

中文导读英文版
卡耐基作品系列

How to Develop Your Public Speaking

沟通的艺术

[美] 戴尔·卡耐基 著
王勋 纪飞 等 编译

清华大学出版社





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北京



戴尔·卡耐基（Dale Carnegie, 1888—1955），美国现代成人教育家、心理学家和人际关系学家，被誉为 20 世纪最伟大的心灵导师和“成人教育之父”。

卡耐基 1888 年 11 月 24 日出生于美国密苏里州的一个贫穷农民家庭。父亲是个勤劳的农民，母亲是一个虔诚的教徒。母亲鼓励他多读书，希望他将来能成为一名传教士或一名教师，母亲的教育对他的一生影响很大。

1904 年，卡耐基进入密苏里州华伦斯堡州立师范学院学习。大学毕业后，他做过教师、推销员和演员。在经历种种不如意之后，卡耐基开始了一生的成人教育事业。他曾到过很多城市和学校公开演讲，开设了许多关于人际关系和处世技巧的训练班，他的学生有来自社会各个阶层的人，其中包括州长、市长、总统和各类名人。他利用大量普通人不断努力取得成功的故事，通过演讲和著书唤起无数陷入迷惘者的斗志，激励他们取得辉煌的成功。他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，进行探索和分析，创造并发展出一套独特的融演讲、推销、为人处世、智能开发于一体的成人教育方式。他以超人的智慧、严谨的思维，在道德、精神和行为等方面影响了全世界成千上万人的生活，甚至改变着世界。事实证明，卡耐基教学模式是目前世界上最富成效的方法。卡耐基开创的“人际关系训练班”遍布世界各地，很多人从卡耐基的教育中获益匪浅，他们从中汲取力量，从而改变自己的生活，开创崭新的人生。

卡耐基在实践的基础上撰写而成的励志著作，是 20 世纪最畅销的图书。他的主要励志类著作有《沟通的艺术》、《人性的弱点》、《人性的优点》、《美好的人生》、《快乐的人生》、《伟大的人物》和《人性的光辉》。这些著作一经出版，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”。



在中国，卡耐基励志作品同样受到广大读者的喜爱，他的主要作品都有中译本出版。目前，国内出版的卡耐基励志作品，主要的出版形式有两种，一种是中文翻译版，另一种是中英文对照版。而其中的中英文对照读本比较受读者的欢迎，这主要是得益于中国人热衷于学习英文的大环境。而从英文学习的角度来看，直接使用纯英文的学习资料更有利于英语学习。考虑到对英文内容背景的了解有助于英文阅读，使用中文导读应该是一种比较好的方式，也可以说是该类型书的第三种版本形式。采用中文导读而非中英文对照的方式进行编排，这样有利于国内读者摆脱对英文阅读依赖中文注释的习惯。基于这个原因，我们决定编译“卡耐基励志作品系列”丛书，该系列丛书收入了卡耐基的《人性的弱点》、《人性的优点》和《沟通的艺术》三部经典之作，并采用中文导读英文版的形式出版。在中文导读中，我们尽力使其贴近原作的精髓，也尽可能保留原作故事主线。我们希望能够编出为当代中国读者所喜爱的经典读本。读者在阅读英文故事之前，可以先阅读中文导读内容，这样有利于了解故事背景，从而加快阅读速度。我们相信，该经典著作的引进对提高当代中国读者，特别是青少年读者的科学素养和人文修养是非常有帮助的。

本书主要内容由王勋、纪飞编译。参加本书故事素材搜集整理及编译工作的还有郑佳、刘乃亚、赵雪、熊金玉、李丽秀、熊红华、王婷婷、孟宪行、胡国平、李晓红、贡东兴、陈楠、邵舒丽、冯洁、王业伟、徐鑫、王晓旭、周丽萍、熊建国、徐平国、肖洁、王小红等。限于我们的科学、人文素养和英语水平，书中难免会有不当之处，衷心希望读者朋友批评指正。



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第一部分 有效沟通的基本技巧
Part I Fundamental Techniques
of Effective Speaking

第一章 获得演讲的基本技能

Chapter 1 Acquiring the Basic Skills



自从我开设如何演讲的课程以来，已经有数百万学员顺利毕业。在首届培训班开课之前，我让学员们谈谈自己报名的原因以及期待的收获。尽管众说纷纭，但大多数学员的愿望是相同的——他们被要求当众演讲时，每次都会显得精神紧张、神色惊慌、思路模糊、不知所云，因此希望通过训练能够有条不紊地清晰表达自己的想法。

