

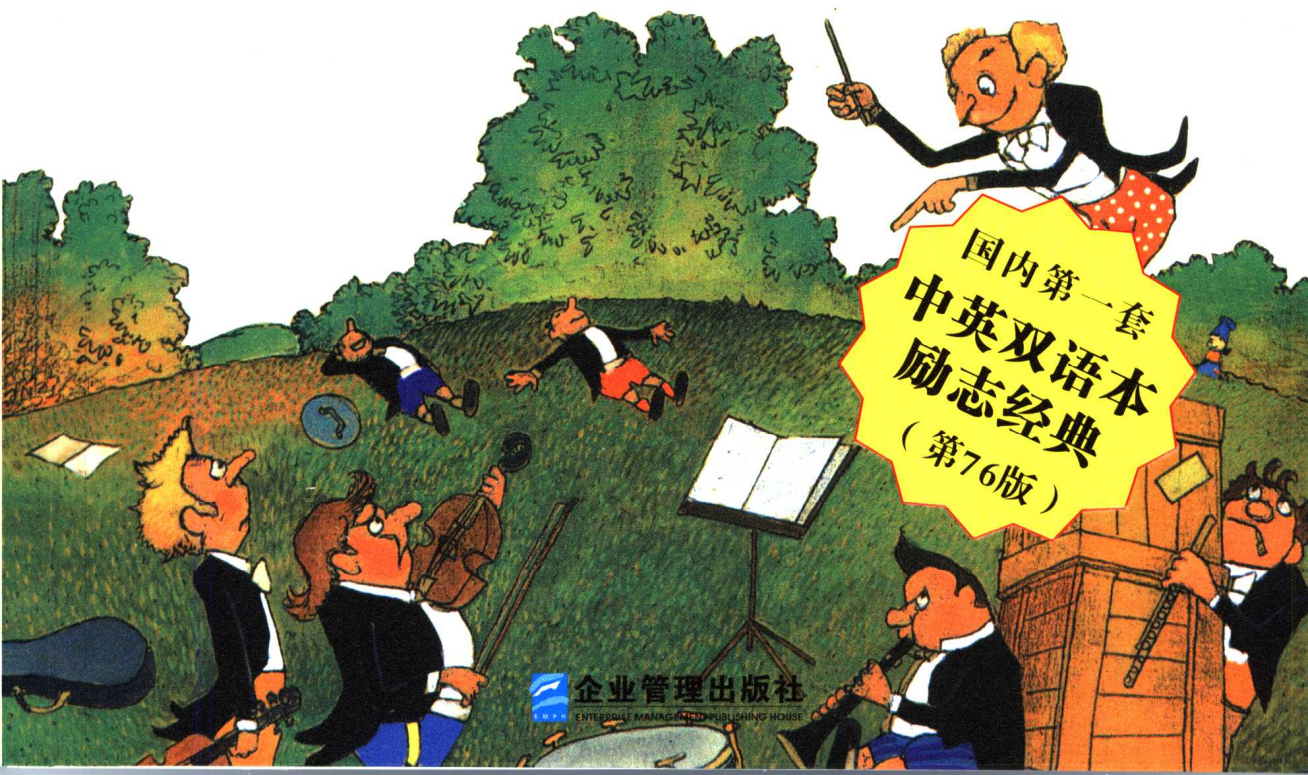
一生中最重要的的一本书

HOW TO WIN FRIENDS
AND INFLUENCE PEOPLE

人性的弱点

如何赢得朋友和影响他人

[美] 戴尔·卡耐基/著 杨庆芳/译
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EIGHT THINGS THIS BOOK WILL HELP YOU ACHIEVE

1. Get out of a mental rut, think new thoughts, acquire new visions, discover new ambitions.
2. Make friends quickly and easily.
3. Increase your popularity.
4. Win people to your way of thinking.
5. Increase your influence, your prestige, your ability to get things done.
6. Handle complaints, avoid arguments, keep your human contacts smooth and pleasant.
7. Become a better speaker, a more entertaining conversationalist.
8. Arouse enthusiasm among your associates.

