

大师典藏
汉英版

HOW TO WIN FRIENDS & INFLUENCE PEOPLE

人性的弱点



〔美〕戴尔·卡耐基
杨一兰
译 著



世界上最畅销的人生指南 改变无数人命运的励志经典

天津教育出版社
TIANJIN EDUCATION PRESS

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关于作者

戴尔·卡耐基，被誉为“成人教育之父”，著名心理学家，人际关系学家，20世纪美国最伟大的人生导师之一。

20世纪初期，美国经济陷入萧条，战争和贫困令人们失去了对美好生活的憧憬。卡耐基创办的“卡耐基成人培训课程”，综合了口才学、推销学、心理学、营销管理学和人际关系学，开创了人类有史以来全新的成人教育理念和模式。他的课程激励了无数陷入迷茫和困境的人，帮助他们重新找到了自己的人生方向。

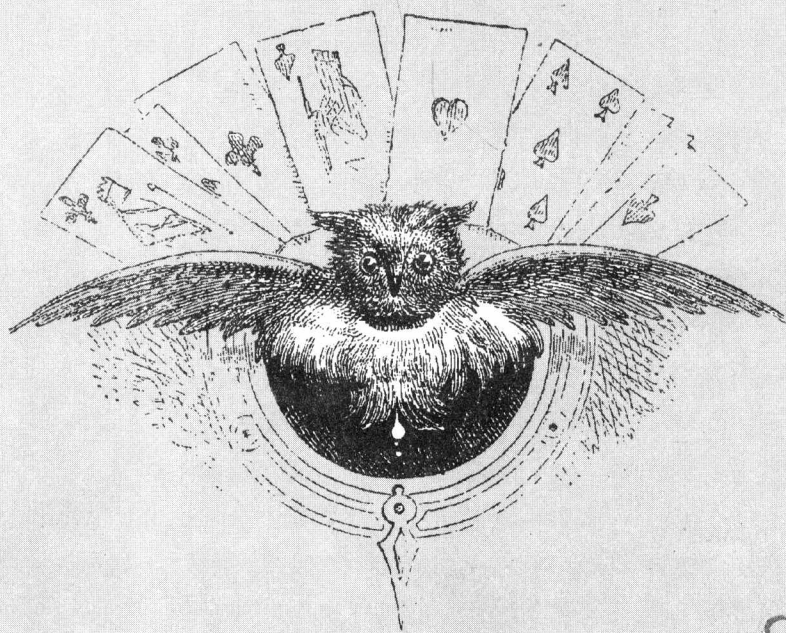
全世界有千千万万的人，上自国家元首、政府首脑、商界领袖，下至普通职员、在校学生、家庭主妇，都受益于他的著作及专业培训。



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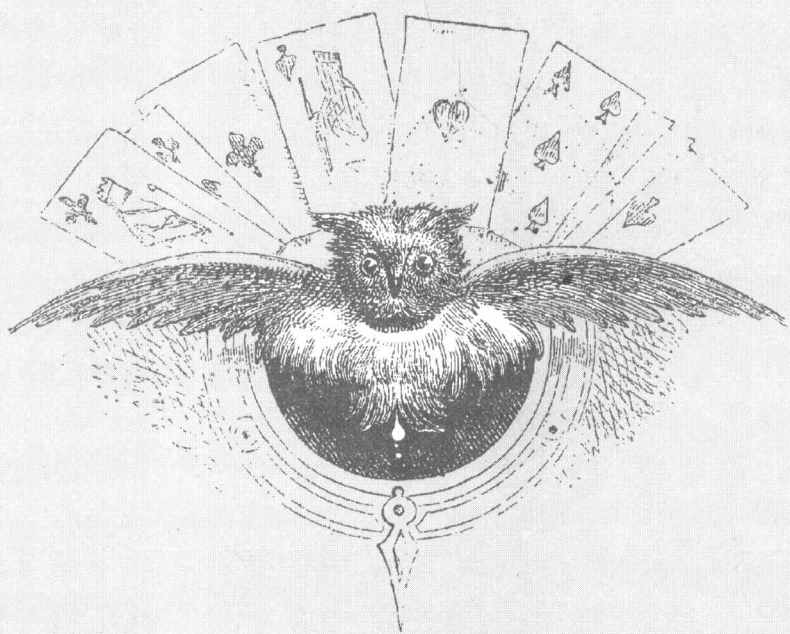
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当我们确信自己正确时，就委婉地、友好地使对方认同我们的看法；当我们错了——如果我们坦诚面对自己，会惊讶地发现自己经常犯错——迅速而真诚地承认吧。这种技巧不但能产生意想不到的效果，而且非常有趣，信不信由你！

