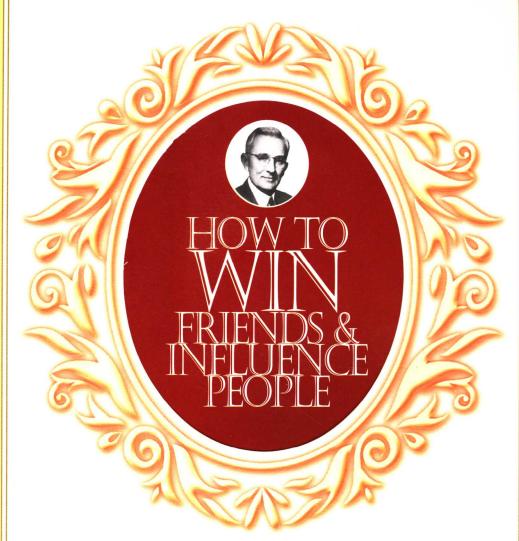
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# 人性⑩弱点

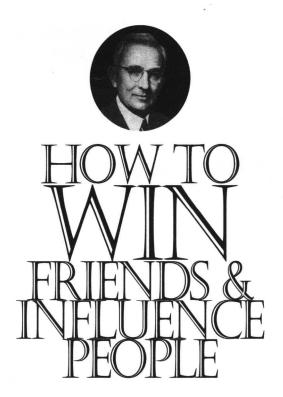
如何赢得友谊与影响他人

# DALE CARNEGIE

[美]戴尔·卡耐基/著

天津社会科学院出版社

#### · 励志双语典藏版 ·



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[美]戴尔·卡耐基/著 刘双/译

#### 图书在版编目 (CIP) 数据

人性的弱点:如何赢得友谊与影响他人:励志双语典藏版:汉英对照/(美)卡耐基著; 刘双译.-天津:天津社会科学院出版社, 2007.5

ISBN 978-7-80688-309-9

I. 人··· II. ①卡···②刘··· II. ①英语-汉语-对照读物②人间交往-通俗读物 IV. C912.1-49

中国版本图书馆 CIP 数据核字 (2007) 第 051699 号

出版发行:天津社会科学院出版社

出版人:项新

地 址:天津市南开区迎水道7号

邮 编:300191

电话/传真: (022) 23366354 (总编室)

(022) 23075303 (发行科)

电子 信箱: tssap@public.tpt.tj.cn

刷: 北京领先印刷有限公司

开 本: 640×960 毫米 1/16

印 张: 15.5

字 数:220 千字

版 次: 2007年5月第1版 2007年5月第1次印刷

印 数:1~10000 册

定 价: 20.00 元



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美国著名演讲家、作家、公共演说与个性发展 心理学领域先驱。他于1888年11月24日出生于密苏 里一个贫穷农民家庭,上高中和大学期间就积极加 人辩论俱乐部。师范学院毕业后,他在内布拉斯加 当过推销员,到纽约当过演员、后成为美国青年基 督教协会的一名讲师, 讲授公共演说课程, 从此成 为成人教育运动的积极推动者和主导者。他的畅销。 书《如何赢得友谊与影响他人》(中译名《人性的 弱点》) 英文版销量高达1500多万册,被译成许多 语种出版。他的著作之所以如此受到读者欢迎,在 于书中讲述的故事真实,说理性强, 阐明的法则简洁 而具有普适性。他有两句著名的格言: "相信你成 功,你就能成功"、"学会喜爱、尊敬与欣赏他 人"。他的另两本书《如何克服优惠开启新的人 生》(中译名《人性的优点》)和《如何充满自信 地进行公共演说》(中译名《沟通的艺术》)一直 是全球自我教育与成人训练的范本。1955年11月、 戴尔・卡耐基于组约森林山庄去世、结束了他平凡 而伟大的一生,给世人留下了无尽的人生宝藏









选题策划:神鸟文化 责任编辑:徐 晶

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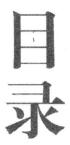


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### **PART ONE**

# Fundamental Techniques in Handling People

## 与人相处的基本技巧

只有那些不够明智的人才会去 批评、指责和抱怨他人。的确,很多蠢 人都这么做。

# Chapter 1 如欲采蜜 勿蹴蜂房

1931 年 5 月 7 日,曾经在纽约市轰动一时的搜捕事件终于达到 其高潮。经过警方数星期的搜查,被称为"双枪杀手"的克劳利—— 这一杀人犯、持枪歹徒既不抽烟,也不喝酒——终于走投无路,在位 于西头大街的女友的公寓里被抓获。

