

励志经典双语悦读馆

沟通的艺术

THE QUICK AND EASY WAY TO EFFECTIVE SPEAKING

【美】戴尔·卡耐基 著



中英对照

Dale Carnegie

我们的思想对我们自己是非常重要的。我如果能知道你的思想，就能了解你这个人，因为是你的思想塑造了你这个人。改变自己的思想，就能够改变自己的一生。

北京燕山出版社

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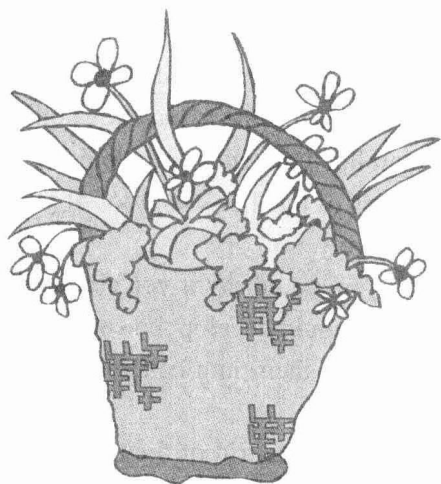
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Part 1

第一部

成功演讲的基本原则

Fundamentals of Effective Speaking



从今天开始，你一定要积极地思考，自己的这番努力一定会换来成功的，你一定要对自己在众人面前说话的努力结果持轻松乐观的态度。要在每个词句、每项行动上烙下决心的印记，全力培养自己的这种能力。

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, more than seven hundred and fifty thousand 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

第一章 演讲的基本技巧

1912年，也就是“泰坦尼克号”油轮在北大西洋冰海沉没的那一年，我开始设班教授当众演讲的课程，从开课到现在，已有50多万人毕业了。

戴尔·卡耐基演讲课程的第一堂课是示范表演，他先请一些学员上台讲一讲自己为什么来上课，以及自己希望通过这种训练能学到些什么。他们当然各有各的想法，但令人诧异的是，大多数人的原因和基本需求却如出一辙：“面对众人讲话时，我就会很忧虑，总是担心自己说错话，以至于我不能集中精力思考，不能清晰地表达自己的想法，甚至都不知道自己究竟在说些什么。我希望通过在这儿的学习能增强自信，能自如地思考问题，有逻辑地归纳自己的思想，并能充满自信地当众站起来演讲，在商场或社交场合侃侃而谈，思路清晰又令人信服。”

这番话你听起来是不是很耳熟？你是不是也曾有过这种感觉？你是否也曾希望自己口若悬河、侃侃而谈、令人信服？即使花再多的钱也愿意。现在你正打开此书，说明你也同样希望获得成功演讲的能力。

我知道你想说什么，如果你有跟我说话的机会，我想你一定会问：“卡耐基先生，你真的认为我能培养出自信的，面对众人口齿伶俐、条理清晰地和他们讲话吗？”

我花费几乎一生的时间帮助人们建立自信、克服恐惧，在参加培训

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.

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 cooperate—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.

的学员中，很多人的身上都发生了奇迹。那些故事足以让我写很多书。因此，对于你的提问，我的回答是，如果你按照书里的建议去做，勤加练习，你一定就能做得到。

为什么当你站在众人面前时就不能像你坐着时那样，可以清楚地思考？为什么你一站在公众面前讲话，就浑身发抖、声音发颤？当然，你已经意识到，只要通过指导和练习，你就可以逐步改善面对听众时的恐惧感，从而变得泰然镇定、自信、健谈。

这本书将会帮助你实现目标。它不是普通的教科书，书中没有罗列一条条教你说话的规则，也没有教你如何发音、断句。书中全部是我毕生训练人们能有效说话取得的经验的总结。从现在开始，你只需依照书中的建议，在任何需要说话的时候牢记并运用，你就会成为你想要成为的那种人。

为了抓住本书的大部分关键，并快速了解本书的梗概，请注意以下四条有用的建议：

首先，学习他人的经验

没有哪个人天生就是大众演说家。在历史的某一时期，当众演讲曾经被视为一门高雅的艺术，人们说话时必须注意修辞、讲究语法，并用一种优雅的演说方式进行演说。在这种情况下，要想做个天生的大众演说家更是困难了。现在，我们把当众演说看成是一种更加广泛的交谈，那种风格夸张、声音激昂的演说方式已一去不复返了。当我们与人一起共进晚餐，在教堂做礼拜，或看电视、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，而不喜欢演讲者只是一味地对我们说教。

尽管学校的课本使我们相信，演讲是一个只有少数人能掌握的艺术，只有经过多年的语音语法的训练，才能掌握这个奥秘。但我经过多年的教

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 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.

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.

