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双语对照版



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[美] 戴尔·卡耐基 著
岳玉庆 杨琳 孙皓申 译

沟通的艺术

魅力口才与演讲的艺术



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序言 Preface

戴尔·卡耐基 (Dale Carnegie) , 美国著名演说家和作家, 1888年生于美国密苏里州, 1955年去世。卡耐基被誉为“成人教育之父”, 是世界第一大励志书作家。早在20世纪上半叶, 当经济不景气、不平等、战争等恶魔正在吞噬人类追求美好生活的心灵时, 卡耐基先生以他对人性的洞见, 利用大量普通人不断努力取得成功的故事, 通过自己的培训、演讲和作品唤起无数迷惘者的斗志, 激励他们取得辉煌的成功。他结合自己的培训实践, 以与无数成功人士的交流为基础, 运用心理学和社会学等知识, 创立了一套独特的体系和方法, 用来培养人们的演讲和沟通能力。他把自己的方法和经验撰写成书, 出版了《人性的优点》、《沟通的艺术》、《人性的弱点》、《领导的艺术》等经典之作。

正如卡耐基所言: “一个人的成功, 只有15%归结于他的专业知识, 还有85%归于他表达思想、领导他人及唤起他人热情的能力。”其中, 表达思想的能力就是有效讲话的能力, 就是沟通的艺术。本书正是基于这样的目的, 向读者详细说明了如何培养这种讲话的能力。卡耐基先生通过自己的培训课程和本书, 让无数苦于不能有效讲话和有效沟通的人, 重拾自信, 成为演讲和沟通的高手, 继而成为单位的领导、行业的领袖、商界的大腕……步入成功人士的行列! 本书例子中的主人公有首相、董事长、总裁、教授、会长、宗教领袖、演员、作家、主持人等等。这些真实的人物和真实的故事使本书生动感人, 真实可信。

如果您的工作不尽如人意, 如果您的企业管理不甚成功, 如果您跟领导、下属、同事、朋友难以相处……您一定要捧起此书。它一定会让您感到如同拨

云见日,豁然开朗,不由自主地感叹:解决沟通的问题竟是如此简单,培养演讲的技能又是如此容易!无数成功者的经历告诉我们:如果能够慷慨陈词,从容演讲,表达思想,说服他人,您的前途一定会不可限量!

本书的读者是所有爱好英语和想通过阅读提高英语以及想在沟通和演讲方面得到提高和突破的朋友。本书的编排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。卡耐基先生的作品语言流畅自然,生动有趣,文采斐然,是学习英语的经典素材。

朋友,阅读本书,研究本书,您的英语一定会大有提高;接受卡耐基先生的指引,按部就班,勤于实践,您的演讲和沟通能力一定会突飞猛进!

卡耐基丛书第一版从上市至今受到广大读者的强烈欢迎,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。

岳玉庆



古希腊著名哲学家苏格拉底说：“世间有一种成就就可以使人很快完成伟业，并获得世人的认识，那就是能令人喜悦的讲话能力。”与他人做有效的交谈，赢得他们的尊重与合作并获得成功，这是人们在人生旅途中不断攀爬的过程中必须积极追寻和培养的一种能力。

戴尔·卡耐基从1912年开始在纽约基督教青年会教授演讲术，之后又将多年的教学实践和经验集结成书。可以说，本书是卡耐基精湛的沟通技艺和演讲技能的智慧结晶。它如同孩子般一步步成长发育，吸收了成千上万人的成败经验。它不是讲述如何发出悦耳之声、说出优美之句的空洞理论，而是教你如何克服当众说话的恐惧，建立自信，提高自己的表达能力；如何摒弃背诵演讲稿的呆板方式，顺其自然地发挥自己的语言潜力；如何通过有效的演讲扩大自己的影响力，步入幸福的生活，博得赞誉，迈向成功的职业生涯。书中的技巧与原则能促使人们努力向前，挑战自我，激发并增强自我价值与人生目标。

卡耐基说：“我们一天的祸福悲欢，往往决定于我们的言语”。我们每天几乎都遇到这样的场合，需要我们得体地讲话。饱含自信和真情实意的言辞往往能令人如沐春风，滋养人的心灵，激发成功潜能，改变人生，成就辉煌。有效的讲演，有时强于百万雄师，重于九鼎之器。综观历史，内有烛之武退秦师，诸葛亮舌战群儒；外有林肯葛底斯堡铸金文，马丁·路德·金慷慨激昂抒和平之梦。他们无不运用真挚的情感、睿智的语言、精辟的感悟进行了行之有效的讲演，完成了历史赋予他们的使命，提升了人生价值。正如富兰克林所说，一个

