



双 语 美 文 阅 读 书 系

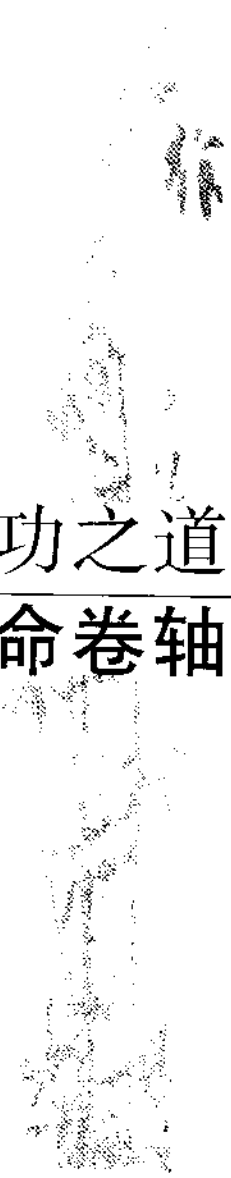
The scroll of life
生 | 命 | 卷 | 轴
成功之道

主编：张德玉

每个人都有缺点，
但它不能免除我为自己和别人承担排忧解难和谋求幸福的责任。
我可以夸大遇到的问题，却从不以忽视。
逃避或求助神灵的方式缩小问题。
我相信我的困惑和问题即使不能全部克服，
也可以通过自己的态度和行为解决大部分。
总之，我深信只有靠自己的双手，在心慧的指引下
朝着我努力的目标不断奋斗才能创造并积累幸福，
否则幸福无从保障……

内蒙古人民出版社

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成功之道 生命卷轴

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目·录

真诚地赞赏他人 1	Give honest and sincere appreciation 3
激发他人的强烈需求 5	Arouse in the other person an eager want 7
到处都受欢迎的方法 9	Do this and you'll be welcome anywhere 11
给人留下良好印象的简单方法 13	A simple way to make a good first impression 15
牢记他人的名字 17	Remembering other's name 19
做一个善于倾听的人 21	Be an attentive listener 23
如何使人即刻喜欢你 25	How to make people like you instantly 27
争论中没有赢家 29	You can't win an argument 31
乐观与悲观 33	Optimism and pessimism 34
永不放弃 35	Never give up 36
第七次尝试 37	Try a seventh time 38
生活在“完全独立的今天” 40	Live in "day-tight Compartments" 43
战胜忧虑的万能公式 45	A magic formula for solving worry situations 48
怎样消除思想上的忧虑 51	How to crowd worry out-of your mind 53

目·录

接受不可避免的事实 55	Cooperate with the inevitable 57
保持每日多清醒一个小时 59	How to add one hour a day to your waking life 61
你为什么感到疲劳 63	What makes you tired—and what you can do about it 65
不要为失眠而忧虑 67	How to keep from worrying about insomnia 69
从零开始 71	We're just beginning 72
给年轻人的忠告 73	Advice to youth 76
草草行事的重要性 79	The importance of doing things 83
人的两种驱动力 87	The two drives in man 88
你绝不会失去自己的价值 89	You never really lose your value 91
在思考中成长 93	Growth that Starts from Thinking 94
雷雨中的领悟 96	Discovery in a thunderstorm 98
人像一棵果树 100	Man is like a fruit tree 102
奉献是支付租金 104	Paying the rent of service 106
梦想创造生活 108	Dreams are the stuff life is made of 110
直墙难砌 112	A straight wall is hard to build 114
生命的精神支撑 116	Spiritual handholds on life 117
重新振作的艺术 119	The art of bouncing back 121
生命在时间土壤里成长 123	Life grows in the soil of time 124
百万富翁的悲哀 125	Sorrows of the millionaire 127
生活态度至关重要 129	One's life attitude is important 131
玫瑰 133	The rose 135
生活的艺术 137	The art of living 139
天道酬勤 141	Hard work pays off 143
我们需要梦想 145	We need dreams 146
成功的秘诀 147	Secrets of successes 148
态度决定成功 149	Attitudes towards success 150
你接受挑战吗 151	Do you accept challenges 152
走出生活的阴霾 153	To succeed if your energy level is low 155