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

学生涯几乎全部是在向人们证明一点：当众演讲其实很容易，只要遵循一些简单而重要的规则就可以了。

1912年，我在纽约市第125街的青年基督协会开始从事教学工作时，我和我的学员一样茫然。我早期的教育训练方法，和自己在密苏里州的华伦堡上大学时接受的教育方式大同小异。但很快我就发现这样做是错误的。我竟然把那些商界人士当成大学一年级新生来教育了。我发现韦伯斯特、柏克匹特及欧康内尔的演讲理论毫无用处，让我的学生一味地模仿，对他们来说，作用不大。我的学生需要的是在商务会议中有足够的勇气站起来，并向参加会议的人作一番明确的、连贯的报告。于是，我抛弃全部教科书，站在讲台上，用一些简单的概念，和学员们一起探讨，直到他们的报告词达意尽、深入人心为止。这种方法果然奏效，以至于他们毕业后希望再回来，希望能学到更多的东西。

就在我写下这段话的时候，想起一件对我影响深远的事情。很多年前，费城一位很有名气的商人D. W. 亨特，他也是我教过的数以千计的人中的一位。刚加入我的培训班不久，一天中午，他邀请我共进午餐，吃饭时，他诚恳地问我：“卡耐基先生，我常常收到一些演讲的邀请，我尽量都推辞掉了。可现在我被选为大学董事会主席，以后必须主持会议。您看我这个老头子，还能不能学会演讲？”

我告诉他以往班上和他有类似职务学员的经历，并且承诺，只要他足够努力，我一定会帮他达到目标。

大约3年之后，他再次邀请我共进午餐，同一地点，同一张餐桌，我们回忆起往昔的对话。我问他现在是否已经做到，他露出自信的笑容，还拿出一本红色的备忘录，上面满满当地排着他未来几个月的演讲安排。

他说：“能够站在讲台上演讲，享受演讲带给我的快乐，是我一生中

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!

I have seen thousands of similar miracles worked in my courses. I have seen men and women whose lives were transformed by this training, many of them receiving promotions far beyond their dreams or achieving positions of prominence in their business, profession, and community. Sometimes this has been done by means of a single talk delivered at the right moment.

Sounds like a miracle doesn't it? It is a miracle—a twentieth-century miracle of conquering fear.

SECOND/KEEP YOUR GOAL BEFORE YOU

Think of the satisfaction and pleasure that will be yours when you stand up and confidently share your thoughts and feelings with your audience. I have traveled around the world several times, but I know of few things that give greater delight than holding an audience by the power of the spoken word. You get a sense of strength, a feeling of power. “Two minutes before I begin,” said one of my graduates, “I would rather be whipped than start; but two minutes before I finish, I would rather be shot than stop.”

Begin now to picture yourself before an audience you might be called upon to address. See yourself stepping forward with confidence, listen to the hush fall upon the room as you begin, feel the attentive absorption of the audience as you drive home point after point, feel the warmth of the applause

最令我高兴和满意的事。”

这还不是全部，D. W. 亨特还自豪地炫耀道，在英国首相出访美国的时候，费城教会邀请这位极少来美国的首相在宗教集会上说几句话，向会场所有在场的人郑重的介绍这位英国首相的不是别人，正是D. W. 亨特先生。

就在3年前，还是这位D. W. 亨特先生，还对自己是不是能够在大众面前流利地说出话来而心怀疑虑。

像这样的奇迹，在我的培训班大概有几千起。我亲眼看到那些男男女女，因为参加了这项培训，取得了更大的成就和更耀眼的社会地位。在某些时刻，仅凭一次演讲就可以使人声名远扬。

这听起来像是一个奇迹，不是吗？这称得上是一个奇迹——而且是20世纪人类战胜自我的一个奇迹。

其次，牢记自己的目标

试想一下，当你信心十足、精神愉快地站在演讲台上，与听众共享自己的感觉和思想，那是一种多么美妙的感觉。我曾几次周游世界，但是那种愉悦依然比不上借助言语的魅力征服听众带来的震撼感受。在演讲的时候，你会感觉自己精力十足，浑身上下都洋溢着生机。有一位已经毕业的学员说过：“开始说话的前两分钟，就算是被鞭子抽，也不想张嘴，可是到演讲结束的最后两分钟，我真不愿意停下来，哪怕是为此挨枪子儿！”

请你从这一刻就开始，想象自己从容不迫地站在讲台上，充满自信地面对听众，当你说出第一句话时，全场安静无声，人们都在全神贯注地倾听你生动的演讲；请你也想象一下，在你演讲结束时，听众给你的那雷鸣般的掌声和欢呼声；感受一下会议结束时，热情的听众围过来对你大加赞美。

as you leave the platform, and hear the words of appreciation with which individual members of the audience greet you when the meeting is over.

William James, Harvard's most distinguished professor of psychology, wrote six sentences that could have a profound effect on your life, six sentences that are the open sesame to Ali Baba's treasure cave of courage: "In almost any subject, your passion for the subject will save you. If you care enough for a result, you will most certainly attain it, If you wish to be good, you will be good. If you wish to be rich, you will be rich. If you wish to be learned, you will be learned. Only then you must really wish these things and wish them with exclusiveness and not wish one hundred other incompatible things just as strongly."

