

经典读库·英汉全译本

无论何时你出门，都要收缩下巴，抬起头，深呼吸，沐浴阳光，用微笑问候你的朋友们，每次握手都要注入灵魂。不要害怕遭到误解，不要浪费一分钟去想自己的敌人。尽力下定决心去做你喜欢做的辉煌伟业。保持一种正确的人生态度——勇敢、坦率和乐观。收缩下巴，抬起头，我们会化蛹为蝶。

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

人性的弱点

如何赢得朋友并影响他人

[美国] 戴尔·卡耐基◎著

青 闰◎译注

BY DALE CARNEGIE



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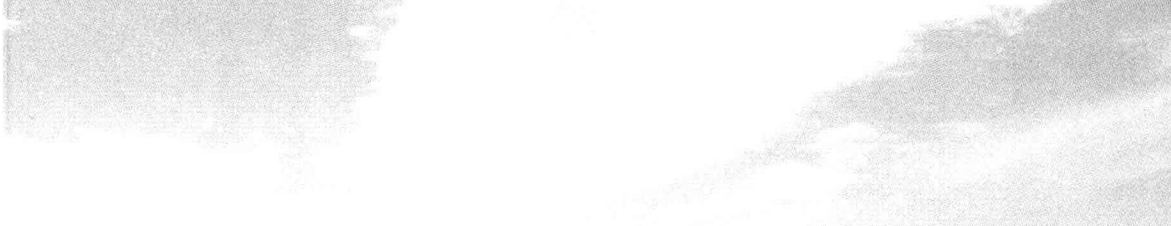
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戴尔·卡耐基（1888—1955），美国著名的教育家和演讲口才艺术家，是20世纪最伟大的成功学大师，被誉为是20世纪最伟大的心灵导师。


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析，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 Techniques
in Handling People**

待人的基本技巧





Chapter 1

“If You Want to Gather Honey, Don't Kick over the Beehive”

On May 7, 1931, the most sensational manhunt New York City had ever known had come to its climax. After weeks of search, “Two Gun” Crowley — the killer, the gunman who didn't smoke or drink — was at bay, trapped in his sweetheart's apartment on West End Avenue.

One hundred and fifty policemen and detectives laid siege to his top-floor hideaway. They chopped holes in the roof; they tried to smoke out Crowley, the “cop killer,” with teargas. Then they **mounted**¹ their machine guns on surrounding buildings, and for more than an hour one of New York's fine residential areas **reverberated**² with the crack of pistol fire and the rut-tat-tat of machine guns. Crowley, crouching behind an over-stuffed chair, fired **incessantly**³ at the police. Ten thousand excited people watched the battle. Nothing like it ever been seen before on the sidewalks of New York.

When Crowley was captured, Police Commissioner E. P. Mulrooney declared that the two-gun **desperado**⁴ was one of the most dangerous criminals ever encountered in the history of New York. “He will kill,” said the Commissioner, “at the drop of a feather.”

But how did “Two Gun” Crowley regard himself? We know, because while the police were firing into his apartment, he wrote a letter addressed “To whom it may concern,” And, as he wrote, the blood flowing from his wounds left a crimson trail on the paper. In this letter Crowley said: “Under my coat is a weary heart, but a kind one — one that would do nobody any harm.”

A short time before this, Crowley had been having a necking party with his girl friend on a country road out on Long Island. Suddenly a policeman walked up to the car and said: “Let me see your license.”

Without saying a word, Crowley drew his gun and cut the policeman down with a shower of lead. As the dying officer fell, Crowley leaped out of the car, grabbed the officer's revolver, and fired another bullet into the **prostrate**⁵ body. And that was the killer who said: “Under my coat is a weary heart, but a kind one — one that would do nobody any harm.”