本书对你有八种功用

1. 使你脱离心理的旧辙,给你新思想,新眼光,新志向。
2. 使你交友迅速而且容易。
3. 使你更受欢迎。
4. 帮助你轻而易举地赢得人们的赞同。
5. 有助于增强你的影响力、提高你的声望和成事能力。
6. 帮助你处理抱怨、避免辩论,使你与人相处顺利、愉快。
7. 使你成为一个更好的演讲员、一个更有趣的谈话者。
8. 帮助你在与人交往中激起他人的热忱。

NINE SUGGESTIONS ON HOW TO GET THE MOST OUT OF THIS BOOK

1. If you wish to get the most out of this book, there is one indispensable requirement, one essential infinitely more important than any rule or technique. Unless you have this one fundamental requisite, a thousand rules on how to study will avail little. And if you do have this cardinal endowment, then you can achieve wonders without reading any suggestions for getting the most out of a book.

What is this magic requirement? Just this: a deep, driving desire to learn, a vigorous determination to increase your ability to deal with people.

How can you develop such an urge? By constantly reminding yourself how important these principles are to you. Picture to yourself how their mastery will aid you in leading a richer, fuller, happier and more fulfilling life. Say to yourself over and over: "My popularity, my happiness and sense of worth depend

从本书中获得最大效益的九个建议

1. 如果你要从这本书里获得最大的益处，你必须具备一种条件——一个比任何规则、技术都重要的基本条件。不然，你再是如何研究，也不会有多少用处。如果有这种天赋的才智，你可以不用去看那些从书中受益最多的建议，就能获得奇迹。

这种奇妙的条件是什么呢？那是一种深入、向前的学习欲望，一种增强你交际能力的强烈决心。

你如何触发这样一个欲望呢？你要经常提醒自己，让自己知道这些原则对你是何等的重要。要在脑海中不断地想象——如果将这些原则运用自如，将使你接触到多彩多姿的环境；它将使你在经济上更富有，在生活上更轻松。你要反复地跟自己说：“我所以受人欢迎，我所以获得快乐，我的收入之所以增加，那是由于我知道了与他人相处的技巧。”

to no small extent upon my skill in dealing with people.”

2. Read each chapter rapidly at first to get a bird's-eye view of it. You will probably be tempted then to rush on to the next one. But don't - unless you are reading merely for entertainment. But if you are reading because you want to increase your skill in human relations, then go back and reread each chapter thoroughly. In the long run, this will mean saving time and getting results.

3. Stop frequently in your reading to think over what you are reading. Ask yourself just how and when you can apply each suggestion.

4. Read with a crayon, pencil, pen, magic marker or highlighter in your hand. When you come across a suggestion that you feel you can use, draw a line beside it. If it is a four-star suggestion, then underscore every sentence or highlight it, or mark it with “* * * *”. Marking and underscoring a book makes it more interesting, and far easier to review rapidly.

5. I knew a woman who had been office manager for a large insurance concern for fifteen years. Every month, she read all the insurance contracts her

2. 先把每一章迅速地阅读一遍,对全书的内容有一个大概的印象。你或许想接着就看下一章,可是,我希望你别这样做。除非你仅是为了消磨时间而阅览的——如果你是为了增加你在人与人之间的关系中的技巧而阅读,那么你把这一章详细研读,这才是省时间和最有效果的办法。

3. 当你阅读的时候,不妨不时的停一下,思索你读到的是些什么?你要问问自己——在何时何地,你如何运用书中的每一项建议。

4. 阅读这本书时,手里拿一枝红笔,遇到一项你认为能运用的建议时,就在这行字旁边划出一条线。如果看到一项极好的建议,那么就在那些句子旁边,划出一列“* * * *”号。如果在这本书上,有着像这样的划线和符号后,不但使你有更多的读书兴趣,也可便于你日后迅速有效地温习,这样能使你受到更大的益处。

5. 我认识一个人,她在一家极具规模的保险公司担任经理职务,已有15年的历史。她每月都要查阅公司所发出的保险单,她每年要查阅同样的保险单。她这么做是为了什么?因为经验告诉她,那是使她记忆保险单上的条款唯一的办法。

company had issued that month. Yes, she read many of the same contracts over month after month, year after year. Why? Because experience had taught her that that was the only way she could keep their provisions clearly in mind.