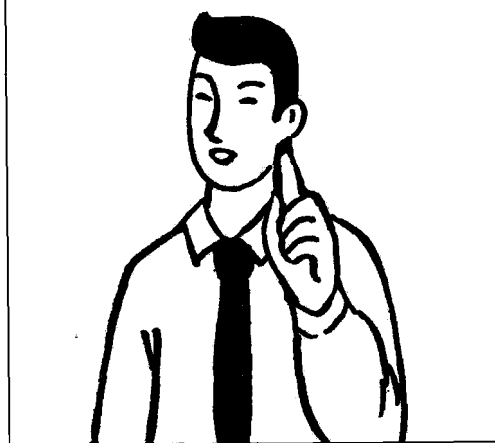
我一生的大部分时间致力于帮助人们摆脱恐惧、培养勇气、树立信心。只要你能够按照本书的方法与建议进行练习，就可以获得高效演讲的能力。为了充分发挥本书的效用，请遵循以下四项原则。

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, millions of 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

如果你能满怀自信地与听众分享自己的想法
与感觉，该是多么地心满意足啊。



用希望点燃激情，用毅力克服障碍，坚信自己能够成功。

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 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 story 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 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:

一、从他人的经验中得到鼓舞。

在历史上，当众演讲曾是一门优雅的艺术，人们被要求严格遵守修辞规则，措辞也须得体。然而今天，演讲已经成为一种大众化的交谈方式，发生在电视、广播或者晚宴中，并且能够轻易地为人们所掌握，而不仅是传统的那种需要经过发声、修辞训练才能掌握的艺术。

我的首届学员如今都已成为各行各业的杰出人物，有些是商界巨子，名字常常出现在《纽约时报》和《华尔街日报》的商业版里；有些是政界和娱乐界的名流；当然也有许多的普通人，他们表达了共同的渴望，就是能够自信地在公众面前成功地表达自己的想法。

费城的一位事业有成的商人根特先生报名参加了我的培训班，他邀请我共进午餐，并告诉我他总是逃避在各种聚会场合讲话的机会，但他现在担任大学董事长，必须主持董事会议，他想知道他这岁数是否还能学会当众讲话。我向他保证他一定可以如愿以偿。三年后，我们再次共进午餐时，我问他当初的愿望是否已经实现，他笑着从兜里掏出笔记本，里面记录着各种各样的演讲安排，并且告诉我当众演讲已经给他带来了乐趣，而且是他一生中最令他满意的事情。后来，他又成为费城教堂邀请英国首相演说仪式的主持人。

大卫·古德里奇生前是公司的董事长，但他告诉我每逢讲话总是惊恐不安。每次主持会议时，如果大家围桌而坐他就能畅谈自如，一旦需要起身发言，就会吓得无话可说，如此持续了很多年。他之所以来寻找我，是因为他手下的一名会计平时表现得很羞涩，难得说句话，如今焕然一新，精神焕发、充满信心。这种前后巨大的反差令他十分惊讶，后来得知是因为参加了我的培训班，因此特意登门造访。我告诉他，只要定期上课，严格按照要求训练，不出几周，他也会喜欢当众演讲了。他接受规劝参加了培训班，果然进步神速，三个月后，我请他利用两分钟时间谈谈自己的收获，他面对三千名听众，竟流畅地讲述了十多分钟。

几年前，一份来自古巴的电报让我大吃一惊。电报的落款是马里奥·拉索，他要求来纽约参加演讲训练。到达纽约后，他说自己应邀参加乡村俱乐部创始人五十岁生日庆典，庆祝会上准备送创始人一具银杯，被要求作主要致辞。尽管是个律师，但他从来没有发表过公众演说，内心十分忐忑，担心一旦当众出丑，便会损失自己在客户中的威望。在规定的三周时间内，我让他每晚在不同班级演讲三四次，最后他成功地在庆祝会上发表

了非常精彩的演说，获得了《时代》杂志“雄辩家”的盛赞。

*F*IRST. 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.

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 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 various parts of the world. They come from industrial leaders whose names are frequently

mentioned in the business sections 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 I 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?"

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 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!