“你要想采蜜，就不要踢倒蜂箱”

1931年5月7日，纽约市闻所未闻、惊心动魄的搜捕行动达到了高潮。遭到几周搜查之后，烟酒不沾的“双枪”杀人犯克劳雷走投无路，被困在了西区大街情人的公寓里。

150名警察和侦探包围了他在顶层的藏身处，在屋顶开了几个洞，想办法用催泪瓦斯把“杀害警察的凶手”克劳雷熏出来，随后又在四周建筑上架起了机枪。纽约市优雅的住宅区之一，就响起了一个多小时啪啪的手枪声和哒哒哒的机枪声。克劳雷蹲伏在一把加有厚垫的椅子后面，不停地向警察射击。上万人情绪激动，目睹了这场枪战。纽约市的人行道上以前从来没有见过这样的枪战。

克劳雷被捉拿归案后，警察局长E·P·马尔罗尼宣称，这个双枪亡命徒是纽约历史上最危险的罪犯之一。马尔罗尼局长说：“一有风吹草动，他就会杀人。”

但是，“双枪手”克劳雷是怎样看待自己的呢？这我们知道，因为警察在向克劳雷的住处开火时，他写了一封公开信，而且写信时，伤口流出的血在纸上留下了一道殷红的血迹。克劳雷在信中说：“我的衣服下面是一颗疲惫的心，但那是一颗善良的心——是一颗不愿伤害任何人的心。”

此前不久，克劳雷一直在长岛的一条乡路上和女朋友卿卿我我。突然，一名警察走到他们的车边，说：“让我看看你的驾照。”

克劳雷二话没说，拔出手枪，就朝警察连开了几枪。警察倒地身亡。克劳雷纵身跃出汽车，一把抓起警察的手枪，又朝俯卧在地的尸体开了一枪。这就是那个杀人犯，他口口声声说：“我的衣服下面是一颗疲惫的心，但那是一颗善良的心——是一颗不愿伤害任何人的心。”

1 mount /maunt/ *vt.* 架（炮等）

2 reverberate /ri'veɪ:bəreit/ *vi.* 回荡；回响

3 incessantly /in'sesntli/ *adv.* 不间断地

4 desperado /,despə'rɪ:dəu/ *n.* 亡命徒；暴徒

5 prostrate /prɒs'treit/ *adj.* 全身俯卧的；平卧的

Crowley was sentenced to the electric chair. When he arrived at the death house in Sing Sing, did he say, “This is what I get for killing people”? No, he said: “This is what I get for defending myself.”

The point of the story is this: “Two Gun” Crowley didn’t blame himself for anything.

Is that an unusual attitude among criminals? If you think so, listen to this:

“I have spent the best years of my life giving people the lighter pleasures, helping them have a good time, and all I get is abuse, the existence of a hunted man.”

That’s Al Capone speaking. Yes, America’s most notorious Public Enemy — the most sinister gang leader who ever shot up Chicago. Capone didn’t condemn himself. He actually regarded himself as a public **benefactor**⁶ — an unappreciated and misunderstood public benefactor.

And so did Dutch Schultz before he crumpled up under gangster bullets in Newark. Dutch Schultz, one of New York’s most notorious rats, said in a newspaper interview that he was a public benefactor. And he believed it.

I have had some interesting correspondence with Lewis Lawes, who was warden of New York’s infamous Sing Sing prison for many years, on this subject, and he declared that “few of the criminals in Sing Sing regard themselves as bad men. They are just as human as you and I. So they **rationalize**⁷, they explain. They can tell you why they had to crack a safe or be quick on the trigger finger. Most of them attempt by a form of reasoning, **fallacious**⁸ or logical, to justify their antisocial acts even to themselves, consequently stoutly maintaining that they should never have been imprisoned at all.”

If Al Capone, “Two Gun” Crowley, Dutch Schultz, and the desperate men and women behind prison walls don’t blame themselves for anything — what about the people with whom you and I come in contact?