别停下梦想的脚步 157	Never stop dreaming 158
生活的课堂 159	A lesson in life 160
人生如诗 161	Human life like a poem 162
生命的秘密 163	The secret of life 164
假如再给我一次生命 165	If I had my life to live over 166
人就这么一辈子 167	Each has a one-off lifetime 168
人生的味道 169	The taste of life 170
生活是一种选择 171	Life is a choice 172
勤 俭 173	Thrift 176
勤俭的习惯 178	Habits of thrift 181
节俭范例 184	Examples of thrift 186
节俭之道 188	Methods of economy 190
人寿保险中的经济之道 192	Economy in life assurance 194
“小事情” 196	Little things 198
不要让自己债务缠身 200	Great debtors 202
健康的生存环境 204	Healthy homes 205
美丽人生 206	Beauty 208
我为何而生 210	What I have lived for 211
生活的机会 212	Moving thoughts 214
择 友 216	The choose of companion 217
生活之路 218	The road of life 219
人生如河 220	Life is a river 221
展现自我 222	Expressing one's individuality 223
正确的原则犹如灯塔 225	Principles is lighthouse 226
生活的乐趣 227	The joy of living 228
坚持不懈，直到成功 229	I will persist until I succeed 231
我现在就付诸行动 233	I will act now 235
我用全身心的爱迎接今天 238	I will greet this day with love in my heart 240
双赢原则的实质 243	The Essence of Win-win Principle 244
沉默是金 246	Silence is gold 248

真诚地赞赏他人

在这个世界上，只有一种方法可以使任何人去做任何事。你是否想过这种方法是什么吗？它就是让做事之人爱上所做之事。

请牢记，除此之外别无他法。

当然，你也可以选择用一把手枪抵住他的腰，让他把手表摘下来给你；你也可以用解雇作为威胁，使手下员工与你合作——何时结束这种合作关系完全由你来决定。

而我所能为您提供的唯一一种使别人心甘情愿地去做任何事情的方法就是——满足他们的需要。

那么，人们究竟需要什么呢？

西蒙德·弗洛伊德曾说过，我们做任何事情，都是源自两个动机：对性的渴望和做伟人的欲望。

作为美国最著名的哲学家之一，约翰·杜威教授的措辞则稍有不同。杜威博士说，在人的天性中，最深切的冲动是“做个重要人物的强烈欲望”。请牢记这句话，它具有极其特殊的意义。在本书中，你将看到许多与此相关的内容。

你所需要的又是什么呢？也许你的需求并不多，只有几样——可却是你不断地渴求，希望可以拥有的东西。大多数心智正常的成年人都想要以下东西：

1. 健康的身体和生命的延续；
2. 生存所必需的食物；
3. 睡眠；
4. 金钱，以及那些可以用金钱买到的东西；
5. 长寿；
6. 性的满足；

7. 子女幸福；

8. 一种做重要人物的感觉。

除去一点之外，这其中的任何一个需求都不难满足。我们有一种与渴求食物、睡眠一样迫切，但却很难得到同等满足的东西，那就是弗洛伊德所说的——“成为伟人的欲望”，也就是杜威所说的——“做重要人物的欲望”。

Give honest and sincere appreciation

There is only one way under high heaven to get anybody to do anything. Did you ever stop to think of that? Yes, just one way. And that is by making the other person want to do it.

Remember, there is no other way.

Of course, you can make someone want to give you his watch by sticking a revolve in his ribs. You can make your employees give you cooperation—until your back is turned—by threatening to fire them. You can make a child do what you want it to do by a whip or a threat. But these crude methods have sharply undesirable percussions.

The only way I can get you to do anything is by giving you what you want.

What do you want?