Learning to speak effectively to groups brings other benefits than merely the ability to make formal public speeches. As a matter of fact, if you never give a formal public speech in your life, the benefits to be derived from this training are manifold. For one thing, public speaking training is the royal road to self-confidence. Once you realize that you can stand up and talk intelligently to a group of people, it is logical to assume that you can talk to individuals with greater confidence and assurance. Many men and women have taken my course in Effective Speaking primarily because they were shy and self-conscious in social groups. When they found they were capable of speaking on their feet to their fellow class members without having the roof fall in, they became aware of the ridiculousness of self-consciousness. They began to impress others, their families, friends, business associates, customers, and clients, with their newly found poise. Many of our graduates, like Mr. Goodrich, were impelled to take the course by the remarkable change in the personalities of those around them.

This type of training also affects the personality in ways that are not immediately apparent. Not long ago I asked Dr. David Allman, the Atlantic City surgeon and former president of the American Medical Association, what in his opinion were the benefits of public speaking training in terms of mental and physical health. He smiled and said he could best answer that question by writing a prescription that "no drugstore can fill. It must be

威廉·詹姆斯哈佛大学最杰出的心理学教授曾写下六句话，这六句话对你的一生可能都会产生深远的影响。这六句话，是打开阿里巴巴宝口诀：“不论什么课程，只要你对它满怀热忱，就可以顺利完成。如果你对结果足够关注，你一定会实现它。只要你想做好，你就一定能做得到。假如你企盼致富，你便会拥有财富。若是你想自己学识渊博，你就一定会学富五车。只有那样，你才会真正地企盼这些事，心无旁骛地一心盼望，而不会浪费精神、胡思乱想许多不相干的杂事。”

学习有效地面对公众讲话，好处不仅仅是可以作正式的公开演讲。事实上，就算你一辈子都不需要正式的公开演讲，接受这种训练对你来说仍有很多好处。比如说，训练当众演讲，是帮助你培养自信的好方法。因为你一旦发现自己站在公众面前仍然能够伶牙俐齿、条理清晰地对着他们说话，那么，你在和别人交谈时，必定会更有信心和勇气。很多人之所以来上我的“成功演讲”的课程，大多数是因为他们在社交场感到害羞拘束。当他们发现，自己站着和同事讲话也没什么难处的时候，就会发觉自己当初的拘束是多么的可笑。他们在训练过程中培养出的自然洒脱的气度，令家人、朋友、事业伙伴和顾客刮目相看。训练班的许多学生，都是因为看见周围的人经过训练后个性发生了巨大的改变，才抱着试试看的心里来上课的。

这种类型的训练，也会在各个方面影响到一个人的气质，不过，这不是立竿见影的事。不久前，我曾向大西洋城的外科医师兼美国医药学会的前会长大卫·奥门博士请教，让他从心理和生理角度谈谈当众演讲训练的好处是什么。他笑了笑，说：“回答这个问题，最好是开个处方，这个处方在药房里是抓不到药的，每个人得自己配药；他要是以为自己不行，他就错了。”

我的桌上就放着这份处方，每次读到它，都觉得有所收获。以下便是

filled by the individual; if he thinks he can't, he is wrong.”

I have the prescription on my desk. Every time I read it, I am impressed. Here it is, just as Dr. Allman jotted it down:

Try your best to develop an ability to let others look into your head and heart. Learn to make your thoughts, your ideas, clear to others, individually, in groups, in public. You will find, as you improve in your effort to do this, that you—your real self—are making an impression, an impact, on people such as you never made before.

You can reap a double benefit from this prescription. Your self-confidence strengthens as you learn to speak to others, and your whole personality grows warmer and better. This means that you are better off emotionally, and if you are better off emotionally, you are better off physically. Public speaking in our modern world is for everybody, men and women, young and elderly. I do not know personally about its advantages to one in business or industry. I only hear that they are great. But I do know its advantages in health. Speak when you can, to a few or to many; you will do it better and better, as I have found out, myself; and you will feel a buoyancy of spirit, a sense of being a whole, rounded person, such as you never felt before.

It is a wonderful sense to have, and no pill ever made can give it to you.

The second guidepost, then, is to picture yourself as successfully doing what now you fear to do, and to concentrate on the benefits you will receive through your ability to talk acceptably before groups. Remember the words of William James: “If you care enough for a result, you will most certainly attain it.”

THIRD /PREDETERMINE YOUR MIND TO SUCCESS

I was asked once, on a radio program, to tell in three sentences the most important lesson I have ever learned. This is what I said: “The biggest lesson I have ever learned is the stupendous importance of what we think. If I knew what you think, I would know what you are, for your thoughts make you what you are. By changing our thoughts, we can change our lives.”