John Wanamaker, founder of the stores that bear his name, once confessed: “I learned thirty years ago that it is foolish to scold. I have enough trouble overcoming my own limitations without **fretting over**⁹ the fact that God has not seen fit to distribute evenly the gift of intelligence.”

Wanamaker learned this lesson early, but I personally had to **blunder through**¹⁰ this old world for a third of a century before it even began to dawn upon me that ninety-nine times out of a hundred, people don’t criticize themselves for anything, no matter how wrong it may be.

克劳雷被判电刑。他走进新新监狱死刑室时说过“这就是我杀人的下场”吗？没有，他说的是：“这就是我自卫的结果。”

这个故事的要点是：“双枪手”克劳雷没有任何自责。

这是罪犯中一种与众不同的态度吗？你要这样认为，就听听这段话：

“我把一生中最美好的岁月都献给了人们，使他们更加轻松愉快，帮助他们过得开心，而我得到的却是辱骂，像被猎捕的人一样活着。”

这就是奥尔·卡邦说的话。是的，他是美国最臭名远扬的公敌，是曾经横行在芝加哥的最穷凶极恶的匪首。卡邦没有自责过。事实上，他认为自己是大家的恩人——是一个不被领情、被人误会的大恩人。

达奇·舒尔茨在纽瓦克被匪帮枪杀之前，也是这样。达奇·舒尔茨是纽约最臭名昭著的罪犯之一。他在接受一家报纸采访时说，他是大家的恩人。而且他相信这一点。

我就这个话题和刘易斯·劳森有过一些有趣的通信。他曾经担任纽约声名狼藉的新新监狱的监狱长多年。他说：“新新监狱的犯人认为自己是坏人的寥寥无几，他们和你我一样都是人。所以，他们总是找借口解释说明。他们能够告诉你说，他们为什么要撬开保险箱，为什么要性急开枪杀人。他们大多数都以一种不合逻辑或合乎逻辑的推理，来设法为自己反社会、甚至有悖于自身的行为辩护，因此就顽固坚持，绝不应该把他们关进监狱。”

如果奥尔·卡邦、“双枪手”克劳雷、达奇·舒尔茨和监狱里的那些亡命徒都毫无自责，那你我接触的那些人又怎样呢？

华纳梅克商店创始人约翰·华纳梅克有一次承认说：“我30年前就明白，大声斥责是愚蠢的。即使我不为上帝分配智能不均发愁，也对克服自己的缺陷力不从心。”

华纳梅克早就悟到了这一课，但我自己却在这古老世界中跌跌撞撞走了30多年，才开始幡然醒悟：人们无论可能做错了什么事，100次有99次都绝不会批评自己。

6 benefactor /'benɪfæktə/ n. 行善的人；恩人；捐助人（女性为 benefactress）

7 rationalize /'ræʃənəlaɪz/ vi. 使合理化

8 fallacious /fə'leɪʃəs/ adj. 谬误的；靠不住的

9 fret over 为……烦恼；为……焦急

10 blunder through 胡乱应付

Criticism is futile because it puts a person on the defensive and usually makes him strive to justify himself. Criticism is dangerous, because it wounds a person's precious pride, hurts his sense of importance, and arouses resentment.

B. F. Skinner, the world-famous psychologist, proved through his experiments that an animal rewarded for good behavior will learn much more rapidly and retain what it learns far more effectively than an animal punished for bad behavior. Later studies have shown that the same applies to humans. By criticizing, we do not make lasting changes and often incur resentment.

Hans Selye, another great psychologist, said, "As much as we thirst for approval, we dread condemnation."

The resentment that criticism engenders can **demoralize**¹¹ employees, family members and friends, and still not correct the situation that has been condemned.

George B. Johnston of Enid, Oklahoma, is the safety coordinator for an engineering company. One of his responsibilities is to see that employees wear their hard hats whenever they are on the job in the field. He reported that whenever he came across workers who were not wearing hard hats, he would tell them with a lot of authority of the regulation and that they must comply. As a result he would get sullen acceptance, and often after he left, the workers would remove the hats.