I once spent almost two years writing a book on public speaking and yet I found I had to keep going back over it from time to time in order to remember what I had written in my own book. The rapidity with which we forget is astonishing.

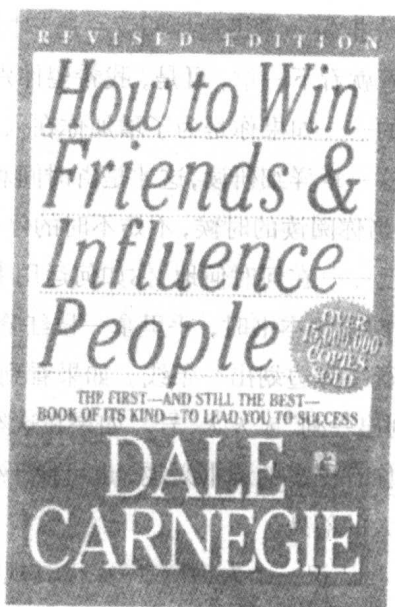
So, if you want to get a real, lasting benefit out of this book, don't imagine that skimming through it once will suffice. After reading it thoroughly, you ought to spend a few hours reviewing it every month, Keep it on your desk in front of you every day. Glance through it often. Keep constantly impressing yourself with the rich possibilities for improvement that still lie in the offing. Remember that the use of these principles can be made habitual only by a constant and vigorous campaign of review and application. There is no other way.

6. Bernard Shaw once remarked: "If you teach a man anything, he will never learn." Shaw was right. Learning is an active process. We learn by doing.

有一次，我几乎花费了两年的时间写一部演讲稿。我发现我必需反复的重读，才能把书稿内容很清楚地记下来。

所以，你如果要从这本书里获得真实持久的益处，不能草率地看过一遍就认为够了。你把这本书详细阅读过后，每月应该抽出若干的时间加以温习，同时要放在你的书桌上，不时的翻看。别忘记，只有恒久的、深切的温习，才能使这些原则的运用成为习惯。

6. 萧伯纳曾经说过：“如果你刻意教一个人某件事，他可能就永远不去学了。”萧氏所讲是对的，学习



英文版封面

So, if you desire to master the principles you are studying in this book, do something about them. Apply these rules at every opportunity. If you don't you will forget them quickly. Only knowledge that is used sticks in your mind.

You will probably find it difficult to apply these suggestions all the time. I know because I wrote the book, and yet frequently I found it difficult to apply everything I advocated.

For example, when you are displeased, it is much easier to criticize and condemn than it is to try to understand the other person's viewpoint. It is frequently easier to find fault than to find praise. It is more natural to talk about what you want than to talk about what the other person wants. And so on. So, as you read this book, remember that you are not merely trying to acquire information. You are attempting to form new habits. Ah yes, you are attempting a new way of life. That will require time and persistence and daily application.

So refer to these pages often. Regard this as a working handbook on human relations; and whenever you are confronted with some specific problem — such as

是一种自动自发的过程。

所以，你如果要把本书中所讲述的原则运用自如，那就应该在遇到有这样的机会时运用这些原则。如果你不这样做，就会很快把书上所看的内容忘干净——因为只有亲身运用过的学识，才会深深地根植在脑海。

你或许会感觉到，随时随地找出这些原则加以实施，是桩困难的事。是的，我也有这样的感觉，因为我写这本书的时候，要实施我所建议的主张，尚觉困难。

我可以举这样一个例子：当人们使你不愉快时，批评、斥责，要比了解对方的观点容易得多。也就是说，找出别人的错处，要比找出对方值得称颂的事容易多了。谈论你自己所需要的比谈论对方所需要的，也显得自然得多。所以，在读这本书的时候，有一点你别忘了：你不只是要获得书中的知识，同时要养成你新的习惯。你是在尝试一项新的生活方式，那是需要时间、持久力和每天实施的。

所以你要常阅读这本书，把本书看做是如何沟通人与人之间关系的实用手册。无论什么时候，如果你遇到一桩特殊的问题时——诸如如何管理小孩

handling a child, winning your spouse to your way of thinking, or satisfying an irritated customer – hesitate about doing the natural thing, the impulsive thing. This is usually wrong. Instead, turn to these pages and review the paragraphs you have underscored. Then try these new ways and watch them achieve magic for you.