150 名警察和侦探在克劳利藏匿地点的顶楼展开包围。他们先在屋顶砸了一个洞,打算用催泪弹把克劳利,"警察的克星",给逼出来,还在四周建筑物上架上了机关枪。约一个多钟头后,这幢纽约高级住宅里响起了枪声,还伴有机关枪"哒哒哒"的声响。克劳利就蹲伏在一个大沙发后面,不停地对着警方开枪。上万名市民拥到街道上看热闹,这是纽约市大路旁前所未有的壮观场面。

克劳利就擒后,纽约市警察局长 E·P·穆罗尼声明说,这位双枪恶徒是纽约有史以来最具危险性的罪犯。"他动不动就开枪杀人。"局长如此说道。但是,这个"双枪杀手"是如何看待自己的呢?那天当围攻的警察向公寓开枪的时候,克劳利还在写信:"敬启者,"当他写信时,鲜血从伤口直流,在纸上留下深红的痕迹。他在信中写道:"隐藏在我外衣底下的是一颗疲惫的心,却是一颗善良的心——一颗不会伤害别人的心。"

就在此不久之前,克劳利还开着车和女友在长岛的乡村公路上寻欢。突然,一名警察走近他们的汽车,说道:"请出示驾照!"

克劳利一言不发,掏出手枪就是一阵狂射。警员中弹倒地。克劳利跳下车,从警员身上搜出一把左轮手枪,又向倒地不起的警察尸体开了一枪。这难道就是这位自称"隐藏在我外衣里面的是一颗疲惫的心,却是一颗善良的心———颗不会伤害别人的心"之人所为吗?



## IF YOU WANT TO GATHER HONEY, DON'T KICK OVER THE BEFHIVE

On May 7, 1931, the most sensational manhunt New York City had ever known had come to its climax. After weeks of search, "Two Gun" Crowley—the killer, the gunman who didn't smoke or drink—was at bay, trapped in his sweetheart's apartment on West End Avenue.

One hundred and fifty policemen and detectives laid siege to his top-floor hideway. They chopped holes in the roof; they tried to smoke out Crowley, the "cop killer," with teargas. Then they mounted their machine guns on surrounding buildings, and for more than an hour one of New York's fine residential areas reverberated with the crack of pistol fire and the *rut-tat-tat* of machine guns. Crowley, crouching behind an over-stuffed chair, fired incessantly at the police. Ten thousand excited people watched the battle. Nothing like it ever been seen before on the sidewalks of New York.

When Crowley was captured, Police Commissioner E. P. Mulrooney declared that the two-gun desperado was one of the most dangerous criminals ever encountered in the history of New York. "He will kill," said the Commissioner, "at the drop of a feather."

But how did "Two Gun" Crowley regard himself? We know, because while the police were firing into his apartment, he wrote a letter addressed "To whom it may concern," And, as he wrote, the blood flowing from his wounds left a crimson trail on the paper. In this letter Crowley said: "Under my coat is a weary heart, but a kind one—one that would do nobody any harm."

A short time before this, Crowley had been having a necking party with his girl friend on a country road out on Long Island. Suddenly a policeman walked up to the car and said: "Let me see your license."

Without saying a word, Crowley drew his gun and cut the policeman down with a shower of lead. As the dying officer fell, Crowley leaped out of the car, grabbed the officer's revolver, and fired another bullet into the prostrate body. And that was the killer who said: "Under my coat is a weary heart, but a kind one—one that would do nobody any harm."

克劳利最后被判处死刑。当被送进星星监狱(译注:美国关押重罪犯人的监狱)那间放着电椅的受刑室时,他有没有说"这就是我杀人的代价"呢?没有!他反而说:"这就是我自卫的结果。"

整个事件的关键是:"双枪杀手"克劳利根本不责备自己有什么错!

在所有罪犯中,这是一种不寻常的态度吗?如果你这么认为,请 听下面这段话吧!

"我把自己一生最好的岁月用来为别人带来快乐,帮助他们度过自己的好时光,可是我得到的却只有辱骂。这就是我变成亡命之徒的原因。"

这是阿尔·卡朋所说的话。他是美国臭名昭著的公敌——鼎鼎有名的黑社会头子,后来在芝加哥被枪决。卡朋也未曾自责过,他反而认为自己的所作所为是在造福于民——只是社会误解了他,不接受他而已。

达奇·舒尔兹在纽沃克被歹徒杀害前也是如此。他是一具恶名昭彰的"纽约之鼠"。他生前接受报社记者采访时也自认为,他是在造福于民众,他深信如此。

我曾就这个问题和刘易斯·劳斯通过几次信。罗斯在纽约声名 狼藉的星星监狱担任过好几年的典狱长。谈到这一话题,他告诉我 说:"星星监狱里的犯人很少自认为是坏蛋。他们自认为与你、我一 样,都是人。他们认为所做的都很合理,都会为自己辩解。他们会告 诉你,为什么他们要敲开保险箱,为什么要瞬间扣动扳机。他们中 的大多数人都能为自己的动机提出理由,不管有理无理,他总会为 自己反社会的行为辩解一番。他们认为:他们根本不应该被关进牢 里。

就连阿尔·卡朋、克劳利、达奇·舒尔兹这帮歹徒,以及许多关在 监狱里的亡命男女,都从不为自己的行为自责,我们又如何强求你 我所日常的接触之人呢?