He decided to try a different approach. The next time he found some of the workers not wearing their hard hat, he asked if the hats were uncomfortable or did not fit properly. Then he reminded the men in a pleasant tone of voice that the hat was designed to protect them from injury and suggested that it always be worn on the job. The result was increased **compliance**¹² with the regulation with no resentment or emotional upset.

You will find examples of the futility of criticism bristling on a thousand pages of history. Take, for example, the famous quarrel between Theodore Roosevelt and President Taft — a quarrel that split the Republican party, put Woodrow Wilson in the White House, and wrote bold, **luminous**¹³ lines across the First World War and altered the flow of history. Let's review the facts quickly. When Theodore Roosevelt stepped out of the White House in 1908, he supported Taft, who was elected President. Then Theodore Roosevelt went off to Africa to shoot lions. When he returned, he exploded. He denounced Taft for his conservatism, tried to secure the nomination for a third term himself, formed the Bull Moose party, and all but **demolished**¹⁴ the G. O. P.¹⁵ In the election that followed, William Howard Taft and the Republican party carried only two states — Vermont and Utah. The most disastrous defeat the party had ever known.

批评无济于事，因为它会使人进行防御，常常使他竭力为自己辩护。批评也具有危险性，因为它会伤害一个人宝贵的自尊，伤害他的自重感，引起他的不满。

世界著名心理学家 B·F·斯金纳通过实验证明，一只因行为良好而得到奖赏的动物，会比一只因行为糟糕而得到惩罚的动物学得快得多，记住所学的东西也有效得多。后来的研究表明，这同样适用于人类。通过批评，我们无法产生永久的改变，还经常导致怨恨。

另一名伟大的心理学家汉斯·塞尔叶说：“我们总是渴望赞许，同样也害怕指责。”

批评引起的怨恨会使员工、家人和朋友士气低落，而且仍然无法纠正受到指责的那种情况。

俄克拉荷马州伊尼德市的乔治·B·约翰斯顿是一家工程公司的安全调度员。他的其中一个职责就是检查工人在野外工作时戴不戴安全帽。他报告说，只要他看到工人们不戴安全帽，就会拿规章制度的种种权威告诉他们，必须遵守。结果，工人们常常闷闷不乐，等他一离开，他们就常常摘掉安全帽。

他决定尝试另一种方式。他再次看到有些工人不戴安全帽，就问安全帽是不是不舒服，或者是不是大小不合适。随后，他就以一种愉快的口气提醒那些工人，安全帽是用来保护他们不受伤害，建议他们工作时总要戴上去。结果遵守规章制度的工人大大增加，从来没有引起怨恨和心烦意乱。

批评无济于事，你会发现历史上这样的例子比比皆是。比如，西奥多·罗斯福和塔夫脱总统之间的那场著名争论——那是一场分裂共和党的争论，使伍德罗·威尔逊入主白宫，在第一次世界大战中写下了勇敢、辉煌的一页，改变了历史进程。让我们很快回顾一下当时的情形。1908年，罗斯福走出白宫后，力挺当选总统塔夫脱。随后，西奥多·罗斯福就到非洲猎狮去了。他回来后，勃然大怒，谴责塔夫脱因循守旧，试图第三次担任总统，组建了公糜党，而这几乎推翻了共和党。在接下来的选举中，威廉·霍华德·塔夫脱与共和党只赢得了佛蒙特州和犹他州这两个州的支持。这是共和党历史上最大的一次惨败。

11 demoralize /di'mɔərəlaɪz/ vt. 削弱勇气；使沮丧；使意志消沉

12 compliance /kəm'plaɪəns/ n. 顺从；听从；应允；答应

13 luminous /'ljʊ:mɪnəs/ adj. 发光的；发亮的

14 demolish /di'mɔ:lɪʃ/ vt. 毁坏；拆除；推翻

15 G. O. P. n. Grand Old Party 大老党（美国共和党的别称）

Theodore Roosevelt blamed Taft, but did President Taft blame himself? Of course not, with tears in his eyes, Taft said: “I don’t see how I could have done any differently from what I have.”