7. Offer your spouse, your child or some business associate a dime or a dollar every time he or she catches you violating a certain principle. Make a lively game out of mastering these rules.

8. The president of an important Wall Street bank once described, in a talk before one of my classes, a highly efficient system he used for self – improvement. This man had little formal schooling, yet he had become one of the most important financiers in America, and he confessed that he owed most of his success to the constant application of his homemade system. This is what he does, I'll put it in his own words as accurately as I can remember.

“For years I have kept an engagement book showing all the appointments I

子……如何使妻子顺从你的意思……如何满足一个气愤的顾客……这些都是些常会遇到的事!当你翻开这本书,试着去做其中的某项提议,说不准就会有奇迹般的发现。

7. 这或许是个新奇而突出的尝试:当你的妻子、子女或是同事,找出你违反某一项原则时,你不妨付出一美分,或是一美元给他们,作为对自己处罚的罚款。

8. 华尔街一家极具声誉的银行的一位经理,有一次在我讲习班的演讲中,说出他如何做到改进自己的一项极有效的办法。这位银行经理,只受过很短的正式学校教育,可是现在他是美国极受到重视的一位理财家。他认为他今天的成就,得力于他自己所构思出来的方法,下面就是他的做法。我现在说出这位经理当时所讲的情形:

“这些年来,我有一本约会的记录簿,里面有我所有约会的时间。我家里向来不替我在星期六订约会,原因是他们知道我要利用星期六晚上的若干时间作自我检讨、启发反省的工作。那天晚饭后,我自己独处一间房里,翻看我的约会记录簿,回忆这一个星期来,所经过的会谈、讨论和各项集会,我问自

had during the day. My family never made any plans for me on Saturday night, for the family knew that I devoted a part of each Saturday evening to the illuminating process of self-examination and review and appraisal. After dinner I went off by myself, opened my engagement book, and thought over all the interviews, discussions and meetings that had taken place during the week. I asked myself:

‘What mistakes did I make that time?’

‘What did I do that was right – and in what way could I have improved my performance?’

‘What lessons can I learn from that experience?’

I often found that this weekly review made me very unhappy. I was frequently astonished at my own blunders. Of course, as the years passed, these blunders became less frequent. Sometimes I was inclined to pat myself on the back a little after one of these sessions. This system of self-analysis, self-education, continued year after year, did more for me than any other one thing I have ever attempted.

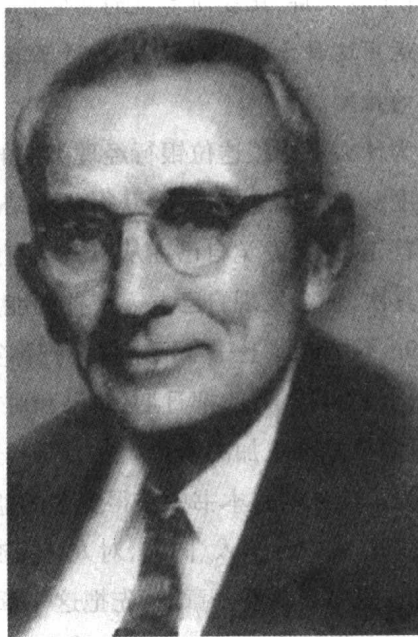
己:

‘这段时间里，我做错了些什么?’

‘如何做才是对的——我如何做才能改进自己?’

‘从那次经验中，我得到了些什么教训?’