百货商店的创始人约翰·沃纳梅克曾经坦言:"30年前我才得知,责备他人是很愚蠢的,我难以克服自己的某些局限性,我不必为一个事实而烦恼,即使是老天爷也无法均匀地分配智力的天赋。"

Crowley was sentenced to the electric chair. When he arrived at the death house in Sing Sing, did he say, "This is what I get for killing people"? No, he said: "This is what I get for defending myself."

The point of the story is this: "Two Gun" Crowley didn't blame himself for anything.

Is that an unusual attitude among criminals? If you think so, listen to this:

"I have spent the best years of my life giving people the lighter pleasures, helping them have a good time, and all I get is abuse, the existence of a hunted man."

That's Al Capone speaking. Yes, America's most notorious Public Enemy—the most sinister gang leader who ever shot up Chicago. Capone didn't condemn himself. He actually regarded himself as a public benefactor—an unappreciated and misunderstood public benefactor.

And so did Dutch Schultz before he crumpled up under gangster bullets in Newark. Dutch Schultz, one of New York's most notorious rats, said in a newspaper interview that he was a public benefactor. And he believed it.

I have had some interesting correspondence with Lewis Lawes, who was warden of New York's infamous Sing Sing prison for many years, on this subject, and he declared that "few of the criminals in Sing Sing regard themselves as bad men. They are just as human as you and I. So they rationalize, they explain. They can tell you why they had to crack a safe or be quick on the trigger finger. Most of them attempt by a form of reasoning, fallacious or logical, to justify their antisocial acts even to themselves, consequently stoutly maintaining that they should never have been imprisoned at all."

If Al Capone, "Two Gun" Crowley, Dutch Schultz, and the desperate men and women behind prison walls don't blame themselves for anything—what about the people with whom you and I come in contact?

John Wanamaker, founder of the stores that bear his name, once confessed: "I learned thirty years ago that it is foolish to scold. I have enough trouble overcoming my own limitations without fretting over the fact that God has not seen fit to distribute evenly the gift of intelligence."

沃纳梅克早就学到了这一课,而我却在这一原理已经降临到我身上之前,在这一古老的世界里摸索了近 30 多年,我发现,100 次中,有 99 次人们都不会批评自己,不管事情出了多大的错。

批评确实毫无益处,它会将他人置于防卫之地,通常迫使他们努力证明自己。批评也很危险,它伤害一个人宝贵的自尊,挫败他人的重要感,并引发对方的对抗。

世界著名心理学家 B·F·斯金纳通过动物实验证明:那些因良好行为受到奖赏的动物,比起那些因不良行为而受到处罚的动物,其学习速度快,持续力也更久。后来的研究表明,这一原则用在人身上也是同样结果。采用批评的方式,我们不仅不能产生持续的改变,反而会招致愤恨。

另一位心理学家汉斯·泽利厄也认为:"人们极力寻求赞同,而 害怕受到指责。"

批评引发的羞忿常常使雇员、亲人和朋友的情绪大为低落,并 且无助于纠正受到指责的事情。

俄克拉荷马州伊尼德的乔治·约翰逊是一家工程公司的安全检查员,他的职责之一是检查工地上的工人有没有戴上安全帽。他报告说,一旦发现工人工作时不戴安全帽,他便按照自己的职权要求工人必须遵守规定,其结果是:这常常使受指正的工人感到不悦,而且等他一离开,他们又常常把帽子拿掉。

他决定换一种方法。下次他看见工人不戴安全帽时,便问是否帽子戴起来不舒服,或是帽子尺寸不合适。同时还用一种令人愉悦的声音提醒工人,他意在保护工作们免受伤害,并建议他们工作时最好戴上。这样做的效果果然比以前好了许多,不再有工人显得不高兴了。

翻开历史,你可以找到无数批评无益的例子。就拿西奥多·罗斯福和塔夫脱总统之间的那场著名争执来说吧,正是他们的不和导致了共和党的分裂,而将白宫的宝座拱手让给了伍德罗·威尔逊,从而在第一次世界大战史上书写了果敢、光辉的一页,进而改变了历史的进程。让我们简单回顾一下这段历史吧!1908年,当罗斯福总统退出白宫时,他支持塔夫脱,塔夫脱后来当选为总统。然后,罗斯福到非洲去猎狮子。当他回到美国后很是震怒,他批评塔夫脱过于保守,

Wanamaker learned this lesson early, but I personally had to blunder through this old world for a third of a century before it even began to dawn upon me that ninety-nine times out of a hundred, people don't criticize themselves for anything, no matter how wrong it may be.