Who was to blame? Roosevelt or Taft? Frankly, I don’t know, and I don’t care. The point I am trying to make is that all of Theodore Roosevelt’s criticism didn’t persuade Taft that he was wrong. It merely made Taft strive to justify himself and to reiterate with tears in his eyes: “I don’t see how I could have done any differently from what I have.”

Or, take the **Teapot Dome oil scandal**¹⁶. It kept the newspapers ringing with indignation in the early 1920s. It rocked the nation! Within the memory of living men, nothing like it had ever happened before in American public life. Here are the bare facts of the scandal: Albert B. Fall, secretary of the interior in Harding’s cabinet, was entrusted with the leasing of government oil reserves at Elk Hill and Teapot Dome — oil reserves that had been set aside for the future use of the Navy. Did secretary Fall permit competitive bidding? No sir. He handed the fat, juicy contract outright to his friend Edward L. Doheny. And what did Doheny do? He gave Secretary Fall what he was pleased to call a “loan” of one hundred thousand dollars. Then, in a high-handed manner, Secretary Fall ordered United States Marines into the district to drive off competitors whose adjacent wells were sapping oil out of the Elk Hill reserves. These competitors, driven off their ground at the ends of guns and **bayonets**¹⁷, rushed into court — and blew the lid off the Teapot Dome scandal. A stench arose so vile that it ruined the Harding Administration, **nauseated**¹⁸ an entire nation, threatened to wreck the Republican party, and put Albert B. Fall behind prison bars.

Fall was condemned viciously — condemned as few men in public life have ever been. Did he repent? Never! Years later Herbert Hoover intimated in a public speech that President Harding’s death had been due to mental anxiety and worry because a friend had betrayed him. When Mrs. Fall heard that, she sprang from her chair, she wept, she shook her fists at fate and screamed: “What! Harding betrayed by Fall? No! My husband never betrayed anyone. This whole house full of gold would not tempt my husband to do wrong. He is the one who has been betrayed and led to the slaughter and crucified.”

There you are; human nature in action, wrongdoers, blaming everybody but themselves. We are all like that. So when you and I are tempted to criticize someone tomorrow, let’s remember Al Capone, “Two Gun” Crowley and Albert

罗斯福谴责塔夫脱，但塔夫脱总统自责过吗？当然没有。塔夫脱眼含泪水说：“我不明白自己怎么做，才能和曾经做过的不一样。”

这要怪谁呢？是怪罗斯福还是怪塔夫脱？坦率地说，我不知道，也不去关心。我要指出的一点是，西奥多·罗斯福的所有批评并没有使塔夫脱相信自己错了。那只能让塔夫脱尽力为自己辩护，他眼含泪水反复说道：“我不明白自己怎么做，才能和曾经做过的不一样。”

或者，以蒂波特山石油丑闻为例。二十世纪二十年代初，它使各家报纸一直义愤填膺，震撼全国！在人们的记忆里，美国公众生活中从来没有发生过这种事。这个丑闻简单明了的事实是这样的：哈定内阁的内政部长阿尔伯特·B·福尔受委派，负责埃尔克山和蒂波特山政府石油保留地的出租——这个石油保留地是留给海军将来使用的。福尔部长允许竞标了吗？没有。福尔把这个肥得流油的合同直接给了他的朋友爱德华·L·多亨尼。多亨尼又做了什么呢？他给了福尔部长10万美元，高兴地把这笔钱称为“贷款”。随后，福尔部长以高压手段命令美国海军进入该地区，赶走了那些竞争者，因为他们的邻近油井会吸干埃尔克山保留地的石油。这些在枪炮刺刀下被赶走的竞争者冲进法庭，揭发了蒂波特山丑闻。这件事卑鄙可耻，乌烟瘴气，覆灭了哈定政府，全国上下一片反感，大有毁灭共和党之势，因此阿尔伯特·B·福尔锒铛入狱。