我发觉每周这样的反省，会使自己感到很愉快，可是我经常对自己的错误感到惊讶。这样过了数年后，这些错误渐渐减少，终于不再发生了。现在，经过这样的自我反省后，有时便自己有了安慰。这种自我分析、自我教育的方法年年持



戴尔·卡耐基

It helped me improve my ability to make decisions – and it aided me enormously in all my contacts with people. I cannot recommend it too highly.”

Why not use a similar system to check up on your application of the principles discussed in this book? If you do, two things will result.

First, you will find yourself engaged in an educational process that is both intriguing and priceless.

Second, you will find that your ability to meet and deal with people will grow enormously.

9. You will find at the end of this book several blank pages on which you should record your triumphs in the application of these principles. Be specific. Give names, dates, results. Keeping such a record will inspire you to greater efforts; and how fascinating these entries will be when you chance upon them some evening years from now!

In order to get the most out of this book:

a. Develop a deep, driving desire to master the principles of human rela-

续,对于我来讲,比我所尝试的其它任何方法都更为有益。

运用这种方法,已帮助我改进了我决断的能力,使我跟人们接触时,受到极大的益处。”

为什么不用跟这位银行经理类似的方法,检讨你对这本书里的原则的实行程度?如果你这样做,会获得两种结果:

首先,你会发觉自己在从事一项有趣而又宝贵的教育课程。

其次,你会发现自己友人交往的能力在逐渐的提高和成长。

9. 不妨再加上一本记事簿,把你实施这些原则后的效果记入这本记事簿中,要写得很清楚,把日期、效果和对方的姓名记下来。使用这样一本记事簿,可以激励你更加的努力。你会觉得,这些记录是项有趣又有意义的工作。

为了使你从这本书中获得更多的益处,你必须:

a. 养成一种深入、向前,对人与人交往关系的原则能运用自如的欲望。

b. 当你要看下一章前,先把这一章仔细地看两遍。

c. 当你阅读的时候,常停下来自问,你如何才能实行这本书中的每一项建议。

tions,

- b. Read each chapter twice before going on to the next one.
- c. As you read, stop frequently to ask yourself how you can apply each suggestion.
- d. Underscore each important idea.
- e. Review this book each month.
- f. Apply these principles at every opportunity. Use this volume as a working handbook to help you solve your daily problems.
- g. Make a lively game out of your learning by offering some friend a dime or a dollar every time he or she catches you violating one of these principles.
- h. Check up each week on the progress you are making. Ask yourself what mistakes you have made, what improvement, what lessons you have learned for the future.
- i. Keep notes in the back of this book showing how and when you have applied these principles.

d. 在有重要意义的文、句旁边加注一些符号。

e. 按月温习这本书。

f. 每遇有机会时,就实施这些原则,把这本书视为“实用手册”,帮助你解决日常遇到的问题。

g. 每当你的朋友发现你违反其中某项原则时,给他们一美分或是一美元。把你的学习当做一种有趣的游戏。

h. 每星期作一次检讨。问问自己又犯了什么错误、有哪些地方需要改进、将来该怎么做?

i. 不妨再加上一本记事簿,写明你什么时候、如何运用了这些原则。

HOW THIS BOOK WAS WRITTEN – AND WHY

During the first thirty – five years of the twentieth century, the publishing houses of America printed more than a fifth of a million different books. Most of them were deadly dull, and many were financial failures. “Many,” did I say? The president of one of the largest publishing houses in the world confessed to me that his company, after seventy – five years of publishing experience, still lost money on seven out of every eight books it published.

Why, then, did I have the temerity to write another book? And, after I had written it, why should you bother to read it?

Fair questions, both; and I’ll try to answer them.