不懂得沟通与讲话艺术的人,将不可能获得别人的合作与助力。事业的成败,生活的悲欢,常会在一次谈话中发生天翻地覆的转变。因此,言辞是思想之外衣,谈吐乃行动之羽翼。一个人的品性或怯懦或自信,都从其措辞中自然地流露而出;而真诚的谈吐则能弃浮华之气,触碰人的心灵,让自己和他人过上幸福快乐的生活。

本书共分为“有效演讲的基本技能”、“演讲、演讲者和听众”、“有备演讲与即兴演讲的目的”、“沟通的艺术”和“有效演讲的挑战”共五部分。在这五部分中,卡耐基引用大量有说服力的实际例证,向读者传递了有效演讲的基本技巧和方法。

无论是谁,无论从事何种职业,如果能认真地按照卡耐基教给你的原则与方法去做,你会慢慢发现,自己在讲话时会更加勇敢、从容、自信、真诚,获得意想不到的收益,更好地实现人生价值。我们不能奢望世界来适应自己,而应该努力培养有效讲话的能力,来表达自己,说服他人,领导团队。正如美国著名心理学家大卫·奥门所说,尽力培养出一种能力,让别人能够看到你的脑海与心灵。我们必须锻炼在众人面前清晰传达自己的思想和意念的能力,因为这种能力是当今社会成功人士的必备条件之一。

岳玉庆



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Part One

Fundamental Techniques 
of Effective Speaking



第一部分
有效演讲的基本技巧

1 Acquiring the Basic Skills

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 proceeding the first session of the Dale Carnegie Course, people are given the opportunity of telling why they intend to **enroll**^① and what they hope to gain from this training. Naturally, the **phraseology**^② 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 I intended to say. I want to gain self-confidence, **poise**^③, and the ability to **think on my feet**^④. 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**^⑤, 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**^⑥ position before an audience as you can sitting down? Is there any reason why you should play host to **butterflies in your stomach**^⑦ 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.

第一章 掌握当众演讲的基本技能

1912年，也就是“泰坦尼克号”游轮沉入北大西洋冰海之中的那一年，我开始开设课程，教授如何当众演讲。此后，数百万学员参加该课程的学习后毕业。

在戴尔·卡耐基第一届培训班开课前的示范会上，学员们得到机会谈谈自己有意报名参加培训的原因，以及期待有何收获。当然，众口不一，但是大多数学员的主要愿望与基本需求竟如出一辙：

“要是有人叫我站起来讲话，我就会很不自在，心里发慌，思路不清，精力不能集中，记不起自己打算说什么。我想获得自信，做到沉着冷静、反应敏捷。我希望自己的想法能有条不紊，无论是谈生意还是社交，都能表达清晰，富有说服力。”

这些话听起来是否耳熟？你是否也有这种力不从心的同感？难道你就不愿花点钱，学习在公众面前讲话时掷地有声、雄辩有力？我相信你的回答是肯定的。你已经开始阅读本书，这一点就恰恰证明，你希望获得高效演讲的能力。我知道你打算说什么，如果你能当面跟我交谈，你会这样问：

“可是卡耐基先生，你真的认为我能培养信心，站起来当着一群人的面讲话既流畅又连贯吗？”

我一生的大部分时间都致力于帮助人们摆脱恐惧，培养勇气，建立信心。培训班上发生的种种奇迹，足以写出许多本书。因此，这个问题不在于我觉得如何。我知道，只要你根据本书的方法与建议去练习，你就能做到。

为什么你站着演讲就不能像坐着时那样轻松地思考？为什么你起身演讲时紧张不安、浑身发抖？这两种情况的产生有任何原因吗？当然，你明白这种情况是可以纠正的，通过培训与练习，你对听众的恐惧会慢慢消除，获得自信。

注 释

① enroll 入学，注册

② phraseology 说法，措辞

③ poise 镇静

④ think on one's feet 思维敏捷

⑤ coherent 条理清楚的，连贯的

⑥ perpendicular 直立的

⑦ butterflies in one's stomach 心里紧张，七上八下

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**^① the physiological aspects of vocal production and **articulation**^②. It is the **distillation**^③ of a lifetime spent in training adults in effective speaking. It starts with you as you are, and from that **premise**^④ 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**^⑤, you will find these four guideposts useful:

FIRST. 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**^⑥ style and the **stentorian**^⑦ 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**^⑧ 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.

