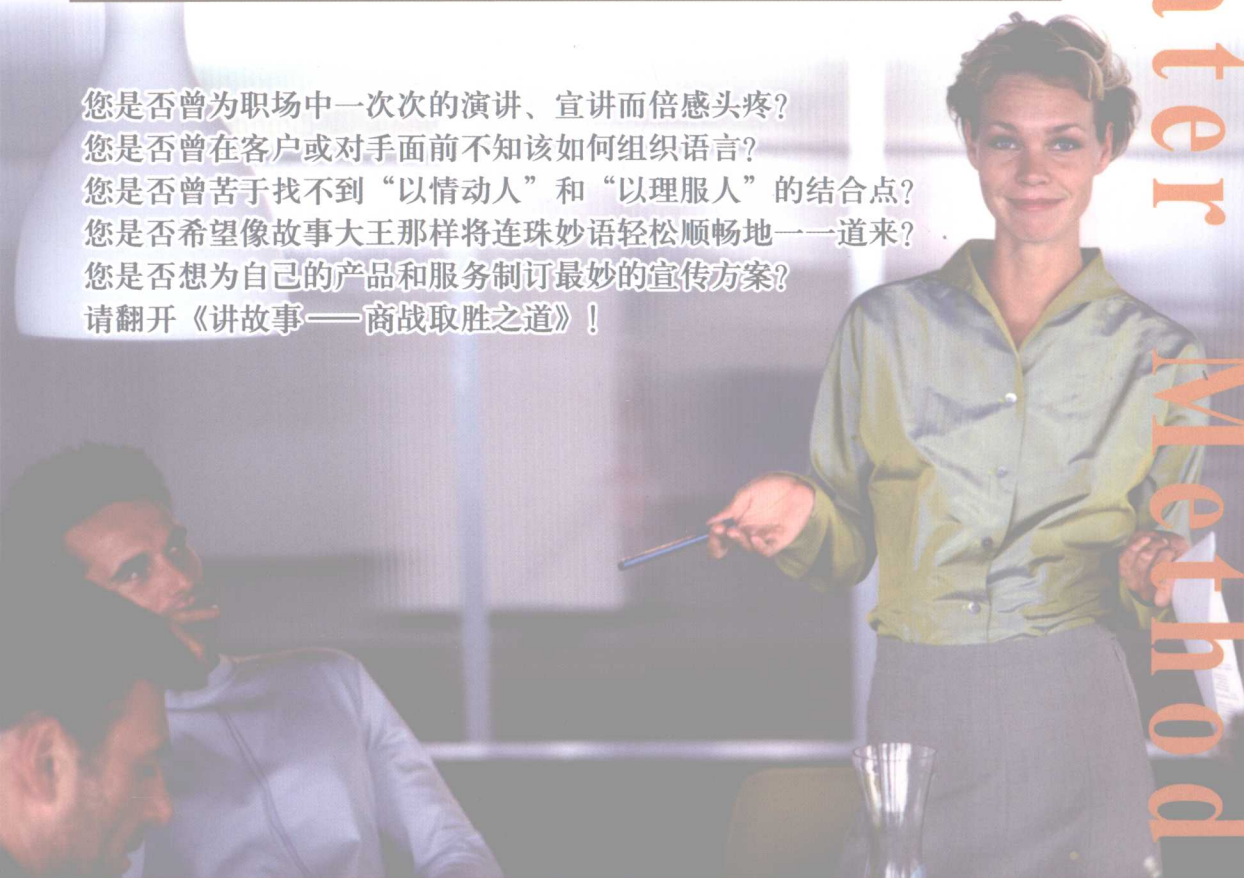


《商战英语阅读》丛书

讲故事——商战 取胜之道

|(美) 道格·史蒂文森 著 曾琴 节译|

您是否曾为职场中一次次的演讲、宣讲而倍感头疼？
您是否曾在客户或对手面前不知该如何组织语言？
您是否曾苦于找不到“以情动人”和“以理服人”的结合点？
您是否希望像故事大王那样将连珠妙语轻松顺畅地——道来？
您是否想为自己的产品和服务制订最妙的宣传方案？
请翻开《讲故事——商战取胜之道》！