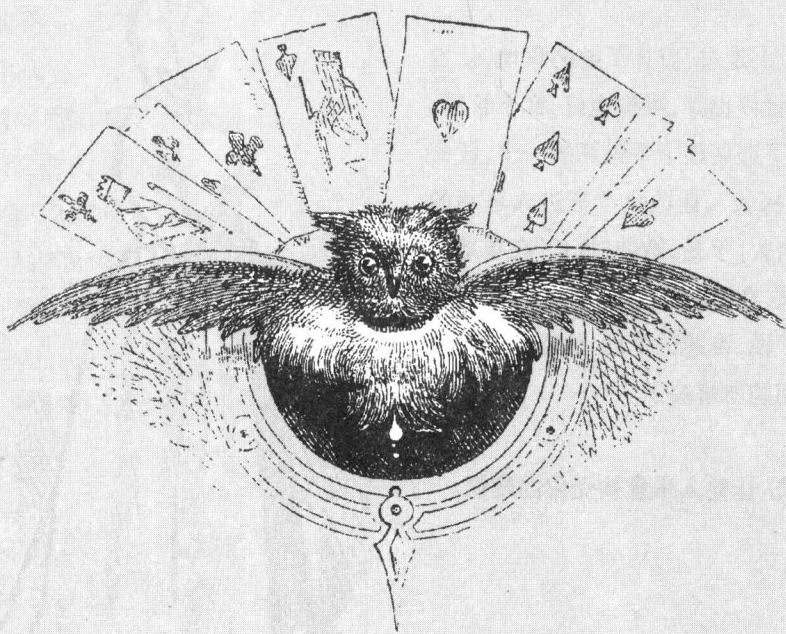


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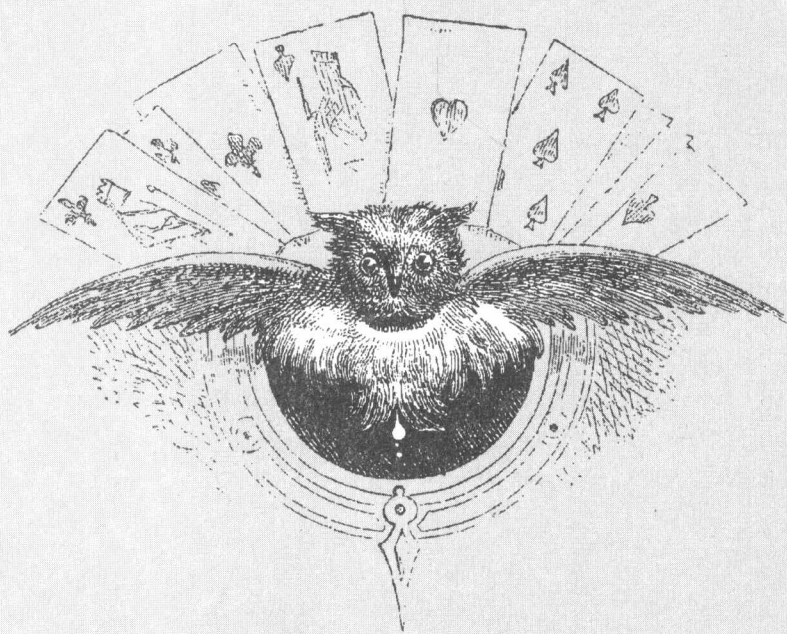
这个时代充满了戏剧性，真理仅仅靠平铺直叙是不够的，必须生动、有趣、戏剧性地表达出来。你必须用一些演技来吸引人。电影、电视都是如此，你如果想吸引人们的注意力，你也可以这么做。



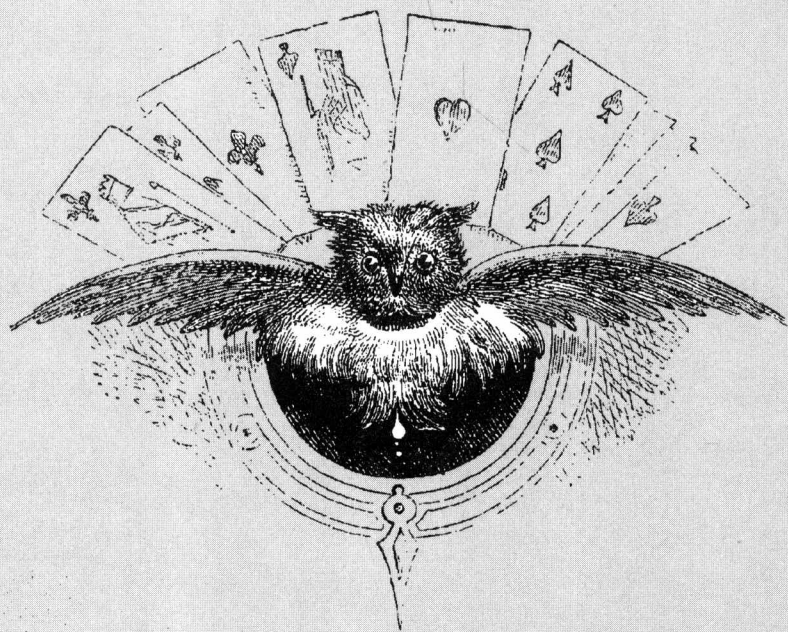
在这个世界上，只有一种方法能够让任何人去做任何事，你想过这种方法是什么吗？对，只有一种方法，那就是：让别人愿意去做那件事。



这个世界充满了自私自利的人，而真正能从别人角度来考虑的少数人就有了极大的优势，竞争也相对来说要少。美国一个著名律师和商业界的领导人物欧文·杨曾经说过：『一个人如果能够站在他人的立场，了解他人的想法，他就无需为自己的未来担心。』



仅用几句贬低自己和称赞对方的话，就能让一位傲慢、恼羞成怒的德国皇帝转变成忠贞的朋友。可以想象，在我们的日常生活中，谦卑和赞扬会起多大的作用。恰当地使用，会给我们的人际交往带来真正的奇迹。



How This Book Was Written—and Why

During the first thirty-five years of the twentieth century, the publishing houses of America printed more than a fifth of a million different books. Most of them were deadlly dull, and many were financial failures. “Many,” did I say? The president of one of the largest publishing houses in the world confessed to me that his company, after seventy-five years of publishing experience, still lost money on seven out of every eight books it published.

Why, then, did I have the temerity to write another book? And, after I had written it, why should you bother to read it?

Fair questions, both; and I’ll try to answer them.

I have, since 1912, been conducting educational courses for business and professional men and women in New York. At first, I conducted courses in public speaking only—courses designed to train adults, by actual experience, to think on their feet and express their ideas with more clarity more effectiveness and more poise, both in business interviews and before groups.

我为什么写这本书

20 世纪的这 35 年间,美国的出版公司一共出版了 20 多万册不同种类的书。这其中大部分是乏味无聊的,并且许多都是负盈利。请留意我说的是“许多”。一家世界一流的大出版公司的负责人曾这样向我坦言,他说他的公司尽管有着 75 年的出版经验,可每出版的 8 本书里仍旧有 7 本是亏损的。

那么,为什么我还要卤莽地再写一本呢?并且在我写完之后,又要你费心地去读它呢?

这两个问题问得很好,以下我将会一一作答。

自 1912 年起,我就在纽约为商业和专业人士开办了教育课程。起初,我只教授公共演讲的课程——旨在通过实践经验,培训人们根据自己的观点,更清晰、更有效、更镇静地表达他们的意愿,不管是在商业会谈中,还是在团体会议中。

But gradually, as the seasons passed, I realized that as sorely as these adults needed training in effective speaking, they needed still more training in the fine art of getting along with people in everyday business and social contacts.

I also gradually realized that I was sorely in need of such training myself. As I look back across the years, I am appalled at my own frequent lack of finesse and understanding. How I wish a book such as this had been placed in my hands twenty years ago! What a priceless boon it would have been.

Dealing with people is probably the biggest problem you face, especially if you are in business. Yes, and that is also true if you are a housewife, architect or engineer.

Research done a few years ago under the auspices of the Carnegie Foundation for the Advancement of Teaching uncovered a most important and significant fact—a fact later confirmed by additional studies made at the Carnegie Institute of Technology. These investigations revealed that even in such technical lines as engineering, about 15 percent of one's financial success is due to one's technical knowledge and about 85 percent is due to skill in human engineering—to personality and the ability to lead people.

For many years, I conducted courses each season at the Engineers' Club of Philadelphia, and also courses for the New York Chapter of the American Institute of

但是几个季节过去了,我发现这些人仍然在说话方面需要更有效的培训。他们需要的更多训练是在日常生活和社会交往中与人相处的艺术。

我本人也渐渐意识到,这方面的训练也是我迫切需要的。回首过去这些年的情形,我对自己时常缺少策略和谅解的行为而感到心惊胆颤。我多么希望 20 年前手中能有一本这样的书啊! 那么它的价值将是无法估量的。

你所面临的最重大问题就是与人交往,如果你是个商人的话,这个问题尤其重要。是的,对于作为家庭主妇、建筑师或工程师的你来说,也同等重要。

基于“卡耐基基金会”的赞助,许多年前我们作了一次调查和研究,得出一个有重要意义的发现。这一发现后来又被“卡耐基技术研究院”证实。这些调查显示,即使是在工程学的技术线上,一个人经济上的成功,15%要归结于他的技术知识;而 85%则是因为他深谙人际关系的技巧——如何对待和引导他人。

许多年前,我每个季节都在费城工程师协会开办课程。与此同时,我还在美国电机工程协会分会授课,有 1,500 多位工程师曾来听过我的课。他们来这里听我讲

Electrical Engineers. A total of probably more than fifteen hundred engineers have passed through my classes. They came to me because they had finally realized, after years of observation and experience, that the highest-paid personnel in engineering are frequently not those who know the most about engineering.

One can for example, hire mere technical ability in engineering, accountancy, architecture or any other profession at nominal salaries. But the person who has technical knowledge plus the ability to express ideas, to assume leadership, and to arouse enthusiasm among people—that person is headed for higher earning power.

In the heyday of his activity, John D. Rockefeller said that “the ability to deal with people is as purchasable a commodity as sugar or coffee. And I will pay more for that ability,” said John D., “than for any other under the sun.”

The University of Chicago and the United Y. M. C. A. Schools conducted a survey to determine what adults want to study.

That survey cost \$25,000 and took two years. The last part of the survey was made in Meriden, Connecticut. It had been chosen as a typical American town. Every adult in Meriden was interviewed and requested to answer 156 questions—

Questions such as “What is your business or profession? Your education? How do you

课,是因为经过多年的观察和实践,他们最终发现——获得最高报酬的人,经常不是懂得工程学知识最多的人。

又例如,雇用具有工程、会计、建筑或其他专业技术才能的人仅仅需要为数不多的费用。而那些不但拥有技术知识,而且具有领导才能并能激发人们热情的人,他们理所当然能得到更高的薪水。

在约翰·洛克菲勒的事业兴盛时期,他曾说:“与人交往的能力,就像糖和咖啡一样,是可以购买的商品。我乐意出高价来购买这种能力。”他又说,“这是世上价值最高的东西。”

芝加哥大学和青年会联合学校曾就“成年人需要学习什么”作过一次调查。

那项研究耗资 25,000 美元,历时两年,调查的最后部分是在康涅狄格的梅立顿举行的。梅立顿曾被选为美国的典型城镇,这里的每一个成年人都被采访,并回答他们提出的 156 个问题。

——“你在做什么工作? 你是什么学历? 你怎样打发自己的闲暇时光? 你的收入

spend your spare time? What is your income? Your hobbies? Your ambitions? Your problems? What subjects are you most interested in studying?" And so on.

That survey revealed that health is the prime interest of adults—and that their second interest is people; how to understand and get along with people; how to make people like you; and how to win others to your way of thinking.

So the committee conducting this survey resolved to conduct such a course for adults in Meriden. They searched diligently for a practical textbook on the subject and found—not one. Finally they approached one of the world's outstanding authorities on adult education and asked him if he knew of any book that met the needs of this group. "No," he replied, "I know what those adults want. But the book they need has never been written."

I knew from experience that this statement was true, for I myself had been searching for years to discover a practical, working handbook on human relations.

Since no such book existed, I have tried to write one for use in my own courses. And here it is. I hope you like it.

In preparation for this book, I read everything that I could find on the subject—everything from newspaper columns, magazine articles, records of the family courts, the writings of the old philosophers and the new psychologists. In addition, I hired a trained researcher

是多少?你的爱好是什么?你的愿望是什么?你有什么难题?你对哪个科目最感兴趣?"诸如此类。那项调查显示,健康是人们首要关注的;居于第二的就是人们对怎样了解他人,怎样与他人相处,怎样使别人喜欢你,怎样让你的思考方式赢得别人的赞同。

所以,举办这项调查的委员会决定为梅立顿的成年人开办一个这样的课程。他们不断地找寻一本有关这方面实践的书籍,但是没有找到。最后,他们请教一位在成人教育方面颇有权威的世界著名教育家,问其是否有一本符合这些成年人需求的书籍。这位教育家答道:"没有,我也知道那些成年人需要什么,但是他们需要的这种书至今还没有被写出来。"

我从经验里得知,他说得没错。对我来说,我也一直在寻找这样一本实用的有关人际关系的书。

既然没有这样一本书,我才试着创作了这本书为授课时所用。希望你们也会喜欢。

在准备这本书的过程中,我读了我能找到的有关这一主题的所有资料——报

to spend one and a half years in various libraries reading everything I had missed, plowing through erudite tomes on psychology, poring over hundreds of magazine articles, searching through countless biographies, trying to ascertain how the great leaders of all ages had dealt with people.

We read their biographies, We read the life stories of all great leaders from Julius Caesar to Thomas Edison. I recall that we read over one hundred biographies of Theodore Roosevelt alone. We were determined to spare no time, no expense, to discover every practical idea that anyone had ever used throughout the ages for winning friends and influencing people.

I personally interviewed scores of successful people and tried to discover the techniques they used in human relations.

From all this material, I prepared a short talk. I called it "How to Win Friends And Influence People." I say "short." It was short in the beginning, but it soon expanded to a lecture that consumed one hour and thirty minutes. For years, I gave this talk each season to the adults in the Carnegie Institute courses in New York.

I gave the talk and urged the listeners to go out and test it in their business and social contacts, and then come back to class and speak about their experiences and the

纸专栏,杂志上的文章,离婚法庭的记录,老哲学家的手稿以及心理学家的最新见闻。另外,我还雇了一个受过训练的调查员,花费一年半的时间从各类图书馆阅读了我所没有读到的资料,细细研读了有关心理学的各类巨著,探索了不计其数的名人传记,设法找出各个时期伟人们是如何与人交往的。

从凯撒到爱迪生,我们看到了各个时期伟人们的传记,读了他们的生平故事。单单关于罗斯福的传记,我就记得我们曾读过 100 多个版本。我们决心付出所有时间和金钱,来找出各个时期每一个人曾经用过的、有关交友和影响他人的方法。

我曾亲自访问过许多成功人士,并试图从他们那里找出在人际关系上他们所用的方法和技巧。

从以上资料中,我准备了一段简短的演讲——《如何赢得朋友和影响他人》。我所谓的“简短”,在最初只是一篇短文,但随着内容的增加,就变成了一篇 1 小时 30 分钟的演讲稿。许多年以来,每个季节我都要把它讲给纽约的卡耐基研究院的成人们听。

我作这个演讲,是为了促使他们走出去,并在他们交易和社会交往上加以实

results they had achieved. What an interesting assignment! These men and women, hungry for self-improvement, were fascinated by the idea of working in a new kind of laboratory—the first and only laboratory of human relationships for adults that had ever existed.

This book wasn't written in the usual sense of the word. It grew as a child grows. It grew and developed out of that laboratory, out of the experiences of thousands of adults.

Years ago, we started with a set of rules printed on a card no larger than a postcard. The next season we printed a larger card, then a leaflet, then a series of booklets, each one expanding in size and scope. After fifteen years of experiment and research came this book.

The rules we have set down here are not mere theories or guesswork. They work like magic. Incredible as it sounds, I have seen the application of these principles literally revolutionize the lives of many people.

To illustrate: A man with 314 employees joined one of these courses. For years, he had driven and criticized and condemned his employees without stint or discretion. Kindness, words of appreciation and encouragement were alien to his lips. After studying the

践。然后回到班上来,把他们的经验取得的成果讲出来。多么有趣的课程啊!这些人迫切地想要改进自我,因这项新的实验工作而着迷。这是第一个,也是唯一的一个为成年人而设的实验室。

这本书不是用普通的词汇写成的,它的完成,就像一个孩子的成长。它是在实验室里和成千上万的人们的经验中成长壮大的。

许多年前,我们把整套法则印在一张明信片大小的卡片上。下个季节,我们把它印在一张更大一点的卡片上,后来是小册子,再后来就是一系列的小册子,在尺寸和范围上都有扩充。经过 15 年的试验和研究,才最终有了这本书的出现。

我们这里所说的规则,既不是理论,也不是猜测,而是用起来有着神奇魔力的实用法则。这听起来有些不可思议。但我曾看到这些原则的运用,大大改变了许多人的生活。

例如:一位有着 314 名员工的老板加入了这个演讲班。多年来,他毫无顾忌地开除、批评、责备他的员工,宽容、欣赏、鼓励这些词从来不会出自他的口中。自从学习了这本书中所讨论的原则后,这位老板的人生态度急剧转变了。他的组织被一种

principles discussed in this book, this employer sharply altered his philosophy of life. His organization is now inspired with a new loyalty, a new enthusiasm, a new spirit of teamwork. 314 enemies have been turned into 314 friends.

As he proudly said in a speech before the class: "When I used to walk through my establishment, no one greeted me. My employees actually looked the other way when they saw me approaching. But now they are all my friends and even the janitor calls me by my first name."

This employer gained more profit, more leisure and—what is infinitely more important—he found far more happiness in his business and in his home.

Countless numbers of salespeople have sharply increased their sales by the use of these principles. Many have opened up new accounts—accounts that they had formerly solicited in vain. Executives have been given increased authority, increased pay. One executive reported a large increase in salary because he applied these truths. Another, an executive in the Philadelphia Gas Works Company, was slated for demotion when he was sixty-five because of his belligerence, because of his inability to lead people skillfully. This training not only saved him from the demotion but brought him a promotion with increased pay.

全新的忠诚、积极和团队精神所激励。314个“敌人”变成了314位“朋友”。

在演讲班的一次讲演中，他骄傲地说：“以前我从公司走过，没有一个人向我打招呼。看到我走近他们，我的员工们竟然把头转向另一边。但现在我们是朋友，即便是看门人，也会叫我的名字，向我问好！”

这位老板获得了更多利润，更多空闲，并且——更重要的是——他在事业和家庭方面都得到了更多的快乐。

运用了这些原则，许多推销员的销售成绩飞速上升。许多人又有了新客户，而这些人是他们以前怎样努力也无法获得的客户。那些高级管理人员得到了更多权力和更高的薪水。一位管理人员说他的薪水增加了很多，就是因为它使用了这些原则。另一位来自费城的煤气公司的高级职员，由于他的好斗和不善于巧妙地引导别人，65岁的他正面临降职的危机，这次训练不但使他免于降职，而且还给他带来升职和加薪。

“同我们应该得到的相比，”哈佛大学的著名教授威廉·詹姆士教授说，“我们只