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 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 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 of prominence^o 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 County Club. His address was so outstanding that Time Magazine reported it under the head of foreign news and described Mario Lazo as a "silvertongued orator."

Sounds like a miracle, doesn't it? It is a miracle—a twentieth-century miracle of conquering fear.

二、不要迷失你的目标。

自信与有效演讲的能力至关重要，你需要集中精力、全力以赴，才会有效提升你的领导力。美国国家收音机公司董事长、联合国教科文组织主席阿林先生曾发表了一篇题为“演讲与商业领袖”的文章，他说在公司里有不少人因为在讲台上的精彩表现而获得青睐，有一位年轻人曾因发表了一番独特的演讲而从一家小型分公司的主管升任总公司的销售副总裁，如今已经是公司的总裁了。

能够从容演讲，可以使你拥有不可限量的前途，亨利·布拉克斯通是美国伺服公司的总裁，他说，能够与他人进行有效的交流，并赢得他们的合作，这是经过努力获得晋升的员工身上的可贵品质。

试想一下，如果你能满怀自信地与听众分享自己的想法与感受，该是多么令人心满意足啊——请设想自己应邀面对一群听众发表演讲，会场因你自信的脚步而顿时鸦雀无声，人们全神贯注地倾听，在离开时响起经久不息的掌声和热烈的赞美。哈佛大学著名心理学教授威廉·詹姆斯说：如果你介意一种结果，你必定能实现它，真正的渴望所激起的热忱会迫使你取得成功。

当众演讲也非常有利于培养自信心，自然地与人侃侃而谈，会让你充满信心。美国医药学会前任会长从心理和生理健康的角度告诉我，当众演讲有如下的好处：有利于培养一种能力，使别人能够明白你的所思与所想；自然、清晰地表达自己的思想与看法，能使自己不断完善，从而重塑你在公众中的形象。随着自信心的增强，你的个性将变得温和，心情日渐趋好，身体也随之更加健康。整个人变得轻松愉快，这种感觉真是妙不可言。

SECOND. KEEP YOUR GOAL BEFORE YOU

When Mr. Ghent spoke of the pleasure his newly acquired skill in public speaking gave him, he touched upon what I believe (more than any other one factor) contributed to his success. It's true he followed the directions and faithfully did the assignments. But I'm sure he did these things because he wanted to do them, and he wanted to do them because he saw himself as a successful speaker. He projected himself into the future and then worked toward bringing that projection into reality. That is exactly what you must do.

Concentrate your attention on what self-confidence and the ability to talk

more effectively will mean to you. Think of what it may mean to you socially, of the friends it will bring, of your increased capacity to be of service in your civic, social, or church group, of the influence you will be able to exert in your business. In short, it will prepare you for leadership.

In an article entitled "Speech and Leadership in Business," S. C. Allyn, Chairman of the Board of the National Cash Register Company and Chairman of UNESCO, wrote in the Quarterly Journal of Speech: "In the history of our business, many a man has drawn attention to himself by a good job done on the platform. A good many years ago a young man, who was then in charge of a small branch in Kansas, gave a rather unusual talk, and is today our vice-president in charge of sales." I happen to know that this vice-president is now the president of the National Cash Register Company.

There is no predicting how far the ability to speak on your feet will take you. One of our graduates, Henry Blackstone, President of Servo Corporation of America, says, "The ability to communicate effectively with others and win their cooperation is an asset we look for in men moving to the top."

Think of the satisfaction and pleasure that will be yours when you stand up and confidently share your thoughts and feelings with your audience. I have traveled around the world several times, but I know of few things that give greater delight than holding an audience by the power of the spoken word. You get a sense of strength, a feeling of power, "Two minutes before I begin," said one of my graduates, "I would rather be whipped than start; but two minutes before I finish, I would rather be shot than stop."

Begin now to picture yourself before an audience you might be called upon to address. See yourself stepping forward with confidence, listen to the hush fall upon the room as you begin, feel the attentive absorption of the audience as you drive home point after point, feel the warmth of the applause as you leave the platform, and hear the words of appreciation with which individual members of the audience greet you when the meeting is over.

William James, Harvard's most distinguished professor of psychology, wrote six sentences that could have a profound effect on your life, six sentences that are the open sesame to Ali Baba's treasure cave of courage, "In almost any subject, your passion for the subject will save you. If you care enough for a