本书将会有助于你实现这个目标。这不是一本普通的教科书。书中没有充斥着关于演讲技巧的种种规则，也并非侧重于有关发声、发音的生理学知识，而是我毕生研究如何训练成人有效演讲的精华。从你现在的情况开始，以此为前提，到最后自然成为期望中的自己，你需要做的就是配合：

遵循本书中的建议，将其运用于每次演讲，并且持之以恒。

为了发挥本书的最大效用，迅速实现目标，请遵循以下四条有用的原则：

第一，从他人经历中重拾信心

无论是圈养的，还是放养的，没有哪种动物天生就是演说家。历史上曾有一些时期，当众演讲是一门优雅的艺术，要求人们严格遵守修辞规则，讲话要得体。因此，成为天生的公众演说家更是难之又难。如今，我们把当众演讲视为一种经过拓展的交谈。以前的浮夸之风、高声宣讲已经一去不复返。无论是参加晚宴、在教堂做礼拜，还是看电视、听广播，我们都期望听到坦率的话语，其构思要符合常识，演讲者是在跟我们谈话，而不是对我们宣讲。

许多学校教科书都试图让我们相信：当众演讲只是少数人的艺术，只有经过多年训练，提高发声技巧，精通修辞，才能将其掌握。可是几乎整个教学生涯，我都在向人们证明一个事实：只要遵循几条简单又重要的规则，当众演讲就绝非难事。

1912年，我开始在位于纽约第125大街的基督教青年会授课。当时，我对当众演讲的认识与第一届学员相差无几。我几乎沿袭了在密苏里州华伦堡大学求学时老师们的授课方式，但是我很快发现自己的路子不对，我竟把商业界的成人当作大学新生来教。而且，让学员们一味模仿善于演说的韦伯斯特、伯克、皮特及奥康内尔等人纯属徒劳。班上学员们所需要的是敢于站起来发表演说的胆量，勇于在下次商务会议上做条理清晰、流畅连贯的报告。不久我便将教科书丢到一边，直接站到讲台上，用几种简单的理念与学员们探讨，直到他们能做出令人心悦诚服的报告。这一招果然奏效，他们不断前来，期望学到更多技巧。

注 释

① dwell on 强调

② articulation 发音

③ distillation 精华

④ premise 前提，假定

⑤ dispatch 迅速

⑥ grandiloquent 夸张的

⑦ stentorian 声音大的

⑧ YMCA 全称Young Men's Christian Association, 基督教青年会

⑨ podium 指挥台

I wish I could give you a chance to browse through the files of **testimonial**^① 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**^②. I must **preside**^③ 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**^④ 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**^⑤ 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**^⑥ 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.

真希望大家能有机会来我家或者在世界各地的代理人办公室里看看，浏览一下那一摞摞以资证明的信件。来信者有来自产业界的巨头，他们的大名经常出现在《纽约时报》和《华尔街日报》的商业版里，还有州长、国会议员、大学校长，以及娱乐界的名流，更有成千上万个家庭主妇、牧师、教师，甚至在自己的圈子里都尚未成名的青年男女，以及公司主管、主管受训者、技能纯熟或生疏的劳工、工会会员、大学生、商业女性等。他们所有人都有一个共同点：渴望自信，渴望能够在公众面前成功表达自己。

这些学员的两个目的都达到了，因此特意来信向我致谢。我所教过的几千名学员中，有一个人在我撰写此书时出现在我脑海，因为当时他对我影响极大。

多年前，费城一位事业有成的商人D·W·根特先生报名参加了我的培训班。不久，他便邀请我共进午餐。席间，他探过身子，对我说道：“卡耐基先生，我一次次逃避过在各种聚会场合讲话的机会，这样的机会真是太多了。如今我已经是一所大学的董事长，必须主持董事会议。先生，您看像我这个岁数的人，还能学会当众讲话吗？”

训练班的学员中，当初有着类似处境的人不在少数。根据我对他们的了解，我向根特先生保证，他一定能如愿以偿。

大约3年后，我们又相聚在那家生产者俱乐部里共进午餐。我们吃饭的地方还是当年的那间餐厅，用的还是那张餐桌。回忆起3年前那次谈话，我问根特先生我当初的预言是否已经实现。他笑了笑，从口袋中掏出一本红色背衬的小笔记本，上面记录着接下来几个月的演讲安排。根特先生对我坦承道：“能够当众发表演讲，享受这个过程带给我的乐趣，为社会提供额外的服务——这一切称得上我一生中最满意的事情。”

故事还没有画上句号。接着，根特先生又得意洋洋地亮出王牌。一次，他所在社区的教堂邀请英国首相前来费城，在一次宗教集会上发表演说。首相很少来美国，而负责介绍这位杰出政治家的费城人选不是别人，正是根特先生。

注 释

- ① testimonial 证明的
- ② trustee (公司、学院等) 管理机构的成员, 董事
- ③ preside 主持

- ④ prediction 预言
- ⑤ gratifying 令人满足的
- ⑥ convocation 集会

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**^① 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**^② 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