Criticism is futile because it puts a person on the defensive and usually makes him strive to justify himself. Criticism is dangerous, because it wounds a person's precious pride, hurts his sense of importance, and arouses resentment.

B. F. Skinner, the world-famous psychologist, proved through his experiments that an animal rewarded for good behavior will learn much more rapidly and retain what it learns far more effectively than an animal punished for bad behavior. Later studies have shown that the same applies to humans. By criticizing, we do not make lasting changes and often incur resentment.

Hans Selye, another great psychologist, said, "As much as we thirst for approval, we dread condemnation."

The resentment that criticism engenders can demoralize employees, family members and friends, and still not correct the situation that has been condemned.

George B. Johnston of Enid, Oklahoma, is the safety coordinator for an engineering company, One of his responsibilities is to see that employees wear their hard hats whenever they are on the job in the field. He reported that whenever he came across workers who were not wearing hard hats, he would tell them with a lot of authority of the regulation and that they must comply. As a result he would get sullen acceptance, and often after he left, the workers would remove the hats.

He decided to try a different approach. The next time he found some of the workers not wearing their hard hat, he asked if the hats were uncomfortable or did not fit properly. Then he reminded the men in a pleasant tone of voice that the hat was designed to protect them from injury and suggested that it always be worn on the job. The result was increased compliance with the regulation with no resentment or emotional upset.

You will find examples of the futility of criticism bristling on a thousand pages of history. Take, for example, the famous quarrel between Theodore Roosevelt and President Taft—a quarrel that split the Republican party, put Woodrow Wilson in the White House, and wrote bold, luminous lines across the First World War and altered the flow of history. Let's review the facts quickly. When Theodore Roosevelt stepped out of the White House in 1908, he supported Taft, who was elected President. Then Theodore Roosevelt went off to Africa to shoot lions. When he returned, he exploded. He denounced Taft for

并且试图谋求自己的第三任期,并打算另组"进步党"。这几乎导致 老共和党的瓦解。果然,紧接而来的那次选举,塔夫脱和共和党只赢 得了两个州的选票——佛蒙特州和犹他州,这是共和党有史以来遭 受的最大惨败。

罗斯福谴责塔夫脱,但是塔夫脱承认了自己有错吗?没有!他噙着泪水说:"我不知道我应该做的跟我所做的到底有什么不一样。"

到底谁该受到指责呢? 是罗斯福还是塔夫脱? 坦率而言,我不知道,我也不关心。我想阐明的要点只是,罗斯福的所有批评并未让塔夫脱信服并意识到自己错了。它只是促使塔夫脱尽力证实自己,并含泪重申"我不知道我应该做的跟我所做的到底有什么不一样。"

我们再举一个"石油保留地丑闻"的例子。这一案件发生在 20 世纪 20 年代早期,它曾遭受报界围剿,也震撼了全美国。在所有活着人的记忆里,美国人的公众生活中从来没有发生过这样的事件。这一丑闻的基本事实是这样的:哈丁政府的内政部长阿尔伯特·B·福尔,拥有政府在爱尔克山和查夫敦两处石油保留地的租赁权——保留地是保留给海军未来使用的。当时,福尔部长有没有公开招标呢?没有。他把这一令人垂涎的特权全部给了自己的好友爱德华·L·多希尼。作为回报,多希尼"借"给福尔部长一笔 10 万美金的"贷款"。不仅如此,福尔部长还利用职权调动联邦的海军陆战队,驱逐了在爱尔克山附近掘油的其他竞争者。这些油商迫于武力威胁,只好离开油田,不过他们没有妥协,而是进入法院,揭发了这桩贪污案件。丑闻轰动了全美国,也毁了哈丁政权。共和党几乎瓦解,阿尔伯特·福尔也锒铛入狱。

福尔遭到了敌意的指责,很少有人像这样受到公众的指责。但是他表示过悔意吗?没有。事情发生几年之后,赫伯特·胡佛在一次公开演讲时透露,哈丁总统是死于心力交瘁,因为有个朋友出卖了他。这话传到福尔夫人耳朵时,她从椅子上跳起来,挥着拳头,又哭又叫:"什么?哈丁是被福尔出卖的?没有!我的丈夫没有出卖任何人。就算这屋子里装满了黄金、钞票,我的丈夫也绝不会心动。相反,他才是被人出卖而落得如此狼狈的下场。"

瞧瞧,人就是这样,做错事的时候只会怨天尤人,就是不去责怪