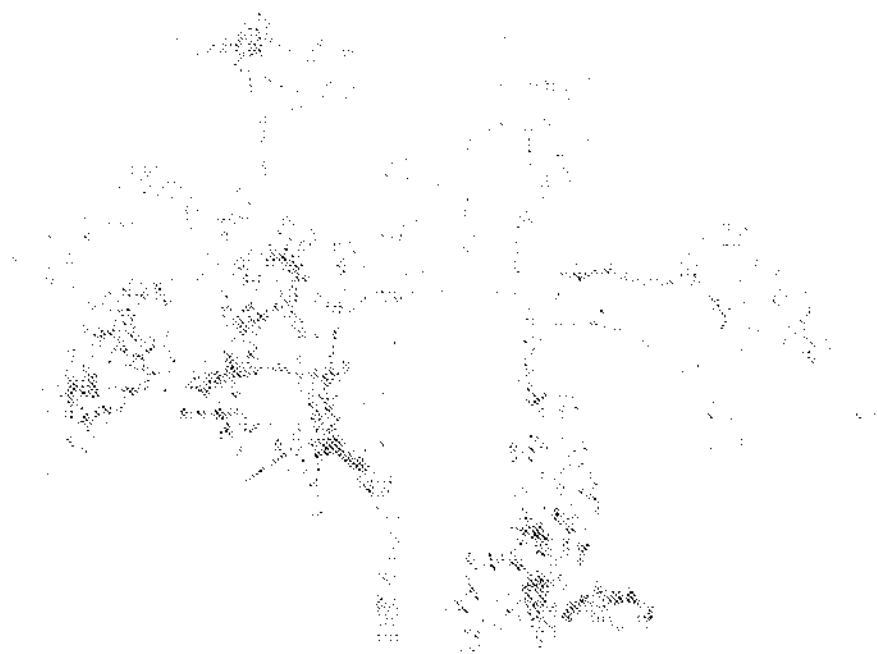
Sigmund Freud said that everything you and I do springs from two motives: the sex urge and the desire to be great.

John Dewey, one of America's most profound philosophers, phrased it a bit differently. Dr. Dewey said that the deepest urge in human nature is "the desire to be important." Remember that phrase: "the desire to be important." It is significant. You are going to hear a lot about it in this book.

What do you want? Not many things, but the few that you do wish, you crave with an insistence that will not be denied. Some of the things most people want include:

1. Health and the preservation of life.
2. Food.
3. Sleep.
4. Money and the things money will buy.
5. Life in the hereafter.
6. Sexual gratification.
7. The well-being of our children.
8. A feeling of importance.

Almost all these wants are usually gratified—all except one. But there is one longing—almost as deep, almost as imperious, as the desire for food or sleep—which is seldom gratified. It is what Freud calls "the desire to be great." It is what Dewey calls the "desire to be important."



激发他人的强烈需求

“那些能够做到这一点的人就可以拥有整个世界，做不到的只能孤独一生”。

每当到了夏季的时候，我总是习惯去缅因州钓鱼。我非常喜欢吃草莓和乳酪，可是出于某种特殊的理由，鱼儿们倒是喜欢吃小虫子。因此，每当我前去钓鱼的时候往往不会想着自己喜欢吃的东西，而是用心琢磨那些鱼儿喜欢吃的美味。我绝不会在鱼钩上挂上草莓和奶油做诱饵，而会穿上一条虫子或一只蚱蜢，然后垂到鱼儿面前，对它们说：“你们不想尝尝这个吗？”

当你“钓”人的时候，为什么不试着用同样的方法呢？

英国一战时期的首相劳埃德·乔治就常常采取这种方式。当有人问他，许多和他一样在战争期间涌现出的名人，例如威尔逊、奥兰多，以及克里孟梭都逐渐被人遗忘的时候，为何他却依然大权在握。他回答说，如果他在执政方面有什么秘诀的话，那也许就是他很早之前就明白的一个道理：要想钓到鱼，必须选择合乎鱼口味的鱼饵！

为什么要谈论我们所向往的东西呢？这是极其幼稚的，甚至是荒谬可笑的。当然，你感兴趣的就是你想要的，你永远都对自己想要的东西感兴趣。可是，别人未必对你想要的东西也感兴趣。其他人也和你一样，只对自己所向往的东西感兴趣。

所以，世上唯一一种能够影响到他人的方法，就是谈论他所向往的东西，并为他们达成所愿指明道路。

当你明天要去试着做某件事情的时候，千万不要忘记这一点！比如：当你不希望你的孩子学会吸烟的时候，不必和他讲什么大道理，只要让他知道，这样做会使他们无法加入篮球队，更别指望会赢得百米比赛了。

无论你所要面对的是孩子、小牛，还是猴子，这一点都很适用。例如：一天，爱默生和他的儿子要把一头小牛赶入牛棚。可是在实施这一行动的时

候，他们犯了一个很多人都非常容易犯下的错误：爱默生在后面推，他的儿子在前面拉。小牛原本想做的就是他们正在做的事，但它只依照自己的想法做事，因此它把后腿蹬紧，说什么也不肯离开原地。这一僵持的局面被一个爱尔兰女仆看到了——尽管她不懂得著书立说，但至少在牛马性情上的了解上，她要比爱默生更胜一筹。她完全想到了小牛想要做的事情，因此，她把她的拇指放入小牛的口中，让它一边吸吮着手指，一边将其慢慢引入牛棚。

自你来到这个世界上的那天起，你所做的一切都是为了满足自己的需求。例如：你为何要给红十字协会捐出一百美元？没错，因为你想和其他人一样，为他人伸出援助之手，你要做的是一件善良、无私，甚至是神圣的事情。《圣经》中说：“既然你对我的兄弟做了这样的事，那就等于对我做了同样的事。”

Arouse in the other person an eager want

"He who can do this has the whole world with him. He who cannot walks a lonely way."

I often went fishing up in Maine during the summer. Personally I am very fond of strawberries and cream, but I have found that for some strange reason, fish prefer worms. So when I went fishing, I didn't think about what I wanted. I thought about what they wanted. I didn't bait the hook with strawberries and cream. Rather, I dangled a worm or a grasshopper in front of the fish and said: "Wouldn't you like to have that?"

Why not use the same common sense when fishing for people?

That is what Lloyd George, Great Britain's Prime Minister during World War I, did. When someone asked him how he managed to stay in power after the other wartime leaders—Wilson, Orlando and Clemenceau—had been forgotten, he replied that if his staying on top might be attributed to any one thing, it would be to his having learned that it was necessary to bait the hook to suit the fish.

Why talk about what we want? That is childish. Absurd. Of course, you are interested in what you want. You are eternally interested in it. But no one else is. The rest of us are just like you: we are interested in what we want.

So the only way on earth to influence other people is to talk about what they want and show them how to get it.

Remember that tomorrow when you are trying to get somebody to do something. If, for example, you don't want your children to smoke, don't preach at them, and don't talk about what you want; but show them that cigarettes may keep them from making the basketball team or winning the hundred-yard dash.

This is a good thing to remember regardless of whether you are dealing with children or calves or chimpanzees. For example: one day Ralph Waldo Emerson and his son tried to get a calf into the barn. But they made the common mistake of thinking only of what they wanted: Emerson pushed and his son pulled. But the calf was doing just what they were doing: he was thinking only of what he wanted;

so he stiffened his legs and stubbornly refused to leave the pasture. The Irish housemaid saw their predicament. She couldn't write essays and books; but, on this occasion at least, she had more horse sense, or calf sense, than Emerson had. She thought of what the calf wanted; so she put her maternal finger in the calf's mouth and let the calf suck her finger as she gently led him into the barn.

Every act you have ever performed since the day you were born was performed because you wanted something. How about the time you gave a large contribution to the Red Cross? Yes, that is no exception to the rule, you gave the Red Cross the donation because you wanted to lend a helping hand; you wanted to do a beautiful, unselfish, divine act. "Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me."

到处都受欢迎的方法

为什么要通过阅读这本书来了解如何赢得朋友呢？为什么不去学习一下古往今来的有识之士结交朋友的技巧呢？他又是谁呢？

也许你明天走在大街上的时候就有可能碰到它。当你走到与它相距 10 英尺的地方时，它就会向你摇尾巴。如果你停下来轻拍它，抚摸它，它就会在你身旁跳来跳去，以此表示它有多么喜欢你。而此时，你知道在这种热情的背后绝没有隐藏任何目的：它并不想卖给你一块地产，也不是想和你结婚。

你可曾想过，狗是唯一一种无需劳动来求得生存的动物呢？母鸡需要下蛋，母牛需要产奶，金丝雀需要唱歌；而狗只需要给你一份爱，便可以使它的生活有所依靠。

在我五岁的时候，我的父亲用 50 美元给我买了一只黄色的小狗，我为它取名为蒂比。它点亮了我整个童年时代，并给我带来了许多乐趣。每当到了下午四点半左右的时候，它就会坐在前廊，用一双美丽的眼睛盯着前方的小路，只要听到我的声音，或者看见我晃着手里的饭盒穿过灌木丛时，它就会像一颗子弹般朝我飞奔过来，气喘吁吁地跑上小坡，冲着我又跳又叫，一副兴奋至极的模样。

蒂比陪伴了我整整五年。可是，在一个晚上，悲剧发生了——我永远也不会忘记那个晚上——它在距我仅 10 英尺的地方被电击死了。蒂比的离去，对于我的童年时代而言，是个极大的悲剧。

蒂比，我知道你从来都没有读过心理学，事实上你根本无须去学。你完全可以通过一种奇妙的直觉了解这一点——你的真诚可以在两个月内交到许多朋友；而且，你会比一个想让别人关心自己在两年之内所结交的朋友还要多。让我再来重复一遍：如果你真诚地对待他人，那么你在两个月内所交到的朋友，远比一个想要别人关心自己在两年之内所交的朋友多得多。

可是，你我都知道，有些人活了一辈子也不曾在这一问题有所收益，他们只是一心想着如何才能让别人来关心他。

当然，一心只想着让别人来关心你是根本不可能实现。因为人们对你根本没有兴趣。他们只关心自己——无论是在清晨、中午，还是在晚餐过后。

纽约电话公司曾对电话中的谈话内容作了一次详细的调查研究，以便更好地了解哪一个词在电话中被提及的频率最高。我想你一定猜到了，没错，那就是第一人称“我”。

“我”、“我”、“我”这个词在 500 个电话记录中曾被用过 3990 次。

“我”、“我”、“我”——当你手拿一张集体照，而其中也有你，那么你会选择将目光先落在哪个人的身上呢？

如果我们只是一味地想在他人面前表现自己，想引起他人的兴趣的话，我们永远都不会交到真诚的朋友，因为这根本不是交友之道。

拿破仑曾试过这种方法，在他与约瑟芬见最后一面的时候，他说：

“约瑟芬，我是世上最幸福的人；而此时此刻，你是这世上唯一一个值得我依赖的人。”而历史学家们则怀疑他是否能够依赖她。

维也纳已故著名心理学家亚佛·亚德勒曾写过一本名为《生活的意义》一书。他曾在书中写道：“对别人不感兴趣的人往往遇到的困难最多，对他人的伤害也最大。人类所有的失败都是因为有这样人的存在。”

我曾在纽约大学选修过一门关于短篇小说写作的课程。《科莱尔》杂志的一位编辑亲自来给我们上课。他说，当他每天从送来的几十篇小说中任选一篇，只需要读几段，就能够感觉出作者是否喜欢别人。他说：“如果作者不喜欢别人，别人也不会喜欢他的小说。”

这位编辑十分激动，并曾在讲课的过程中停下来两次，为他所讲的那些大道理，以及对小说作品的评述向大家致歉。他说：“现在，我想告诉你们的东西，与牧师告诉你们的是完全相同的东西。不过，请记住，如果你想做一个成功的小说家，就必须对别人感兴趣，并关心他人。”

如果说写小说应该如此，那么为人处世、接人待物就更该如此了。

Do this and you'll be welcome anywhere

Why read this book to find out how to win friends? Why not study the technique of the greatest winner of friends the world has ever known? Who is he?

You may meet him tomorrow coming down the street. When you get within ten feet of him, he will begin to wag his tail. If you stop and pat him, he will almost jump out of his skin to show you how much he likes you. And you know that behind this show of affection on his part, there are no ulterior motives: he doesn't want to sell you any real estate, and he doesn't want to marry you.

Did you ever stop to think that a dog is the only animal that doesn't have to work for a living? A hen has to lay eggs, a cow has to give milk, and a canary has to sing. But a dog makes his living by giving you nothing but love.

When I was five years old, my father bought a little yellow-haired pup for fifty cents. He was the light and joy of my childhood. Every afternoon about four-thirty, he would sit in the front yard with his beautiful eyes staring steadfastly at the path, and as soon as he heard my voice or saw me swinging my dinner pail through the buck brush, he was off like a shot, racing breathlessly up the hill to greet me with leaps to joy and barks of sheer ecstasy.

Tippy was my constant companion for five years. Then one tragic night—I shall never forget it—he was killed within ten feet of my head, killed by lightning. Tippy's death was the tragedy of my boyhood.

You never read a book on psychology, Tippy. You didn't need to. You knew by some divine instinct that you can make more friends in two months by becoming genuinely interested in other people than you can in two years by trying to get other people interested in you. Let me repeat that. You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.

Yet I know and you know people who blunder through life trying to wigwag