右对照的形式，除了提供精心推敲的译文便于读者理解原文之外，还添加了大量注释，省去大家查词典的麻烦。

相信通过阅读本书，您的英语一定会大有提高；接受卡耐基先生的指引，勤于实践，您的领导和沟通能力一定会突飞猛进，您的生活一定会焕然一新、更加幸福。

卡耐基丛书第一版从上市至今受到广大读者的热烈欢迎，如今将卡耐基四部经典作品《人性的优点》《人性的弱点》《沟通的艺术》《领导的艺术》全新升级改版，希望能继续得到读者朋友们的支持。

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DALE CARNEGIE

戴尔·卡耐基

(1888—1955)

Introduction *The Human-Relations Revolution*

Keep your mind open to change all the time. Welcome it. Court it. It is only by examining and reexamining your opinions and ideas that you can progress.

—DALE CARNEGIE

As the twenty-first century approaches, the world is **undergoing**^① enormous change, a process of great **upheaval**^② and great possibility. In just a few short years, we have witnessed the dawn of postindustrial society, the **advent**^③ of the information age, the rush to computerization, the birth of **biotechnology**^④, and not the least of these changes, the human-relations revolution.

With the end of the cold war, the business environment has grown **dramatically**^⑤ more intense. Competition has become more global and more **energized**^⑥. And technology races on. No longer can businesses safely ignore their customers' wants and needs. No longer can managers simply issue orders and expect them to be mindlessly obeyed. No longer can personal relationships be taken for **granted**. No longer can companies be less than **obsessed**^⑦ with constant quality improvement. No longer can so much human creativity go so **scandalously**^⑧ **untapped**^⑨.

To survive in the years to come, successful organizations—in business, in government, in the non-profit world—will have to undergo a **profound**^⑩ cultural change. Their people will have to think quicker, work smarter, dream wilder, and relate to each other in very different ways.

Most important of all, this cultural change will require a whole new **breed**^⑪ of leader, a leader quite unlike the bosses most of us have worked for and some of us have perhaps become. The day has long since passed when a company could be run with a **bullwhip**^⑫ and a chair.

The leaders of tomorrow will have to establish a real vision and a sense of values for the organizations they wish to lead. These leaders will have to communicate and motivate far more effectively than did leaders of the past. They will have to keep their wits about them through conditions of near-constant change. And these new leaders will have to **mine**^⑬ every ounce of talent and creativity that their organizations possess—from the shop **floor**^⑭ to the **executive suite**^⑮.

The roots of all this upheaval can be traced back to the decades that followed World War II. In the postwar years American companies seemed to **prosper**^⑯ almost **regardless** of^⑰ what they did. The economies of Europe and Asia were **hobbled**^⑱ by the war's

导言 人际关系的变革

要始终用开放的思维对待变革，崇尚变革，追求变革。一个人要想有所进步，就要对自己的思想及观念进行反复地检验。

——戴尔·卡耐基

在21世纪来临之际，世界正在发生着天翻地覆的变化；引发了一系列大变动，同时也带来了许多机遇。短短几年里，我们见证了后工业时代的曙光，迎来了信息时代，跨步进入计算机时代，见证了生物技术的诞生。除了上述的重要变化外，还有一个变化不容忽视，即人际关系的变革。

冷战结束后，商业领域的形势急剧紧张。竞争日趋激烈和全球化，科技也突飞猛进。任何企业都再也不能忽视顾客的需求。任何企业的经理人都再也不能简单地发号施令，让人不假思索地去服从。人际关系再也不容小觑。各个公司更加注重不断提高产品质量，人类丰富的创造力也再也不会被肆意忽略，得不到开发和利用。

要想在未来得以生存，任何成功的组织，如商业、政府或非盈利部门，都必须经历一次深刻的文化变革。这些部门的人员思维要更敏捷，工作更巧妙，追求更大胆，人与人之间的联系也要更加多样化。