福尔受到了强烈谴责——以前在公众生活中受到谴责的寥寥无几。他后悔过吗？从来没有！几年后，赫伯特·胡佛在一次公共演讲中暗示，哈定总统之死是精神焦虑所致，因为一个朋友出卖了他。福尔太太听到后，从椅子上一跃而起，失声痛哭，紧握拳头，尖声叫道：“什么？哈定是福尔出卖的？不！我的丈夫从来没有出卖过任何人。就是这整个房子堆满了黄金，也不会诱惑我的丈夫去作恶。他才是被人出卖，导致惨败，被钉上了十字架。”

你明白了吧，这就是人的天性，作恶者只怪别人，不怪自己。我们都是这样。所以，当你和我明天禁不住要批评别人时，就记住奥尔·卡邦、“双枪手”克劳雷

16 Teapot Dome oil scandal 蒂波特山石油丑闻（又称石油保留地丑闻或埃尔克山丑闻。1921年，美国内政部长阿尔伯特·福尔秘密租让联邦石油保留地的丑闻）

17 bayonet /'beɪənɪt/ *n.* (枪上的) 刺刀

18 nauseate /'nɔ:si'eɪt/ *vt.* (使) 恶心；(使) 作呕

Fall. Let's realize that criticisms are like **homing pigeons**¹⁹. They always return home. Let's realize that the person we are going to correct and condemn will probably justify himself or herself, and condemn us in return; or, like the gentle Taft, will say: "I don't see how I could have done any differently from what I have."

On the morning of April 15, 1865, Abraham Lincoln lay dying in a hall bedroom of a cheap lodging house directly across the street from Ford's Theater, where John Wilkes Booth had shot him. Lincoln's long body lay stretched **diagonally**²⁰ across a sagging bed that was too short for him. A cheap reproduction of Rosa Bonheur's famous painting *The Horse Fair* hung above the bed, and a **dismal**²¹ gas jet flickered yellow light.

As Lincoln lay dying, Secretary of War Stanton said, "There lies the most perfect ruler of men that the world has ever seen."

What was the secret of Lincoln's success in dealing with people? I studied the life of Abraham Lincoln for ten years and devoted all of three years to writing and rewriting a book entitled *Lincoln the Unknown*. I believe I have made as detailed and **exhaustive**²² a study of Lincoln's personality and home life as it is possible for any being to make. I made a special study of Lincoln's method of dealing with people. Did he indulge in criticism? Oh, yes. As a young man in the Pigeon Creek Valley of Indiana, he not only criticized but he wrote letters and poems ridiculing people and dropped these letters on the country roads where they were sure to be found. One of these letters aroused resentments that burned for a lifetime.

Even after Lincoln had become a practicing lawyer in Springfield, Illinois, he attacked his opponents openly in letters published in the newspapers. But he did this just once too often.

In the autumn of 1842 he ridiculed a vain, **pugnacious**²³ politician by the name of James Shields. Lincoln **lamponed**²⁴ him through an anonymous letter published in *Springfield Journal*. The town roared with laughter. Shields, sensitive and proud, boiled with indignation. He found out who wrote the letter, leaped on his horse, started after Lincoln, and challenged him to fight a duel. Lincoln didn't want to fight. He was opposed to dueling, but he couldn't get out of it and save his honor. He was given the choice of weapons. Since he had very long arms, he chose **cavalry**²⁵ broadswords and took lessons in sword fighting from a West Point graduate; and, on the appointed day, he and Shields met on a sandbar in the Mississippi River, prepared to fight to the death; but, at the last minute, their seconds interrupted and stopped the duel.