

· 励志双语典藏版 ·



THE QUICK
AND
EASY WAY
TO
EFFECTIVE
SPEAKING

沟通的艺术

如何充满自信地进行公共演说

DALE CARNEGIE

[美] 戴尔·卡耐基 / 著

天津社会科学院出版社

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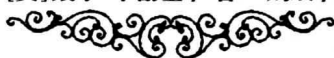
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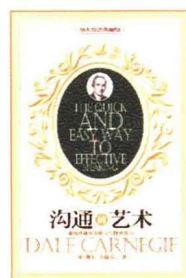
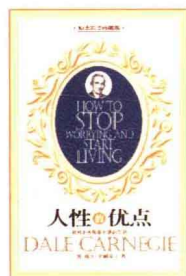
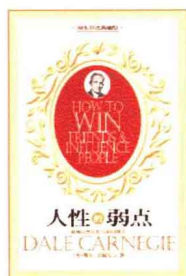
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戴尔·卡耐基

(1888.11.24-1955.11.1)

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入辩论俱乐部。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《如何克服忧虑开启新的人生》（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·卡耐基于纽约森林山庄去世，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。



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PART ONE

Fundamental Techniques of Effective Speaking

有效沟通的基本原则

当众说话其实一点也不困难,只要遵循一些简单而重要的规则,你也一定能做到。

Chapter 1

获取说话的基本技能

1912年,我开始设班讲授如何当众说话的课程。也正是在这一年,“泰坦尼克号”游轮沉没到了北大西洋的冰海之中。自从开设训练班之后,数百万学员已经毕业。

在每一期训练班开始的第一讲,学员们都要讲述一下自己为什么要来上课的原因,他们期望从这种训练中获得什么结果。当然,每个人的说法各不相同,但令人惊奇的是,这些学员的发言中,绝大多数人的主要愿望和基本需求竟如出一辙,他们都认为:

“当人们要求我站起来讲话时,我就感到很不自在,心里害怕极了,脑子也乱得像一锅粥,顿时无法清晰地思考,也不能集中注意力。我记不清自己说了些什么,也不知道下一句该怎么说。我希望从这一训练中获得自信,能够在任何场合下泰然处之,能站在众人面前随心所欲地思考,能在他人面前或是谈生意的时候清楚地表达自己的意见,并有效地说服他人。”

这些话是否听起来让你觉得耳熟?你是否也有过这样的体验?你是否也感到心有余而力不足?你是否也想过要付出一番努力,以使自己能够在他人面前口若悬河,令人口服心服?我相信你一定会回答“是”,并且迫切需要实现这一点,因为你已经手捧这本书了。

如果你有机会当面和我说话,我想你一定会问:

“……但是,先生,你真的认为我能够培养出一种自信,并能面对人群,自然流畅而有条理地对他们讲话吗?”

在我的一生中,几乎大部分的精力都致力于帮助人们消除恐惧,增强勇气,培养信心。训练班学员身上所发生的奇迹,足以让我写出好多本书。因此,面对这样的提问,我只能如此回答:这并不在于我“认为”你能否做到这一点,关键在于你!只要你按照书中的指引和建议去不断练习,我相信你一定会做得到!

Acquiring the Basic Skills

I STARTED TEACHING classes in public speaking in 1912, the year the Titanic went down in the icy waters of the North Atlantic. Since then, Millions of people have been graduated from these classes.

In the demonstration meetings preceding the first session of the Dale Carnegie Course, people are given the opportunity of telling why they intend to enroll and what they hope to gain from this training. Naturally, the phraseology varies; but the central desire, the basic want in the vast majority of cases, remains surprisingly the same:

“When I am called upon to stand up and speak, I become so self-conscious, so frightened, that I can’t think clearly, can’t concentrate, can’t remember what I intended to say. I want to gain self-confidence, poise, and the ability to think on my feet. I want to get my thoughts together in logical order, and I want to be able to talk clearly and convincingly before a business or social group.”

Doesn’t this sound familiar? Haven’t you experienced these same feelings of inadequacy? Wouldn’t you give a small fortune to have the ability to speak convincingly and persuasively in public? I am sure you would. The very fact that you have begun reading the pages of this book is proof of your interest in acquiring the ability to speak effectively.

