



THE SUNDAY TIMES

泰晤士报商务版

轻松成为 交际高手

● 阿伦·巴克

● Alan Barker

Improve Your Communication Skills

- ★ 准确地传递所要表达的信息
- ★ 交际是言语、嗓音和肢体语言等的组合体
- ★ 塑造自己独特的交际风格
- ★ GET YOUR MESSAGE ACROSS
- ★ ACHIEVE VERBAL, VOCAL AND VISUAL IMPACT
- ★ DO IT WITH STYLE

長 春 出 版 社

贝塔斯曼亚洲出版公司



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about this book

If you're not communicating, you're not managing.

Most people can communicate very well. But you may not recognise the skills that you use. And that means you could find it hard to develop these skills or to transfer them from one situation to another. You may have no problem holding conversations in the staff restaurant, the gym or the pub. Carrying those skills into interviews, presentations, reports and meetings is another matter.

What is communication? Many people think that it's about giving information. It's not. Communication is about communing. Scientists think that language - or rather, the languages of speech, body movement, gesture - grew initially out of grooming. Chimps and other primates groom each other to establish and maintain relationships within the group. As groups became larger, and group relationships became more complicated, there simply wasn't enough time to do all the grooming that was necessary. So a form of shorthand was invented: language. Chimps pick fleas off each other; humans hold conversations.

This view of communication helps understanding of why it so often goes wrong. You can't communicate once and imagine that the job is done. Communication, like grooming, is a continuous activity; we need to do it continuously. Conversations at work

关于本书

如果你不交际，那么你不会经营管理。

大多数人都能够交际自如，但是你也也许认识不到自己使用的交际技巧，这说明你可能觉得难以培养此类技巧，也很难把它们从一种场合带到另一种场合去应用。在职工餐厅、健身房^①或酒吧，你可能会毫无障碍地与人交谈，但是在会谈、演示报告、报告会以及各种会议中运用这些技巧却是另一回事。

究竟什么是交际？许多人认为就是输送信息。其实不然，交际是心灵的沟通。科学家们认为，语言——或者说言语语言、身体动作、手势等，最初是从动物互相舔舐发展而来。黑猩猩^②和其他灵长类动物相互舔舐，以此来确立和保持在群体中的关系。随着群体的不断增大，群体关系也变得愈加复杂，动物们没有足够的时间靠一一舔舐来维持关系。于是一种简洁的交际方式——语言诞生了。黑猩猩相互捉虱子，而人类相互交谈。

对交际的这种认识，有助于我们理解交际为什么常常出现故障。你不能指望进行一次交际就达到目的。像动物的舔舐一样，交际是个连续性的活动，它需要我们不断地进行。交谈从来不

① gym n. 健身房

② chimp n. 黑猩猩

are never merely about facts and figures; they always include the relationship.

There is a difference between humans and the other primates, of course. People communicate, not only to groom, but also to persuade. And the currency of persuasion is ideas. It's ideas that make things happen. You can't do your work effectively unless you can express your ideas and persuade others to listen to them. You'll do your work even better if you can encourage others to give you their ideas.

This book will help you communicate to get results. It will help you express your ideas and enquire into the ideas of others. It begins with conversation, and extends step by step through the more complex varieties of conversation that you will engage in at work: interviews, presentations and written documents.

Throughout, I've used models to help increase your understanding. Models simplify reality; good models simplify helpfully. In the thick of it, when life gets complicated, when people act unpredictably and when conversations get heated, models help people see more clearly and act more rationally. The models in this book help me; I hope they will help you.

I'd like you to think of this book as a gateway to other ways of learning and developing your skills. At the very end, I offer some suggestions for further development.

是仅仅传输事实和数据，交谈活动总是牵涉到双方的关系。

当然，人类和其他灵长类动物还有个区别。人类的交际不仅起到了舔舐的作用，还有劝说的功能。劝说的媒介物就是观点。正是观点才促成事情的发生。除非你表述了自己的观点并力劝别人听从你的观点，否则你无法高效率地完成工作。如果你能够鼓励他人向你表述他们的观点，你会把自己的工作做得更加出色。

本书旨在帮助读者卓有成效地进行交际，表达自己的观点，探询他人的见解。从谈话入手，并逐步深入到您日常工作当中经常使用的更加复杂的各种谈话领域：会谈、演示报告以及书面文件。

贯穿全书，我使用了种种模式来帮助读者提高理解力。模式具有简化功能，恰当的模式深入浅出，有助于人的理解。当生活变得纷繁复杂，人的行为变化莫测，人与人的交谈充满火药味，在严酷的现实面前，模式可以帮助人们提高认识，理智地行事。本书的模式帮助了我，同时我也希望读者从中获益。

我仅希望本书能起到一个桥梁作用，引导读者探索更多的知识，掌握更精湛的技艺。在本书末尾，是作者为读者向更高层次发展提出的几点建议。

contents

about this book	6
1. the process of communication	2
what is communication?	4
how people understand	4
managing information	6
ideas: the currency of communication	10
conversation: the heart of communication	12
2. how conversations work	14
what is a conversation?	14
why conversations go wrong	18
putting conversations in context	20
working out the relationship	24
setting a structure	32
managing behaviour	38
3. seven ways to improve your conversations	44
clarify your objective	46
structure your thinking	48
manage your time	62
find common ground	66
move beyond argument	68
summarise often	76
use visuals	78
4. the skills of enquiry	86

目 录

关于本书	7
1. 交际的过程	3
什么是交际?	5
人的理解方式	5
信息管理	7
观点: 交际的媒介物	11
交谈: 交际的核心	13
2. 交谈的运行原理	15
什么是交谈?	15
为什么交谈会出现故障?	19
把交谈置于具体语境	21
确定双方关系	25
建立一个框架	33
管理交谈行为	39
3. 改善交谈的七条途径	45
阐明目的	47
建立思维框架	49
安排时间	63
寻求共同点	67
摆脱争论	69
经常地概括	77
视觉效果	79
4. 询问的技巧	87

paying attention	88
treating the speaker as an equal	96
cultivating ease	98
encouraging	100
asking quality questions	102
rationing information	108
5. the skills of persuasion	112
character, logic and passion	112
what's the big idea?	118
arranging your ideas	128
expressing your ideas	134
remembering your ideas	138
delivering effectively	140
6. interviews: holding a formal conversation	146
when is an interview not an interview?	146
preparing for the interview	148
structuring the interview	152
types of interview	154
7. making a presentation	190
putting yourself on show	194
preparing for the presentation	196
managing the material	198
controlling the audience	224
looking after yourself	228
answering questions	230
8. putting it in writing	234
writing for results	236
making reading easier	236
writing step by step	238
designing the document	240
writing a first draft	270
editing the draft	274
appendix: where to go from here	290

集中注意力	89
平等地对待讲话人	97
创造宽松的环境	99
鼓励	101
提有价值的问题	103
节制信息	109
5. 劝说的技巧	113
气质、逻辑和激情	113
有什么高见?	119
整理观点	129
表露你的观点	135
记住你的观点	139
有效地表达	141
6. 会谈:正式交谈	147
会谈的含义	147
会谈准备工作	149
设定会谈框架	153
会谈的类型	155
7. 演示报告	191
展示自己	195
演示报告的准备工作	197
驾驭材料	199
掌握听众	225
自我调节	229
回答问题	231
8. 写在纸面上	235
作文以致用	237
要便于阅读	237
写作步骤	239
设计文稿	241
打第一遍草稿	271
文稿编辑	275
附录:其他建议阅读书目	291

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the process of communication

‘Let’s face it, it all comes down to communication.’ How many times have you heard - or spoken - those words as you catalogue the woes that afflict your organisation?

The ability to communicate clearly has never been more important. Working patterns are becoming more flexible and less predictable. The command and control structures of our parents’ generation have given way to matrix management and networking, to outsourcing and partnership, to knowledge management and business intelligence. Managers now need to communicate effectively with a far wider range of people than before. And more quickly, too: today market information is in the recycling bin tomorrow.

And yet, communication remains a major problem in organisations. In survey after survey, managers have rated failures in communication as the most important problem in their companies.

Communication can, of course, still be remarkably effective. The MD efforts to communicate the latest corporate change programme may fall at the first hurdle; but rumours of imminent job losses can spread like wildfire. If only formal communication could achieve half the success of gossip and chat!

一、交际的过程

“我们不得不承认，这都是交际问题。”是啊，有多少次，当我们历数企业所面临的麻烦时，都听人们这样说过，甚至自己也这样^①说过。

清晰地交流感情，准确地表达思想，这种能力从来没有像今天这样显得如此重要。工作模式越发变得弹性化，越发变得难以预测。在我们父辈年代盛行的指令结构和控制结构现在已经不再适用，取而代之的是当代的矩阵管理和网络监控，外部采办和合伙经营，知识管理和商业智能。现在企业经理们需要有效地与比以往更加广泛的各界人士进行交际，并且交际的节奏要更快。今天的市场信息，明天就要被投到垃圾回收站。

然而今天，交际仍然是各种企业面临的一个主要问题。一次次的调查显示，经理们都把交际失败看成是自己公司最重要的难题。

当然，交际还是有其效果显著的一面的。就公司近期某些变动计划，董事、总经理进行沟通的努力可能在遇到第一道障碍时就宣告失败，但是关于近期公司裁员的谣言却能像野火一般迅速燎原^②。彬彬有礼的交际哪怕能够收到流言蜚语一半的功效，也令人足矣！

① catalogue n. 目录

② like wildfire n. 非常快

what is communication?

I often ask this question at the start of training programmes and seminars. After a little thought, most people come up with a definition that is about transmitting and receiving information. A little more thought might produce the word *exchange*. This is more satisfactory, but it still assumes that communication is about moving something: about conveying, or sending, or delivering, some commodity called 'information'.

In fact, the word has quite a different root meaning. It derives from the Latin *communis*, meaning 'common', or 'shared'. It belongs to the family of words that includes *communion*, *communism* and *community*. Until you have shared information with another person, you haven't communicated it. And until they have understood it, the way you understand it, you haven't shared it with them.

Communication is the process of creating shared understanding.

how people understand

Another definition: communication is displaying the shape of a person's thinking.

Different people understand the same information differently. One person might recognise the words and pictures immediately; to another, they might be in a foreign language (double Dutch, perhaps, or 'all Greek'). Every communication problem is a problem of understanding.

Understanding is recognition. 'Ah!' you exclaim when you've understood something, 'I see!' People talk a lot about looking when describing the way they understand. You may have a different *perspective* on a problem from a colleague; you may misunderstand each other because you are both approaching the issue from different *angles*. If you disagree with someone, you may say that you *are looking* at it differently.

◎ 什么是交际？

在一些培训班课程以及研讨会的开始，我常常提出这个问题。稍加思索，大多数人就会拿出与传播、接收信息之类相关的定义。再想一想，他们可能会给出 exchange（交换，交流）这个词。这倒比上面的解释更令人满意，但是这种解释仍然以为交际涉及到的是什么东西的移动，即是关于某种称为“信息”的商品的传递、邮寄或运送。

其实，该词（communication）词根有一个完全不同的含义。它起源于拉丁语 communis，意思是“共同的”、“共享的”，它与下面的一类词共属于一个家族，如 communion（交际、共享），communism（共产主义），community（共同体）。直到你已经与别人共享了信息，你才做到了对该信息的交际，并且直到他人已经理解，并与你的理解相同，你才得以与之共享信息。

交际就是创造相同理解的过程。

◎ 人的理解方式

另一个定义：交际就是展示一个人的思维形态。

对于同一种信息，不同的人有不同的理解。有的人可能马上识别信息中的文字和图像，而对于另一个人它们可能像是天书（令人费解的一派胡言，或许让人一窍不通）。交际中的每一个问题都是理解的问题。

理解是一种识别。当你理解了，你会大呼一声：“啊，我明白了！”因此，人们在描述自己理解问题的方式时，总是屡屡谈到有关识别的词。对于一个问题，你也许跟同事有不同的看法；你们可能互相误解，因为你们各自从不同的角度对待问题；如果你与某人观点相悖，你可能会说你们的着眼点不同。

People understand information that they recognise. I understand that the vehicle approaching me is a bus, because I've seen one before. I understand a tune because I've heard it - or tunes like it - before. I understand I'm eating chicken paprika because I recognise the taste. Similarly, I will understand what you are telling me if it fits a mental pattern that I already have.

Understanding, then, is fitting what you're looking at into your mental patterns. If you want to communicate well, you must make the shape of your thinking visible. How could you do that? You could draw pictures or patterns on paper. You might ask the other person to imagine a pattern and then fit your information into that. It would certainly help if you simplified the information, so that the shape of your thinking isn't obscured by detail.

managing information

Your success as a manager increasingly depends on your ability to manage information.

We think of information as 'stuff' that comes in 'bits'. Those bits are 'out there': you can see them, measure them, and count them. Understanding is thought of as the process of 'printing' this information on the mind. We imagine the mind to be like a computer hard disk. It has a certain capacity, a fixed amount of available space for incoming information. Too much input and you suffer from 'information overload'. If information overload persists, the system might 'crash'.

Now, most people know that this isn't how information actually works. Every time people communicate, information takes on a different meaning. That's what information is like. Children have enormous fun playing with the way information can alter in the telling. Chinese Whispers and Charades are both games that delightfully exploit people's capacity to misunderstand each other.