

THE SUNDAY TIMES 泰晤士报商务版

成功

沟通高手

Dealing with Difficult People

- ★轻松地处理人际关系
- ★处理难以解决的投诉
- ★对付容易挑起事端的人
- * MANAGE CONFLICT
 - SUCCESSFULLY
- * HANDLE COMPLAIN
- * DEAL WITH DIFFICULT PEOPLE

伊・利雷

Roy Liley



Dealing with Difficult people 成功沟通高手

罗伊·利雷 著 严 鸿 娟 译

长春 出版 社

图书在版编目(CIP)数据

成功沟通高手/严鸿娟译.—长春:长春出版社,2003.1 (泰晤士报商务版) ISBN 7-80664-471-7

I.成... Ⅱ.严... Ⅲ.商务工作 – 人间交往 – 汉、英 Ⅳ.F715

中国版本图书馆 CIP 数据核字(2002)第 106182 号

"本书原版权所有者为英国 KOGAN PAGE 出版公司,由贝塔斯曼亚洲出版公司提供在中国内地独家出版之中文间体字版权。版权所有,翻印必究。"

责任编辑: 许加澍 封面设计: 王国擎 策划编辑: 张陆武

长春出版社出版 (长春市建设街 43 号) (邮編 130061 电话 8569938) 长春新世纪印刷有限公司印刷 新华书店经销 880×1230毫米 32 开本 10 印张 220 千字 2003年1月第1版 2003年1月第1次印刷

印数:1-8000册 定价:20.00元

about this book

This is not a book to be read from cover to cover. It is not War and Peace, although with a bit of luck it will give you some ideas on how to have more peace than war.

It is a book to dip into, look for the character or situation you're having problems with, find a solution, apply it and move on. Life is too short to spend it having a row with people.

This is a book to scribble on the pages, rip bits out and do all the things with that your old school would give you detention for! This is a source book but not a reference book. A book to dive into but not to get immersed in.

This is a book you can use to improve your own performance or use as a source of ideas to work in groups to improve the performance of your team.

If all else fails it is a book just heavy enough to throw at someone who is being really difficult, without the risk of doing them any serious damage!

To the uninitiated, difficult people can the bane^① of your life, a blot on your landscape and a real pain to worke with. This book is designed to help you to enjoy difficult people. Once you have the key, you can unlock them, influence them, get them working for you and they'll never notice.

关于本书

这不是一本供你从头读到尾的书。它不是《战争与和平》,幸运的话,它可以向你提供一些方法,帮你减少一些"战争"、争取更多的"和平"。

这是一本供你浏览的书。你可以在书中寻找所遇到的麻烦, 找出相应的解决办法,将其应用到现实中,然后继续前进。生命太 短暂了,你不能把时间花在与人争吵上。

这是一本你可以在页面上信手涂写、撕掉其中的几页或对其随便怎么样(虽然如果在学生时期会因此而遭到监禁)的书!这是一本资料书,不是一本参考书。这是一本可以钻研但不要沉溺其中的书。

这是一本用来提高自我表现的书。它是团队工作方法集萃, 可以帮助你提高团队的表现。

如果这些目标都无法实现,它至少是一本足够重的书,可以砸向那些真正难以相处的人,而不必担心造成严重的伤害!

对缺乏经验的人来说,难以相处的人会成为生活中的致命因子、美景中的瑕疵、工作中的克星。本书意在帮助你享受与难以相处的人共度的日子。一旦掌握了诀窍,你便可以在神不知、鬼不觉中启发、影响他们,并让他们为你工作。

① bane:祸害

what else will you find ···?



Think about it!

The light bulb will prompt you to think about an idea, spare a thought for a new approach or to take on board something different



Hazard warning

The hazard warnings point out traps and problems for the unwary. They say, 'Beware, get this right, or you're in trouble!'



These are good ideas, short cuts and ways to cut through, the dross $^{\oplus}$ and the jungle.

The coffee cup says, it's time to read something thoroughly, so make yourself comfortable. Or it says enough is enough, take a break!

你还会发现什么…?



考虑这一点!

小灯泡将促使你考虑一个新想法、尝试一个新方法、采取一些新措施。



危险警告

危险警告为粗心的人指出陷阱和问题。它的意思是说,"当心,改正这 个,否则你会陷入麻烦之中!"