I know what you are going to say, what you would say if you could talk to me:

“But Mr. Carnegie, do you really think I could develop the confidence to get up and face a group of people and address them in a coherent, fluent manner? ”

I have spent nearly all my life helping people get rid of their fears and develop courage and confidence. I could fill many books with the stories of the miracles that have taken place in my classes. It is not, therefore, a question of my thinking. I know you can, if you practice the directions and suggestions that you will find in this book.

为什么当你站在众人面前时,就不能够像坐着时那样尽情地思考?这其中当然有一点道理;为什么你一站起来对人讲话,就会吓得发抖,声音发颤?其中也有一定的原因。但是,这种情况是可以弥补和避免的,只要你坚持训练,就会逐渐消除对听众的恐惧感,并带给你更大的自信。

本书将助你实现目标。本书不是一本普通的演讲教科书,不是着重向你介绍一些如何说话的技巧和法则,也不是仅教给你一些关于如何发声、发音的生理学知识,而是我毕生尽力的训练成人有效说话所取得的经验和成果。从现在的你开始,按照自己的本来面目,顺其自然地让你成为自己期望的自我。但有一点你必须做到:

按照本书中的建议,在每一次说话场合中尽力运用,只要你坚持不断,自然就能达到你所期望的目标。

为了让你发挥本书的最大效用,并且很快进入状态,请遵循以下四个极有帮助的原则:

第一,从他人的经历取得心经

世界上绝对没有哪个人是位天生的大众演说家。曾在历史的某一时期,当众讲演曾经被视为一门精致的艺术,人们说话时必须谨遵修辞、讲究语法,并注重一种优雅的演说方式。在这种情况下,要想做个天生的大众演说家更是可遇不可求了。现在,我们却把演说看成是一种更加广泛的交谈,过去那种过于夸张的方式已被人们弃置一边了。当我们与人共进晚餐,在教堂做礼拜,观看电视或听收音机时,我们都喜欢听到他人率直的真言,并且喜欢那些能够引发思考和讨论的话题,而不仅仅是演讲者一味的说教而已。

许多学校的教科书通常使我们产生一种误解:当众演说只是少数人能够精通的艺术,必须经过多年的训练,使自己的声音和语调更加完美,并运用复杂的语法修辞知识才能成功,事实并非如此。我的整个教学生涯就是要向众人表明一点:当众说话其实一点也不困难,只要遵循一些简单而重要的规则就行。

1912年,我在纽约市第125街的青年基督协会开始给成人训练

Is there the faintest shadow of a reason why you should not be able to think as well in a perpendicular position before an audience as you can sitting down? Is there any reason why you should play host to butterflies in your stomach and become a victim of the "trembles" when you get up to address an audience? Surely, you realize that this condition can be remedied, that training and practice will wear away your audience-fright and give you self-confidence.

This book will help you to achieve that goal. It is not an ordinary textbook. It is not filled with rules concerning the mechanics of speaking. It does not dwell on the physiological aspects of vocal production and articulation. It is the distillation of a lifetime spent in training adults in effective speaking. It starts with you as you are, and from that premise works naturally to the conclusion of what you want to be. All you have to do is co-operate:

Follow the suggestions in this book, apply them in every speaking situation, and persevere.

In order to get the most out of this book, and to get it with rapidity and dispatch, you will find these four guideposts useful:

FIRST. TAKE HEART FROM THE EXPERIENCE OF OTHERS

There is no such animal, in or out of captivity, as a born public speaker. In those periods of history when public speaking was a refined art that demanded close attention to the laws of rhetoric and the niceties of delivery, it was even more difficult to be born a public speaker. Now we think of public speaking as a kind of enlarged conversation. Gone forever is the old grandiloquent style and the stentorian voice. What we like to hear at our dinner meetings, in our church services, on our TV sets and radios, is straightforward speech, conceived in common sense and dedicated to the proposition that we like speakers to talk with, and not at, us.