最重要的是，这种文化变革需要培养一类全新的领导者。这类领导者与我们大多数人为之效力的老板截然不同，也可能与我们当中一些已经成为领导的人相去甚远。坐着椅子、甩着长鞭管理一个公司的时代已经一去不复返。

对自己希望领导的机构，未来的领导者必须具备真知灼见和价值观。比起过去的领导者，他们必须更加有效地与人沟通，更加有效地激励他人。他们必须在不断变化的情况下保持清醒的头脑。新型的领导者必须充分挖掘公司里从普通员工到管理层的才干和创造力。

所有这些变革的根源可以追溯到二战后的几十年。战后数年间，美国的公司不管做什么，似乎都大获成功。而亚洲和欧洲的经济由于战争的破坏，举步维艰；发展中国家就

注释

- ① undergo 遭受，经历，忍受
- ② upheaval 隆起，剧变
- ③ advent 出现，来临
- ④ biotechnology 生物技术
- ⑤ dramatically 戏剧性地，显著地
- ⑥ energize 使活跃
- ⑦ obsessed 着迷的
- ⑧ scandalously 过分地，可耻地
- ⑨ untapped 未开发的，未使用的

- ⑩ profound 深刻的，重大的
- ⑪ breed 品种，族类
- ⑫ bullwhip 又长又重的赶牛鞭
- ⑬ mine 采掘，开矿
- ⑭ shop floor 工厂车间，这里指普通员工
- ⑮ executive suite 行政套房
- ⑯ prosper 使兴隆，使成功
- ⑰ regardless of 不惜，不顾
- ⑱ hobble 蹒跚，跛行

destruction^①, and the world's developing countries were not much of an economic factor yet. Big American-based companies, backed by big labor and big government, set the standards for everyone else. It wasn't that these companies were so beautifully run. They never really had to be. With their steep hierarchies, their rigid job descriptions, and their we-know-best attitudes, they cruised right through the middle years of the century—fat, happy, and as profitable as could be.

What lovely cocoons these companies provided for their employees! A job with a decent corporation was for many people a job for life—not so different from the civil service, but with a better salary and sweeter **fringe benefits**^②.

Layoffs? Who ever heard of layoffs for people who wore suit jackets or dresses to work? Maybe for factory workers, but definitely not for the **managerial**^③ set. People spoke often about “the ladder of success,” and that's how they would progress in their careers, one rung at a time, neither slower nor faster than the people above or below. In **hindsight**^④, we see that those were the days of easy **affluence**^⑤; eventually they had to end.

While America was enjoying the fruits of the postwar era, the Japanese were thinking ahead. Their economy was destroyed, much of their basic **infrastructure**^⑥ was in ruins, and that was just the beginning of what the Japanese had to overcome. They also had a worldwide reputation for producing cheap, **shoddy**^⑦ goods and delivering second-rate customer service.

But after all the hardship they had suffered, the Japanese were ready to learn from their mistakes. So they went out and hired the best advisors they could find, among them Dr. W. Edwards Deming, a statistician who had worked in the United States Army's quality control office during the war.

Deming's message to the Japanese: Don't try to copy the intricate structures of big American corporations. Instead, Deming and others advised, build a new kind of Japanese company—a company dedicated to employee involvement, quality improvement, and customer satisfaction—and work to unite all the employees behind those goals.

It didn't happen overnight, but the Japanese economy was reborn. Japan became a leader in technological innovation, and the quality of Japanese goods and services soared. With this new spirit in place, Japanese firms didn't just catch up with their foreign competitors. In many important industries, the Japanese rolled right past. It didn't take long for their approach to begin spreading around the globe—to Germany, to Scandinavia, across the Far East, and along the Pacific Rim. America, unfortunately, was one of the last to catch on. This delay proved costly.

Slowly, imperceptibly at first, America's cruise of easy affluence was running out of gas. Through the 1960s and the 1970s, the roar of the postwar economy was loud enough to drown out the occasional sputters, but the hints of trouble grew increasingly hard to ignore.