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Story Theater Method

★商战英语阅读★

Doug Stevenson's STORY THEATER METHOD

讲故事——商战取胜之道

(美) 道格·史蒂文森 著

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北京

内 容 简 介

您是否为职场中一次次的演讲和宣讲而备感头疼？您是否在客户和对手面前不知该如何组织语言？您是否希望能够像故事大王那样将连珠的妙语轻松顺畅地——道来？那么就请翻开这本《讲故事——商战取胜之道》吧。书中逐项深入地介绍了“讲故事”的优势、过程以及成功案例，将交流、心理、职场三方面结合，教给读者如何在工作中“Never be boring”。在轻松愉快的阅读中掌握轻松愉快的交流方式。

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For Deborah



You changed my world forever

For the better

And rewrote the story of my life

"The stories and examples in this book will make it easy for you to become a better business storyteller. You'll be inspired to take your stories to the next level so that you can in turn inspire your audience. Follow Doug's advice and you will never be boring again."

成为一个优秀的商业故事演讲者的梦想在读完这本书后会变得更容易实现。在此，你讲故事的能力会因为受到启发而得到显著提升，因此你又可以转而激励你的观众。请听从 Doug 的建议吧！你的故事将不再沉闷。

JACK CANFIELD, Co-author
Chicken Soup for the Soul at Work

"Effective storytelling is critical to strategic business presentations and professional selling. Doug Stevenson is a master storyteller. In his new book, *The Story Theater Method*, he shares insights and techniques for storytelling in ways that we all can use. Read it!"

令人印象深刻的故事演讲对于战略性的商业介绍和专业销售来说是非常重要的。Doug Stevenson 是一个讲故事的大师。在他的新书——《讲故事——商战取胜之道》中，他与大家分享了他讲故事的一些想法和技巧，并且这些都是能被我们借鉴的。请阅读这本书吧！

ED OAKLEY, CEO
Enlightened Leadership International

"Personal stories are the surest and most intimate way for a speaker to connect with the heart, mind and spirit of their audience. This book provides a roadmap for you to discover and develop your own personal stories."

对于演讲者来说，与观众进行心灵、思想甚至是精神的交流的最确切和最亲密的方式就是讲述自己的故事。这本书为你发现和挖掘自己的故事提供了路标。

MARIANNE WILLIAMSON, Author
A Return to Love and Everyday Grace

"Doug Stevenson taught my sales team how to tell better stories and close more deals. I'm a results oriented guy and his method gets results. This book will teach your salespeople how to get better results."

"Doug Stevenson 教会了我的销售团队怎样更好地讲故事以及如何进行更多的

细节叙述。我是一个以结果为导向的人，而他的方法确实取得了成效。这本书将教会你的销售人员如何取得更好的效果。

JOHN BUIE, Executive Vice President, Sales
Synggy

“As a professional speaker I have worked with Doug, but more importantly, I have sent non-speaking professionals to his workshop. We need them to be comfortable telling stories that help sell our services. Doug pushed them beyond their normal comfort zones, and now they think telling stories to prospects is easy.”

作为一个专业的演讲者，我曾经与 Doug 共事过。更重要的是，我曾经介绍过英语是非母语的演讲人去他的研讨班。为更好地推销我们的服务，我们需要这些人在经过培训后演讲时变得更自然。Doug 训练他们，鼓励他们打破自己的极限进行练习。现在他们认为用讲故事的方法推进演讲其实很容易。

STEVE EPNER, President
BSW Consulting, Inc.

“I tell everyone who wants to become a better presenter that I have taken many seminars and read many books on becoming a better speaker, but Doug’s workshops, tapes and now his book, are the ones I review all the time because they get to the heart of what successful presentations are all about.”

我要告诉那些想成为好的演讲者的人，为成为一个优秀的演讲者，我参加过许多的研讨班，也曾读过许多相关的书，但是 Doug 的研讨班、磁带和他的这本书，却是唯一令我时常温习的。因为他们抓住了要一个成功的演讲者所具备的核心要素。

JEANNETTE HOLTHAM, Director, Organizational Leadership
Junior Achievement

“Doug Stevenson helped me to be a better speaker. He’s one of only a handful of coaches that I would recommend to work with top level executives. In this book he’s captured all the wit and wisdom of his live presentations and coaching. Read it today.”

Doug Stevenson 帮助我成为一个优秀的演讲者。他是演讲训练的教练中极少数被我所认同，并推荐可以对高层管理人员进行培训的。在这本书中，他展示

了他的演讲和培训生涯中所有的智慧和学识。就在今天阅读它吧！

DAN MADDUX, Executive Director
American Payroll Association

"All great business presenters have learned to tell their 'compelling story.' Doug's book can help you learn to do that."

所有优秀的商业演说家都曾经学习过如何向别人讲述他们“引人注目的故事”。Doug的书能教你如何做到这点。

DR. SUZANNE SAVARY, Associate Professor
Marshall School of Business, University of Southern California

"Not only did I study The Story Theater Method with Doug, I hired him to keynote one of our leadership luncheon programs. The feedback was excellent; he even got a standing ovation. What else can I say? Doug is both a master storyteller and a master speaking coach. Read this book and you too will become a great storyteller."

我不仅仅学习 Doug 的故事的戏剧化表现手法，还请他为正在接受培训的管理人员做了一个主题演讲。演讲取得了非常好的反响，他甚至获得了经久不息的掌声。我还能说些什么呢？Doug 是一个演讲大师，同时也是一个演讲培训的大师。读完这本书你也将成为一个优秀的演讲者。

DR. JEANETTE MITCHELL, Executive Director, Leadership Center
Cardinal Stritch University

"Through Doug's personal coaching, I have experienced the power of the techniques presented in this book. My storytelling skills have grown beyond my wildest dreams. By continuing to put into practice The Story Theater Method, I know I can become an awesome speaker! Thank you, Doug, for pulling together all the critical pieces?"

通过 Doug 的私人训练，我深刻地感受到了这本书中诸多技巧的力量。我的演讲技巧提升的速度远远超过了我的想象。通过将“故事的戏剧表现手法”持续不断地用于实践中，我相信我会成为一个令人敬畏的演讲者。Doug，谢谢你把所有关键的问题都合到了一起供我们学习。

LORI SILVERMAN, Co-author, *Stories Trainers Tell*
Owner, Partners For Progress

"This book reads like an intimate conversation that you'd have with your speaking coach. It's not a bunch of theory and sketchy ideas. This is down to earth stuff you can use immediately to become a better speaker. I highly recommend it."

这本书读起来就像是你和你的演讲培训师之间的亲密对话。它既不是一长串的理论也不是一些粗浅的想法。这本书从上到下都充满着能让你可以马上运用的素材，也有益于你成为一个更好的演讲者。我强力向大家推荐这本书！

HOWARD PUTNAM, Speaker, Author, Former CEO
Southwest Airlines and Braniff Airlines

"Having been in sales for 25 years and working for one of the best in the world of selling, Zig Ziglar — I have always felt that telling stories was Zig's secret to success. I believe Doug's new book will teach you how to do so as well. I truly believe that Doug Stevenson is the modern day Zig Ziglar in teaching how to tell stories?"

从事了25年的销售工作，并且为世界上最好的销售公司之一的 Zig Ziglar 工作，我一直觉得 Zig 取得成功的秘密就在于讲故事。我认为 Doug 的新书也能教你做到这点。同时，我也相信 Doug Stevenson 在教授“如何叙述故事”这个培训领域的地位就如同现今之 Zig Ziglar 在销售领域的地位。

DAVID CURRY, Sales Veteran
Crestcom International, Ltd.

"I never thought I was boring — but I also never realised that I had so much to learn about public speaking. Among my peers I'm regarded as a good speaker, but when you consider my before and after videotape as the Story Theater Retreat, it's staggering how much better I became. I have worked with Doug Stevenson as a teacher and coach and I'm convinced that if other executives spend some time with this book they will radically improve the communication skills that are critical to their success like I did."

我从不认为我是一个令人厌烦的人。但是我也从未认识到在公共演讲中我还有那么多需要学习的地方。在我的同行中，我一直被公认是一个优秀的演讲者。但是当你们看到我在学习“故事的戏剧表现手法”前后的演讲录像时，你们会惊讶地发现我的变化是如此的巨大。当 Doug Stevenson 作为教练为我培训演讲课程后，我深信如果别的行政主管能花一些时间在这本书上，他们会在根本上改善他们的沟通技巧。而无论是对于我还是对于他们来说，这一点对于通向

成功之路是至关重要的。

RICHARD S. EYRE

Chairman of RDF Media and former Chief Executive of ITV

“Doug taught me how to tell my stories with my whole body and my whole heart in a dramatic yet genuine way. By unveiling my ‘gifts’, he freed me to be a more powerful and authentic speaker. If you want to be more powerful on the platform, this book will teach you how.”

Doug 教会了我如何运用我的肢体和感情，通过生动且真实的方式来讲述我的故事。在培训中通过揭示我所拥有的天赋，他使我成为一个更有力更可信的演讲者。如果你想在讲坛上变得更加魅力四射，这本书能教你做到。

LEANN THIEMAN, Co-author

Chicken Soup for the Nurses Soul

Acknowledgements

致谢

Although my name is the only one that appears on the front cover of this book, it took a lot of people to make it happen. It took me a long time to learn this most important lesson: ask and you shall receive. I asked for help and the following people responded to my request with their time, talent, skill, feedback, advice, support and friendship.

My deepest thanks to my writing mentor, editor and constant cheerleader, Sam Horn. She is an author's dream co-creator. Her hands, heart and voice permeate and enliven this book.

My huge thanks to my father, Jerry Stevenson, for instilling in me a respect for language, and to my mother, Edith Stevenson, for being proud of me for every little thing. Thanks to my big sister, Ann McCormick, for loving me no matter what.

Thanks to Deborah Merriman for marrying me and giving me a ready-made family. Thanks to my stepson, Bennett Merriman, for building my wonderful websites and to my stepson, Mike Merriman, for hanging in there with me when the going got rough and for loving me forward. Thanks to both of you for teaching me how to be a dad. Because of the three of you, I know what it means to be a husband, father and friend. I am a better man because of you.

Thanks to my friend and fellow author, LeAnn Thieman, who has always believed in me and encouraged me to write this book. Thanks to Sam Silverstein, Carol Weisman, Ed Oakley, Mary LoVerde, LeAnn Thieman and Linda Evans Shepherd for reading early drafts.

Thanks to Pam Gordon for her love and support in the early days of Story Theater. To all of the hundreds of Story Theater Retreat graduates worldwide

who have cheered me on and helped me to understand and refine my gift for coaching — I say thank you from the bottom of my heart. I have learned as much from you as you have learned from me.

Thanks to Michael Morgan and Mark S.A. Smith for help in the early days. Thanks to all the literary agents and publishers who helped in the molding of the final product. Thanks to the members of the National Speakers Association and the American Society for Training and Development who have embraced The Story Theater Method for storytelling in business. Thanks also to Paul Shadler who taught me how to see the big picture and to John Buie and Susan Kearney for friendship and partnership.

Thanks to Nancy Kelly and Carole Van Brocklin for helping me get started in the speaking business. Thanks to Marie Mosely for bringing me to England and Brendan Power for bringing me to Ireland.

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Thanks to Barb McNichol for editing help along the way and to Shannon Parish for her wonderful illustrations. Thanks to Alan Bernhard of Argent Books in Boulder, Colorado for his wonderful design and layout. Thanks to Dale Marich for spirited support.