I have, since 1912, been conducting educational courses for business and professional men and women in New York. At first, I conducted courses in public speaking only – courses designed to train adults, by actual experience, to think

我为什么写这本书

35年来，美国出版商出版了20多万部各式各样的书，但其中大部分是枯燥乏味的，而且有许多书是亏了本的。请注意我说的是“许多”。有一位列入世界上第一流的出版公司的负责人，这样对我承认说，他公司拥有75年的出版经验，可是每出版8本书，依旧有7本书是亏本的。

那么我又如何还敢冒险，再写这本书呢？而且在我写好后，你又为什么要费事去读它呢？

是的，这两个都是很值得重视的问题。

从1912年开始，我在纽约替商界和专业的男女举办一项教育课程。一开始，我只举办了演讲的课程。这门课程的目的是运用实际经验，训练人们在商业洽谈和团体会议中，能依照自己的思想，更清晰、更有效、更镇静地发表他们的意见。

on their feet and express their ideas with more clarity, more effectiveness and more poise, 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.

I also gradually realized that I was sorely in need of such training myself. As I look back across the years, I am appalled at my own frequent lack of finesse and understanding. How I wish a book such as this had been placed in my hands twenty years ago! What a priceless boon it would have been.

Dealing with people is probably the biggest problem you face, especially if you are in business. Yes, and that is also true if you are a housewife, architect or engineer.

Research done a few years ago under the auspices of the Carnegie Foundation for the Advancement of Teaching uncovered a most important and significant fact - a fact later confirmed by additional studies made at the Carnegie Institute of Technology. These investigations revealed that even in such technical lines as engineering, about 15 percent of one's financial success is due to one's technical

可是逐渐地,经过几季后,我发觉这些人固然深切地需要有效的讲话训练,但他们更迫切的需要是,在日常生活及交际上跟人相处的技术训练。

我自己也渐渐觉察到,我也深切的需要这种训练。我现在回想那些年来,对自己所缺乏的感到惶恐不安,20年前,我手里如果有这本书,它的价值那是无法估计的。

如何与人交往,是我们所面临到的一个最大的问题,如果你是个商人,这问题尤其值得受重视。即使你是家庭主妇、建筑师或是工程师,也会有同样的情形。

数年前,在“卡内基基金会”的资助下,我们所作的那次调查和研究,有了一项重要发现!这项发现后来又由“卡内基技术研究院”所研究证实。从调查出来的资料上显示,一个人经济上的成功,有15%是由于本人的技术和知识水平所决定。而其余85%,都是出于“他的”人格魅力和交际的能力。

数年前,我每年在费城工程师协会举办课程,同时也在美国电机工程协会分会开班。总计约有1500位以上的工程师来过我举办的讲习班。他们到

knowledge and about 85 percent is due to skill in human engineering – to personality and the ability to lead people.

For many years, I conducted courses each season at the Engineers' Club of Philadelphia, and also courses for the New York Chapter of the American Institute of Electrical Engineers. A total of probably more than fifteen hundred engineers have passed through my classes. They came to me because they had finally realized, after years of observation and experience, that the highest – paid personnel in engineering are frequently not those who know the most about engineering.

One can for example, hire mere technical ability in engineering, accountancy, architecture or any other profession at nominal salaries. But the person who has technical knowledge plus the ability to express ideas, to assume leadership, and to arouse enthusiasm among people – that person is headed for higher earning power.

In the heyday of his activity, John D. Rockefeller said that “the ability to deal with people is as purchasable a commodity as sugar or coffee.” “And I will pay more for that ability,” said John D., “than for any other under the sun.”

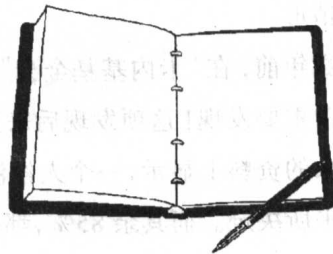
The University of Chicago and the United Y. M. C. A. Schools conducted a

我这里来之后,由于他们多年的观察和经验,最后发觉,在工程获得最高酬劳的人,往往不是懂得工程学识最多的人。

我们可以付出每周 25 美元到 50 美元的代价雇用工程、会计、建筑或其它专业的技术人才,劳务市场有许多具备这种能力的人。但是除了技术、知识之外,再加上出色的表达能力、担任领袖的能力和激发他人的能力,那么他的收入就自然的提高了。

约翰·洛克菲勒在他事业鼎盛的时候,曾经说过:“与人交往的能力,也是一种可以购买的商品,就像糖和咖啡一样。”他又说:“我愿意对那种能力付出酬劳,它的代价要比世界上任何东西都高。”

芝加哥大学和青年会联合学校,曾举行过一次调查,主题是成人究竟需要



survey to determine what adults want to study.