Oil got expensive. Inflation and interest rates shot up. And competition wasn't coming only from a **reinvigorated**^⑧ Japan or Germany anymore. Dozens of other countries

经济而言还算不上世界的一分子。美国的大公司，因为有丰富的劳动力资源和强大的政府支持，便擅自为他人制定标准。并不是这些公司经营出色，其实它们根本不需要经营出色。凭借森严的等级、死板的工作职责说明以及舍我其谁的态度，这些公司优哉游哉地度过了本世纪中叶——个个落得“心宽体胖，心情舒畅”，凡是可能的利益都尽收囊中。

这些公司为员工提供了多么舒服的保障！对许多人来说，在一家体面的公司里找一份工作，就一辈子干下去，这工作跟公务员相差无几，但薪水比公务员拿得多，额外的福利也丰厚得多。

下岗吗？谁曾经听说过那些穿西装或者套裙上班的人会下岗？也许工人们会遇到下岗问题，但是管理层绝对不会。人们常谈起“成功的阶梯”，这是他们事业发展的道路，一次一阶，与上面或者下面的人相比，不快也不慢。事后回想，我们明白那些日子可以轻松发财，但是那样的日子终究是会结束的。

当美国人坐享战后的丰硕果实时，日本人正在筹划未来。他们的经济受到重创，大多数基础设施沦为废墟，这是日本人必须首先解决的问题。他们还在世界范围内臭名昭著：生产质劣价廉的商品，提供二流的客户服务。

历经全部苦难后，日本人准备从失败中汲取经验，到世界各地广纳优秀顾问，其中有统计学家W·爱德华兹·戴明博士。他战时曾在美国陆军质量管理处工作。

戴明博士建议日本不要模仿美国大公司的复杂结构。相反，戴明和其他顾问建议日本建立一种新型的公司机制，旨在加强员工参与、提高产品质量和顾客满意度，并团结所有的员工去实现这些目标。

这些目标没有在一夜之间得以实现，但日本的经济得到了重生，成了科技创新的领袖，产品的质量和服 务突飞猛进。本着这种新精神，日本公司不仅仅赶上了外国竞争者，很多重要工业也后来居上。很快，他们的经营模式传遍了世界——德国、斯堪的纳维亚半岛、远东和太平洋沿岸地区。很遗憾，美国是最后一批采纳这种模式的国家之一，为自己的滞后付出了惨重代价。

美国这艘轻松致富的航船渐渐失去了动力，但是人们最初并没有察觉到。20世纪60年代到70年代期间，美国战后经济发展的轰鸣声淹没了引擎偶尔出现的劈啪声，但故障的征兆越来越明显，让人不得不重视。

油价上升，通货膨胀加剧，利率飙升。美国的竞争对手不再只是恢复了元气的日本或者德国。还有几十个海外国家，原本是经济领域的小不点，却携带着刚刚磨砺出的竞

注 释

- ① destruction 破灭，毁灭
- ② fringe benefit 附加福利
- ③ managerial 管理的
- ④ hindsight 后见之明

- ⑤ affluence 富裕，丰富
- ⑥ infrastructure 基础设施建设
- ⑦ shoddy 劣质的
- ⑧ reinvigorate 恢复生气

overseas, little blips on the economic landscape, suddenly, arrived at the cutting edge of technology with newly sharpened competitive skills. Before long they too were capturing major market shares from General Motors, from Zenith, from IBM, from Kodak, and from other **slumbering**^① corporate giants.

By the mid-1980s the growing trouble was becoming difficult to contain. Real estate took a **tumble**^②. Corporate debt and the national **deficit**^③ ballooned. The stock market started doing peculiar things. The nagging recession that settled over the early 1990s showed once and for all how different the world had grown.

For the people caught in the middle, all this change seemed to arrive at **white-knuckle**^④ speed. If companies weren't undergoing a corporate merger or acquisition, they were restructuring or taking a dip in the chilly waters of bankruptcy court. There were firings. There were layoffs. The change was brutal. It was swift. And it wasn't just blue-collar anymore. Professionals and executives all across the white-collar ranks were coming face to face with a narrowing future, and they were not quite sure what to do.