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Introduction

导言

It was an odd reaction. I was in the middle of a customer service training session when my entire audience put down their pens almost at the same time, leaned back in their chairs and looked up at me with smiles and childlike innocence. It was as if a switch had been flipped in the room and all of a sudden the room was warmer. You know how you can hear the furnace turn on in the winter? It was like that, like the furnace turned on.

Up until that moment, the eighty people that were gathered in our chilly hotel room were listening to me, some more intently than others, while at the same time writing notes in their workbooks. They were listening, but they weren't really with me. I knew this because when I'd ask a question, it would take a minute for people to respond — like their brains were on screen saver and when I put them on the spot it made them realize they were daydreaming of a beach in Jamaica.

But when I said those magic words, “let me tell you a story about a customer that I had...” and I began telling a personal story, they all looked up and paid attention. They were right there with me hanging on every word. The only thing I can relate it to is a school of fish. You know how an entire school of fish turns left and then right and then left again at the same time as if they all have one brain? Like they are all one? Well the minute I started telling my story, it was as if we were all one. All of a sudden and without warning — we were connected.

At the end of that day, a number of people came up to me to thank me for the training. One lady commented on the story that I told and then launched into her own story about a customer she had. I didn't think much about it at the time — but it kept happening time and again at every program where I told that story. My story reminded her of her story, but now she understood her story better.

Have you ever channel surfed on the TV? You're sitting there on your comfy couch with a liquid beverage in one hand and your trusty remote in the other and you're just flipping channels. Nowadays you can really do some flipping, can't you? There are hundreds of channels to choose from and they're all sitting out there hoping you'll pick them. And you, you're looking for something that catches your attention.

Are you aware that your audience is doing something very similar while you're talking? They're sitting there a few feet away from you and they're listening to what you're saying but in their mind they're flipping channels, waiting for you to say something that catches their attention.

If you're doing a speech or a training session and what you're saying sounds anything like high school—lots of facts and figures and numbers that remind them of being bored to tears in chemistry class, they mentally flip the channel. They may be looking at you, but their heads are in Jamaica. That's right, they're watching the travel channel imagining themselves on a white sandy beach in Jamaica. Why?

Because they already did the school thing as kids and most of them didn't like it, so anything that sounds like school turns them off. All the while, you want and need their full attention. You have to be as interesting as Jamaica.

That's why you're not finished talking 'til you've told a story. When you start telling a story, and you really get into it by having fun and letting yourself go, then they listen with full attention. That's what it's all about—getting their full attention. In order to do that you've got to have something better for them to listen to, something more interesting than the noise going on inside their heads. You've got to catch their attention.

So what's your story? What are the stories from your life that are just like the stories from someone else's life that they will immediately relate to. Your first job as a speaker is to create a relationship, which means that you've got to find something to say that they relate to. Facts and figures and numbers don't do that.

Stories do— especially if they're personal stories, the ones that are part of everyday life. If you can find everyday stories, and then craft them to make a good solid point, you're a business storyteller. You're on the fast track to success because you understand something that most people around you don't — that stories are the best way to deliver content.

What was phenomenal about my customer service training experience was the sense of connection I had with that audience. At no other point during that entire day had I felt anything like it. One minute the room was chilly and the next minute it was warm. One minute the energy was scattered and the next it was focused. One minute I was trying to hold their attention and the next minute I had it.

I think you know what I mean. Every speaker who has ever stood in the front of a room to teach or speak or lead a meeting has experienced it. It's a palpable feeling. You either have it or you don't. It's a sense of connection that you have with your audience— a sense of oneness.

When it's not there, it's as if there is a gap between you and your audience. No matter how hard you try to connect, there is a hollow space that separates you. Speakers hate the gap. Audiences hate the gap. It serves neither speaker nor audience. What's needed is a bridge across the gap—something to connect speaker and audience.

Stories are that bridge. Here's what I've discovered over the years about storytelling in business:

在多年从事职场演讲培训的工作中，我发现，讲故事好比一座桥梁。

- When training people, a story is the best way to help employees “grasp” an abstract concept. It helps them “buy into” a new idea or initiative. The story brings an intellectual idea into the “real world” so they “get” it. Listeners “see” what you're saying and visualize it—which means they internalize it instead of just hearing it.