Despite what many school texts would lead us to believe, public speaking is not a closed art, to be mastered only after years of perfecting the voice and struggling with the mysteries of rhetoric. I have spent almost all of my teaching career proving to people that *it is easy to speak in public, provided they follow a few simple, but important, rules.*

When I started to teach at the 125th Street YMCA in New York City back in 1912, I didn't know this any more than my first students

班的学员们授课时，我也与那些初期的学员们一样具有相同的感受。我所采用的讲授方法，与我在密苏里州的华伦堡上大学时受教育的方式差不多。但我很快就发现，这一办法是行不通的。我竟然把商界中的成人当成了刚入学的大学生来教。我发现韦伯斯特、伯克、皮特及欧康内尔等著名演说家的理论无法派上用场，让学员们一味遵循模仿根本无所裨益。这些付费专门来参加训练的学员们所要得到的是敢于让自己站起来与人说话的勇气，以便在下次的商务会议中清晰而有条理地提出报告。于是，我把那些教科书一股脑儿全抛掉了，当我站上讲台，仅靠一些简单的概念，直接在讲台上和学员们讨论，直到他们能有效地提出自己的报告为止。看来我们这一着还真奏效，因为要求训练的人不断前来，他们都希望得到更多的训练。

我真希望你有机会看看我家里或办公室，看看那些来自世界各地的学员们的感谢信和证言。这些写信的人有来自各行各业的精英人物，在《纽约时报》和《华尔街日报》上，我们都可以看到他们的名字和照片。其中也有一些州的州长、国会议员、大学校长和娱乐圈的名人。还有一些家庭主妇、牧师、教师和普通青年男女们。另外还有一些公司的主管、技术人员、工会会员、大学生和职业妇女等——所有这些人都有一个共同需要：他们需要自信，需要有在公开场合中适度表达自己的能力。

由于这些学员通过我的训练和他们的个人努力，他们很快就实现了自己的愿望，因此，他们特意来信致谢。在这许许多多的人当中，有一个例子在我写作此书时突然闪现在我的脑海里，对我影响极大。下面先让我们来看看这一故事吧！

多年前，费城的一位成功的生意人 D·W·甘特先生报名参加我的训练班，刚参加不久，他就邀我共进午餐。餐桌上，他倾身往前，向我说道：“先生，以前在各种聚会中遇到说话的机会时，我都尽力回避，而这种机会对我真是太多，有时我不得不开口讲几句。如今，我当选为一所大学的董事长，每次开会时我必须出来主持会议。就您看来，像我这么大岁数的人，还有可能学会当众说话吗？”

我向他做出了保证，因为在我的训练班上类似的情形并不少见，可后来他们都大大改变了，当然我相信甘特先生也一定能做到。

knew it. I taught those first classes pretty much the way I had been taught in my college years in Warrensburg, Missouri. But I soon discovered that I was on the wrong track; I was trying to teach adults in the business world as though they were college freshmen. I saw the futility of using Webster, Burke, Pitt, and O'Connell as examples to imitate. What the members of my classes wanted was enough courage to stand on their hind legs and make a clear, coherent report at their next business meeting. It wasn't long before I threw the textbooks out the window, got right up there on the podium and, with a few simple ideas, worked with those fellows until they could give their reports in a convincing manner. It worked, because they kept coming back for more.

I wish I could give you a chance to browse through the files of testimonial letters in my home or in the offices of my representatives in various parts of the world. They come from industrial leaders whose names are frequently mentioned in the business section of The New York Times and The Wall Street Journal, from governors of states and members of parliaments, from college presidents, and from celebrities in the world of entertainment. There are thousands more from housewives, ministers, teachers, young men and women whose names are not well known yet, even in their own communities, executives and executive trainees, laborers, skilled and unskilled, union men, college students, and business women. All of these people felt *a need for self-confidence and the ability to express themselves acceptably in public.*

They were so grateful for having achieved both that they took the time to write me letters of appreciation. Of the thousands of people I have taught, one example comes to mind as I write because of the dramatic impact it had on me at the time.

Some years ago, shortly after he joined my course, D. W. Ghent, a successful businessman in Philadelphia, invited me to lunch. He leaned across the table and said: "I have sidestepped every opportunity to speak to various gatherings, Mr. Carnegie, and there have been many. But now I am chairman of a board of college trustees. I must preside at their meetings. Do you think it will be possible for me to learn to speak at this late date in life? "

I assured him, on the basis of my experience with men in similar positions who had been members of my classes, that there was no doubt in my mind that he would succeed.

大约是在三年之后,我们又在一个商业俱乐部里共进午餐。还是在当时的同一餐厅、同一餐桌,这令我想起了我们当时的那次谈话,于是我便提起从前的谈话,问他我当初的预言是否已经实现。他微微一笑,从口袋中取出一本红皮的小笔记本,里面记录的全是他发表演讲的时间表,而且日程已安排到好几个月之后了。他说:“能够站在讲台上讲演,享受演讲所带来的无穷快乐,并获得一些意想不到的效果,这是我一生中最高兴、最令人满足的事。”

事情还不止如此!甘特先生接着又讲述了一件十分得意之事。有一次,英国首相应邀来到费城,并要在一个教堂发表演说。首相很少到美国来,陪同首相访问并负责介绍这位杰出政治家的费城人不是别人,正是甘特先生!他多么为此而自豪!

也正是这位甘特先生,三年前还与我坐在这家餐厅的桌边,倾身问我:“先生,我能否有朝一日也可以当众畅谈自如?”

下面再举另一个例子吧!

已故的B·F·古利奇公司董事长大卫·古利奇先生有一天来到我的办公室。一进门,他就开口说道:“我这一生中,每逢自己要讲话时,没有一次不是惊恐万状的。身为公司董事长,我不可能不主持召开会议。董事们都是我多年熟悉的常客,大家围桌而坐时,我同他们谈起来顺畅自如,一点障碍都没有。然而一旦我起身说话,就会惊恐万分,一个字也说不出。这种情形已经发生多年了。我不相信你能帮我什么忙,因为我的这一毛病实在太严重了,而且由来太久。”

“噢,”我说,“你既然认为我帮不上你的忙,那你还来找我干什么?”

“只为一个原因,我想试试自己的运气。”他答道,“我有个会计师,他替我处理私人账目,他平时很羞怯。当他走进自己的办公室之前,他得先穿过我的办公室。好多年来,每当他走过我的办公室时,总是蹑手蹑脚,眼观地面,难得说一个字。不过最近,他的整个人好像大变样了。如今他走进我的办公室时,下颚抬起,眼里闪着丝丝光亮,而且还主动地向我打招呼:‘早安,古利奇先生。’他说话走路时信心十足,神采奕奕。对于他的这种改变我十分吃惊,便问他:‘是谁向你施了什么魔法而使你发生这种大变的?’于是他告诉我,他参加

About three years later we lunched together again at the Manufacturers' Club. We ate in the same dining room and at the very same table we had occupied at our first meeting. Reminding him of our former conversation, I asked him whether my prediction had come true. He smiled, took a little red-backed notebook out of his pocket, and showed me a list of speaking engagements for the next several months. "The ability to make these talks," he confessed, "the pleasure I get in giving them, the additional service I can render in the community—these are among the most gratifying things in my life."

But that was not all. With a feeling of justifiable pride, Mr. Ghent then played his ace card. His church group had invited the prime minister of England to address a convocation in Philadelphia. And the Philadelphian selected to make the introduction of the distinguished statesman, on one of his rare trips to America, was none other than Mr. D. W. Ghent.

This was the man who had leaned across that same table less than three years before and asked me whether I thought he would ever be able to talk in public!

Here is another example.

The late David M. Goodrich, Chairman of the Board of the B.F. Goodrich Company, came to my office one day. "All my life," he began, "I have never been able to make a talk without being frozen with fear. As Board Chairman I have to preside at our meetings. I have known all the board members intimately for years, and I have no trouble talking to them when we are sitting around the table. But the moment I stand up to talk, I am terrified. I can hardly say a word. I have been that way for years. I don't believe you can do anything for me. My trouble is too serious. It has existed too long."

"Well," I said, "if you don't think I can do anything for you, why did you come to see me?"

"For one reason only," he replied. "I have an accountant who takes care of my personal accounting problems. He is a shy chap, and to get into his little office, he has to walk through my office. He has been sneaking through my office for years, looking at the floor and hardly ever saying a word. But lately, he has been transformed. He walks into my office now with his chin up, a light in his eye; and he says, 'Good morning, Mr. Goodrich,' with confidence and spirit. I was astonished at the change. So, I said to him: 'Who has been feeding you meat?' He told me about taking your course of training; and it is