Predictably, change of this magnitude and speed has very much affected how people feel about themselves and their careers. From one end of the economy to the other, it has produced **unprecedented**^⑤ waves of **dissatisfaction**^⑥ and fear.

Some people have placed their faith in technology, figuring the world can simply invent its way out of this current state of affairs. And there's no denying the contribution that technology can make.

"I can walk into my office in New York and use the exact same data that someone in Japan is using—at exactly the same moment," says Thomas A. Saunders III, general partner at Saunders Karp & Company, a private merchant bank. "We're connected to the same data system, twenty-four hours a day. People everywhere in the world are hardwired together in a communications network that is far more **sophisticated**^⑦ than anyone **envisioned**^⑧. Capital markets and currency markets are beyond government control. And I don't need a newspaper to tell me anything about any of those markets."

"What you see are the profits of evolution at work, increasing the potential so that more can be done in a shorter period of time," says Dr. Jonas Salk, medicine's great researcher. "We've got more people **collaborating**^⑨ at greater distances, so at this point more is possible in a shorter period of time than a hundred years ago. The more resources you have, the more means you have to progress."

"Remember when computers first appeared?" asks Malcolm S. Forbes, Jr., **editor-in-chief**^⑩ of the business magazine that bears his family's name. "They were feared instruments of Big Brother. Television was feared to be an instrument of **propaganda**^⑪. But thanks to high technology, they've had the opposite effect. The computer became smaller and much less of a mainframe. Power grew **astronomically**^⑫, so you weren't tied down anymore.

争技能，突然出现在科技前沿。不久，他们也在夺取通用、顶峰、IBM、柯达以及其他尚在沉睡的大型公司的主要市场份额。

到20世纪80年代中期，美国企业遇到的问题已经难以控制。房地产暴跌，公司债务和国家财政赤字飙升。股票市场发生的事情也莫名其妙。20世纪90年代初的经济衰退，充分显示出世界与过去已经截然不同。

对身陷其中的人来说，这一切变化似乎呼啸而至，令人不安。如果公司不兼并或者收购，他们就会重组或者走进破产法庭，体验一下那份凄凉。解雇和下岗随处可见。这一变化迅猛而残酷，并不再仅限于蓝领，白领中的专业人才和管理人员也受到了直接影响，未来就业之路越来越窄，他们都感到不知所措。

可想而知，这些变化影响范围大，发生速度快，并在很大程度上影响了人们的自我价值观和事业观。一种经济实体结束，另一种产生，这种变化带来了空前的不满和恐惧的浪潮。

有些人把希望寄托在科技上，认为世人可以简单地通过发明一条路摆脱当前经济困境，当然，无法否认科技的贡献。

托马斯·A·桑德斯三世是桑德斯·卡普公司（一家私人银行）的一般合伙人。他说：“我走进在纽约的办公室，可以和日本的某个人同时使用相同的数据信息。我们一天24小时都连在相同的数据系统上。世界各地的人都用相同的通信网络紧紧联系着，这种网络的复杂程度令人难以想象。政府无法控制资本市场和货币市场，所以无需看报纸我就可以了解这些市场的信息。”

乔纳斯·索尔克医生是医学界有名的研究专家，他说：“人们看到了进步所带来的好处，潜力越来越大，人们能在更短时间内做更多的事。和一百年前相比，人们相距更远了，合作的人却更多了，做事的效率也更高了。谁拥有的资源越多，就必须研发出更多的工具和方法。”

“还记得计算机刚问世的时候吗？”《福布斯》商业杂志的主编小马尔科姆·S·福布斯说：“人们担心它会成为专制者工具，怕电视机成为宣传的工具。然而，因为有了高科技，它们带来了相反的效果。计算机的体积越来越小，不再是那种大型主机了，但威力越来越大，人们也不再受其束缚。