在训练时，帮助受训者抓住最精华的概念是十分关键的，而如何抓住的最佳办法就是讲故事。

- Using a well-crafted story is the key to winning over resistant audiences. If you have to give bad news, sharing a story often makes listeners understand a decision and accept it, even when they don't like it.
赢得有抵抗情绪的观众的关键在于运用构思精妙的小故事。
- Storytelling enhances your powers of persuasion. If you are proposing a product or service and your listeners aren't "buying it," telling them a story that paints a picture of how the product or service has been used successfully elsewhere "proves" its merit by allowing the listener to test drive the product or service.
讲故事可以提高你的说服力。
- Storytelling has the power to connect with an audience as no other medium can. It bridges the gap and removes any sense of separation.
讲故事是诸多方式中最能与观众加强沟通，取得联系的。它能消弭演讲者与观众之间的隔阂，架起彼此沟通的桥梁。
- Not all stories work. There are good stories and bad stories. The good ones create a bridge that connects the speaker and his or her audience. The bad stories fall flat or even worse — widen the gap.
并不是所有的故事都能达到预期效果。
- Storytelling is a skill that can be practiced, learned and perfected. It's like any other skill or discipline — the more you know, the better you become.
讲故事其实是一种技能，我们可以练习它，学习它，甚至趋于完美。它和别的技能或是学科一样——你越是了解，就能做得越好。

This book is about helping you connect with your audience by using stories — stories that are strategically chosen and crafted to make a business point. In these pages you'll discover a simple storytelling formula that will make you a better business speaker and storyteller.

Part One explains how you can use storytelling to move up the ladder of success and gain instant credibility as the speaker of choice in your organization.

Part Two explains how The Story Theater Method works. You'll learn how to connect with any audience and how to use the number one secret to being your best when you speak.

Part Three teaches you how to find stories and what to do with them once you find them.

Part Four shows you, in detail, how to write and develop your story for maximum impact using The Nine Steps of Story Structure.

Part Five explains how to take what you've written and put it on its feet using insider secrets from the worlds of acting and comedy.

Part Six prepares you to step in front of an audience and deliver your story with confidence and poise.

I've coached over 1000 business professionals using the exact steps described in this book. I've witnessed some amazing transformations and heard some wonderful success stories.

NOW, IT'S YOUR TURN!

This Book is Right for You if...

这本书是为你准备的，如果……

- You've seen other books on storytelling that tell you how powerful stories are, but you want a method that teaches you how to tell them.
过去曾阅读过的关于讲故事的书告诉你故事的重要性，但是你还希望知道讲故事的方式。
- You're ready to take your speaking skills to the next level and you know stories are an integral part of that transformation.
你打算提升你的演讲技巧，并且你清楚地认识到讲故事是提高演讲技巧中必不可少的一部分。
- You've been hiding behind PowerPoint and content for too long, and now you're ready to step into your power and connect at a deeper level.
你的个人气质完全被演讲的幻灯片和内容所覆盖，现在你打算开始展现你的个人魅力并且提升你的沟通能力。
- You're interested in knowing how to capture and keep the attention of listeners, whether at a board meeting, conference, orientation, leadership retreat or trade-show.
不论是在董事会议、讨论会、定向会议、高层管理人员研讨会或是贸易展览上，你都希望能时刻获得听众的关注。
- You're interested in being able to make your message memorable — so audiences remember what you said MONTHS later.
你希望演讲的内容让人印象深刻——观众能在几个月后仍然记得你所说的话。
- You're interested in knowing how to make any speech or presentation come alive so audiences relate to what you're saying and want to hear more.
任何类型的演说或介绍如果变得生动，观众才能将你讲的内容与场景结合起来并且想继续听下去，而你对于如何做到这一点非常感兴趣。
- You're interested in connecting with people so they care about you, your ideas, your products, your services, and your company.