That survey cost \$25,000 and took two years. The last part of the survey was made in Meriden, Connecticut. It had been chosen as a typical American town. Every adult in Meriden was interviewed and requested to answer 156 questions –

Questions such as “What is your business or profession? Your education? How do you spend your spare time? What is your income? Your hobbies? Your ambitions? Your problems? What subjects are you most interested in studying?” And so on.

That survey revealed that health is the prime interest of adults and that their second interest is people; how to understand and get along with people; how to make people like you; and how to win others to your way of thinking.

So the committee conducting this survey resolved to conduct such a course for adults in Meriden. They searched diligently for a practical textbook on the subject and found – not one. Finally they approached one of the world’s outstanding authorities on adult education and asked him if he knew of any book that met the needs of this group. “No,” he replied, “I know what those adults want. But the book they need has never been written.”

些什么!

那笔研究费用是 25000 美元,并花费了两年的时间,调查的最后部分是在“梅立顿”举行的。那地方被人认为是典型的美国市镇,梅立顿镇上的每一个成年人都作为访问的对象,同时请他们回答出 156 个问题。

这些问题是:你的职业或专业是哪一行?你的教育程度如何?你的志愿是什么?你需要解决的问题是哪些?你如何利用暇余的时间?你的收入是多少?你的嗜好是什么?你最喜欢的学科是什么?等等。

那项调查后的结果显示,健康是一般人最注意的,至于第二种兴趣,就是如何了解别人,如何与人相处,如何使人喜欢你,如何使他人同意你的想法。

举行这项调查的委员会,决定替梅立顿的成年人举办一种这样的课程。他们努力的寻求有关这样题意的一本实用书籍,可是无法找到一本。最后,他们去见一位世界著名的权威成人教育家,问他是否有合乎这些成年人所需要的书。“没有,”那位教育家回答说,“我虽然知道那些成人需要些什么,可是他

I knew from experience that this statement was true, for I myself had been searching for years to discover a practical, working handbook on human relations.

Since no such book existed, I have tried to write one for use in my own courses. And here it is. I hope you like it.

In preparation for this book, I read everything that I could find on the subject — everything from newspaper columns, magazine articles, records of the family courts, the writings of the old philosophers and the new psychologists. In addition, I hired a trained researcher to spend one and a half years in various libraries reading everything I had missed, plowing through erudite tomes on psychology, poring over hundreds of magazine articles, searching through countless biographies, trying to ascertain how the great leaders of all ages had dealt with people.

We read their biographies, We read the life stories of all great leaders from Julius Caesar to Thomas Edison. I recall that we read over one hundred biographies of Theodore Roosevelt alone. We were determined to spare no time, no expense, to discover every practical idea that anyone had ever used throughout the ages for winning friends and influencing people.

们所需要的这类书,却从未有人写过。”

由于我的经验所得,知道他的话是对的,我自己也已经费了很多年的时间,在寻求一本实用有效,关于人与人之间关系的书籍。

由于很多人希望有这样的书,我才尝试着写了一本——就是这本书,那是为我讲习班所写的,希望你也会喜欢它。

我为了准备撰写这本书,曾经读过所有我能找到的有关这个主题的资料。包括有“迪克斯”报纸上的信箱回答、离婚法庭的记录、双亲杂志以及多种著名的著述。同时,我还雇用一位受过训练的人去研究、探索。他费了一年半的时间,在各图书馆中阅读我所遗漏了的资料,探究各种心理学的专集,追览多种的杂志文章,探索无数的伟人传记,要找出各时代的大人物是如何与人交往的。

我们读过各时代的伟人传记,读过那些领袖人物的生平记事,自凯撒到爱迪生。至于有关罗斯福的传记,我就收集了100多本。我们决定不惜任何时间、金钱,都要找出自古以来,任何人所已用过的,关于交友和影响他人的