注释

- ① slumber 睡眠
- ② tumble 跌倒，翻滚
- ③ deficit 赤字
- ④ white-knuckle 让人紧张不安的
- ⑤ unprecedented 空前的
- ⑥ dissatisfaction 不满

- ⑦ sophisticated 精密的
- ⑧ envision 想象，预想
- ⑨ collaborate 合作，协调
- ⑩ editor-in-chief 主编
- ⑪ propaganda 宣传
- ⑫ astronomically 天文数字地

“The microchip is extending the reach of the human brain the way machines extended the reach of the human muscle in the last century. Today software is becoming the slabs of steel. Fiber optics and digital screens are becoming the railroads and the highways for **transportation**^①, and so information is raw material.”

“Now,” Forbes goes on, “you can do your messaging and your computer work on a little two-pounder on your lap—and do it anywhere you can find a plug or a satellite.” The result? More people have more access to more information. “People can see what’s happening in the rest of the world,” Forbes concludes. “It’s a very **democratizing**^② influence.”

The fall of the Berlin Wall, the **disintegration**^③ of the **Soviet bloc**^④, the struggles for democracy in Latin America and the Caribbean, the ongoing industrialization of the developing world—all these changes signal a new industrial freedom and a new recognition that the world is a community. Every one of these changes has been pushed along by wider access to communication technology.

Striking images of this change are now routinely beamed around the world. Chinese students wave English-language banners for the cameras. Saddam Hussein—and for that matter, the American Joint Chief of Staff—both followed the progress of the Persian Gulf War on CNN.

But technology alone is never enough in difficult times. Just because the means of communication are readily available doesn’t mean that people have learned to communicate well. Far too often today, they haven’t. This is one of the ironies of modern times: the great capacity to communicate, the great failure to do so. What good is all this information if people don’t know how to share it?

Not long ago the Graduate School of Business at Harvard University conducted a survey of its students, **alumni**^⑤, and **recruiters**^⑥. Given the pressing need for communication today, the results should come as no surprise. “What we are finding,” says Harvard business school professor John A. Quelch, “is a large measure of satisfaction with the technical competence of the graduating students.”

These bright young people can crunch numbers, analyze markets, and devise business plans, but when it comes to teaching human-relations skills, Harvard is stepping up its efforts. “That seems to be the area where improvements are needed,” Quelch observes. “Oral and written communication, teamwork, and other human skills.”

Yet those are exactly the skills that will go farthest in determining the success of these young business leaders.

Sure, technological sophistication will still be important as the world races ahead, but that is just the price of admission to the new business arena. In the end the winners and losers will not be divided by their bytes and RAMs. The winners will be the organizations with smart and creative leaders who know how to communicate and motivate effectively—inside the organization and out.

“芯片是人脑的延伸，正如19世纪机器是人类肌肉的延伸一样。今天，软件正在成为钢板，光纤和数字屏幕正在变成铁路和公路，而信息就是原材料。”

福布斯接着说：“现在，只要在大腿上放一部两磅重的计算机，就可以在任何有插座和信号的地方工作和交流信息。”结果呢？更多的人可以获得更多的信息。他总结道：“人们可以了解世界其他地方正在发生的事，民主化的程度大大提高。”

柏林墙倒塌，苏联集团解体，拉丁美洲和加勒比海国家的民主运动，以及发展中国家如火如荼的工业化改革——所有这些变化都标志着一种新的工业自由和对世界共同体的新认识。这每一项变革之所以发生，都是通信科技得到更加广泛利用的结果。

反映这一变革的一幅幅令人印象深刻的画面，现在都传送到世界各地。中国学生在镜头前挥舞着用英语写成的横幅。萨达姆·侯赛因和美国参谋长都能通过美国有线电视新闻网追踪波斯湾战争的进展。

但是，在困难时期仅有科技是不够的。通讯手段非常便利并不意味着人们已经学会如何有效沟通。现在人们之间的沟通还远远不够，有待进步。这是当今时代的一大讽刺：人们的通讯能力越强，但沟通的效果却越差。如果人们不懂得彼此分享，这些信息又有何用？

不久前，哈佛大学商学院研究生院对它的在校生、毕业校友和招聘人员作过一项调查。由于当今社会急需沟通，所以结果在人们的意料之中。哈佛商学院教授约翰·奎尔奇说：“从调查结果看，我们对应届毕业生比较满意的是技术能力。”

这些聪明的年轻人精通数字运算，能分析市场和设计商业方案，但谈及教授人际关系技能，哈佛大学正在努力改进。奎尔奇教授说：“口头和书面交流、团队合作以及其他人际关系技能似乎是需要改进的领域。”

然而，真正决定这些年轻的企业领导能否成功的，恰恰是这些能力。

当然，随着世界的发展，科技的发达将依旧重要，但这也只是进入新商业舞台的入场券。最后的输赢并非取决于字节数和存储器容量的大小。赢家将是那些拥有精明的、有创造力的领导者的公司，这样的领导者懂得有效地沟通和激发他人，无论在公司内还是公司外。

注 释

- ① transportation 交通
- ② democratize 使民主化
- ③ disintegration 解体、分离

- ④ soviet bloc 苏联集团
- ⑤ alumni 毕业生，校友
- ⑥ recruiter 招募者，招聘人员

“Good human-relations skills have the ability to change people from managing others to leading others,” says John Rampey, director of management development at Milliken & Company, a leading textile manufacturer. People can learn to move “from directing to guiding, from competing to collaborating, from operating under a system of veiled secrecy to one of sharing information as it’s needed, from a mode of **passivity**^① to a mode of risk taking, from one of viewing people as an expense to one of viewing people as an **asset**^②.” They can learn how “to change lives from **resentment**^③ to **contentment**^④, from **apathy**^⑤ to involvement, from failure to success.”

No one ever said these skills would come naturally, and frequently they do not. “It isn’t that easy to know how to provide superior human relationships,” says Burt Manning, chairman of J. Walter Thompson Company, the worldwide advertising firm. “There are a few people who do it **instinctively**^⑥. But most people have to be educated. They have to be trained. It takes as much training—and as much sophistication—as it does to be an engineer in a car company and to design a better **piston**^⑦.”

“Those companies that can create a cadre of human beings who act in a way that advances the company’s cause are going to beat the other guy,” Manning says. “Those are the companies that understand that service and human-relationships are going to be a huge **differentiator**^⑧ in success.”

Dale Carnegie didn’t live long enough to see the days of easy affluence give way to the days of explosive change. And he never witnessed the arrival of this new human-relations revolution. But long before anyone had ever heard the terms *corporate vision*, *employee empowerment*, or *quality-improvement process*, Carnegie was pioneering some **fundamental**^⑨ human-relations concepts that lie at the center of those important ideas.

Carnegie arrived in New York City in 1912, a young man from northwest Missouri trying to **figure out**^⑩ what to do with his life. He eventually landed a job at the 125th Street YMCA^⑪, teaching public speaking to adults at night.

“At first,” Carnegie wrote many years later, “I conducted courses in public speaking only—courses designed to train adults, by actual experience, to think on their feet and express their ideas with more clarity, more effectiveness, and more **poise**^⑫, both in business interviews and before groups.

“But gradually, as the seasons passed, I realized that as sorely as these adults needed training in effective speaking, they needed still more training in the fine art of getting along with people in everyday business and social contacts.”

So Carnegie broadened his course to include some basic human-relations skills. He had no textbook, no official syllabus, no published course guide. But he had built a growing list of practical techniques for getting along in the world, and he was testing those techniques every day.

“Look at things from the other person’s perspective,” he told his students. “Give honest and sincere **appreciation**^⑬. Become genuinely interested in others.” He showed his students how to **weave**^⑭ these basic human-relations principles into the **fabric**^⑮ of their lives.