这是一些好主意、捷径以及可以帮你从漫无头绪中找到出路的方法。



咖啡杯的意思是,现在该仔细读些东西了,让自己舒服一点吧。或者 说,适可而止,休息一会儿吧!

① dross:杂质

dealing with difficult people

The first rule:

There is no such thing as a difficult person, there are just people we need to learn how to deal with...

The second rule:

Re-read the first rule...

对付难以相处的人

第一条守则:

世上没有难以相处的人,只有需要我们学会如何相处的人……

第二条守则:

再读一遍第一条守则……

contents

about this book	
1. a short course in human relations	2
difficult, who me? 4	
2.a quick guide to the seven classically difficult	
types -or how to sound like an expert in the time it	
takes to drink a cup of coffee	12
recognise anyone? 12; first the diagnosis 30	
3.a fast-track guide to conflict and how to handle it	46
what conflict is 46	
4. dealing with bosses who drive you barmy	50
Mr angry 52; never let them see you sweat 54	
5. colleagues to throttle	62
competition crazy 66; rivals, antagonists and getting	
personal 68; it's always the quiet ones 70	
6. staff to strangle	74
independent or stubborn? 82; when the big hand gets to	
twelve 84; good bosses don't pry - but they should try	
88; waving or drowning 88; finding out how good a boss	
you've been 96; seriously difficult members of staff 96	

目 录

关于本书 ······ 9
1. 有关人际关系的简短一课
难以相处,谁,我吗?
2. 对付七类典型难处者一点通——如何在一杯咖啡的工夫里
变成专家
认出某人了吗?13;首先诊断 31
3. 快速指导你如何判断和应对冲突 ······47
何谓冲突 47
4. 对付把你逼疯的老板
愤怒先生 53;永远不要让他们看见你流汗 55
5. 要压制的同事 · · · · · · 63
疯狂竞争 67;竞争对手、反对者和人身攻击 69;总是安静的
人 71
6. 要压制的员工 · · · · · · · 75
独立的还是固执的?83;当时针指向12点85;优秀的老板
不窥探——但是他们应该试探 89;挥手走人 89;调查自己
是否是个多优秀的老板 97;员工中极难相处的人 97

7 massaging the egoist	100
if the difficulty is an egomaniac boss 100; if the difficulty	
is an egoist working for you 102; the egomaniac colleague	
104; knocking the know-all 104	
8. handling aggressive people without getting thumped	
on the nose	108
if an aggressive manager is trying to dump on your ideas	
110; if you're landed with a project that will never fly	
112; if you're being stabbed in the back 112	
9. putting a bomb under the lazy ones	116
clock-watchers, rule-bookers and not invented here 118;	
if you are held back by an idle colleague 120; a boss who	
loiters 120; how you eat an elephant 122; the criminally	
lazy 124	
10. beating the bullies at their own game	126
the decibel dictator 128; when you can't do anything	
right 128; when all else fails 130; the firework colleague	
132	101
11. moaners, groaners and critics	136
cold water torture 138; try building alliances, coalitions	
and connections 140; words you don't want to hear	
140; when critics turn the gun on themselves 142	144
12. perfectionists can be a pain	144
what turns on a perfectionist 146; rules are rules 148;	
the perfectionist boss 150	152
13. manipulating the manipulators	152
if you're being lined up to take the blame 154; let's do a	
deal 158; if you're easily flattered 160; if you're flattered	
by your staff 162	164
14. shifting the stubborn when the customer knows best 166	104
	168
15. morale, attitude and how was it for you? if you're sick of the sick 172; everyone having a sickie	100
174; cliques, circles and witches' covens 176	
1/7, chques, chees and wheres covers 1/0	

7.	安抚奉承自我中心者	101
	如果难以相处的人是一个极端自我主义的老板 101;如果	
	难以相处的人是以自我为中心的下属 103;极端自我主义	
	的同事 105;打击万事通 105	
8.	在不受伤害的前提下对付爱挑衅的人	109
٠.	如果一个挑衅的经理蔑视你的想法 111;如果你分配到了	
	一个不可能成功的项目 113;如果遭人诽谤 113	
۵	在懒惰者的身下放置炸弹 ·······	117
9.	老是看钟等待下班的人,遵守规则手册的人和没有创造力	11/
	的人 119;如果你受到一位懒惰同事的拖累 121;吊儿郎当	
	的老板 121;你怎么吃下一头大象 123;可耻的懒惰 125	
4.0		105
10.	. 以牙还牙对付恃强凌弱者	127
	爱吼叫的独裁者 129; 当你万事不顺时 129; 当其他所有的	
	办法都失败时 131;爆竹型的同事 133	
11.	发牢骚者、抱怨者和挑剔者	137
	被人浇冷水的苦恼 139;努力建立联盟 141;你不想听到的	
	话 141; 当挑剔者把枪口对准自己时 143	
12.	至善论者会令人讨厌	145
	是什么造就了至善论者 147;规定就是规定 149;追求至善	
	的老板 151	
13.	操纵操纵者 ····	153
	如果你成了替罪羊 155;让我们做个交易 159;如果你很爱	
	听奉承 161;如果被员工奉承 163	
14.	改变顽固不化者	165
	当客户完全了解情况后 167	
15	士气、态度及其对你的影响 ······	169
	如果你对员工请病假感到苦恼 173;人人都请病假 175;派	
	系、拉帮结伙的小团体 177	
	cd ridemilia. La Noria, de Leal III e	

16. fault-finders and nit-pickers	178
if you have a nit-picker for a boss 180; nit-picking col-	
leagues 180	
17. gossip: a bush fire you can do without	184
the answer to gossip problems 188; prevention is better	
than cure 190	
18. the customer is always right - really?	194
dealing with difficult customers 196; you want it when?	
198; avoiding trouble 198; the really, really, really, re-	
ally difficult customer 200; remind them how good you	
are 200; the screamer 202; screaming about service	
208; if a member of your staff blows a gasket 208; when	
the screamer is the boss 210; what's winding them up	
210; dealing with very rude people without being very	
rude 212; disguised rudeness 214	
19. complaints: we love them	216
six steps to success 216	
20. e-difficult@yourplace	228
21.meetings, bloody meetings!	234
technology 240; to meet or not to meet 242; meetings-	
r-us 250; the five golden rules that make meetings pro-	
ductive 272	
22. if things don't change they'll stay the same	276
there are four Cs in change 276; dealing with difficult	
people through a period of change 280	
23. dealing with conflict: 10 steps to cooling it	288
24. and, finally, finally	298
references	302

16.	. 吹毛求疵的人和找茬的人	17 9
	如果你有一个爱找茬的老板 181;爱找茬的同事 181	
17.	. 流言:你可以扑灭的森林大火 ·····	185
	对流言问题的回答 189;预防胜于治疗 191	
18.	顾客永远是正确的——真是这样的吗?	195
	对付难以相处的顾客 197; 你何时要它? 199; 避免麻烦	
	199;真正、真正、真正、真正难以相处的顾客 201;提醒他们	
	你有多优秀 201;尖声叫喊的人 203;尖声抱怨服务 209;如	
	果雇员大喊大叫 209; 当老板尖叫时 211; 是什么让他们发	
	怒 211;不要非常无礼地对待非常无礼的人 213;掩饰的无	
	礼 215	
19.	抱怨:我们爱它	217
	成功的六个步骤 217	
20.	工作场所的电子骚扰 ······	229
21.	会议,该死的会议!	235
	技术 241; 开会还是不开会 243; 会议是个大熔炉 251;让	
	会议富有成效的五条黄金法则 273	
22.	没有变化就没有进展	289
	变化会带来四个 C 277;在变更时期对付难以相处的人 281	
23.	处理冲突、平息冲突 10 法	289
24.	最后,最后	299

成功沟区

通

高

手

a short course in human relations

This book is all about dealing with difficult people. Get it? Not difficult situations or difficult issues. It's the people we are focusing on. Certainly difficult people will give you a bad time, horrible situations and awkward^① issues to overcome. However, at the centre of it all are the people. By understanding people, how they tick, what they think and why they act like they do, we can avoid the bad times and horrible situations, and over-come the awkward issues.

The five most important words: "You did a good job."

The four most important words: "What is your opinion?"

The three most important words: "Would you mind?"

"Ladmit . Lmade a mistake."

The two most important words: 'Thank you.'

The one most important word: 'We.'

The least important word: '1."

The six most important words: