

HOW TO WIN FRIENDS  
AND INFLUENCE PEOPLE  
HOW TO STOP WORRYING  
AND START LIVING  
THE QUICK AND EASY WAY  
TO EFFECTIVE SPEAKING



# 人性的弱点 全集

中文导读  
英文原版

人性的弱点 人性的优点 语言的突破

[美] 戴尔·卡耐基 ◎ 著



中国城市出版社  
CHINA CITY PRESS

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刘 桔 ◎ 编译

中国城市出版社

· 北 京 ·

## 图书在版编目 (CIP) 数据

人性的弱点全集: 中文导读英文原版/ (美) 卡耐基  
著; 刘祜编译. —北京: 中国城市出版社, 2009. 5

ISBN 978 - 7 - 5074 - 2107 - 1

I. 人… II. ①卡…②刘… III. ①英语—语言读物  
②人间交往—通俗读物 IV. H319.4; C

中国版本图书馆 CIP 数据核字 (2009) 第 037149 号

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选题策划 徐昌强 (greatbook@sina.com 13661335586)  
责任编辑 华 风  
装帧设计 美信书籍设计工作室  
责任技术编辑 张建军  
出版发行 中国城市出版社  
地 址 北京市海淀区太平路甲 40 号 (邮编 100039)  
网 址 www.citypress.cn  
发行部电话 (010) 63454857 63289949  
发行部传真 (010) 63421417 63400635  
发行部信箱 zgcsfx@sina.com  
编辑部电话 (010) 52732085 52732055 63421488 (Fax)  
投稿信箱 city\_editor@sina.com  
总编室电话 (010) 52732057  
总编室信箱 citypress@sina.com  
经 销 新华书店  
印 刷 北京集惠印刷有限责任公司  
字 数 1000 千字 印张 31.25  
开 本 787 × 1092 (毫米) 1/16  
版 次 2009 年 5 月第 1 版  
印 次 2009 年 5 月第 1 次印刷  
定 价 39.80 元

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# 本书将帮你达到的八项技能

Eight Things This Book Will Help You Achieve



本节介绍了读者通过本书可以获得的八项技能, 分别是:

1. 走出思想的窠臼, 思考新观念, 获得新视野, 发现新抱负。
  2. 快速容易地赢得朋友。
  3. 让你更受人欢迎。
  4. 让别人赞同你的观点。
  5. 增加你的影响、你的名声以及处理事情的能力。
  6. 处理抱怨, 避免争论, 让你的人际关系融洽愉悦。
  7. 让你成为一个出色的说话者, 一个更令人愉悦的交谈者。
  8. 在你的同伴中激发出热情。
- 本书已翻译成 36 种语言, 让 1000 多万读者拥有了上述技能。

1. Get out of a mental rut, think new thoughts, acquire new visions, discover new ambitions.
  2. Make friends quickly and easily.
  3. Increase your popularity.
  4. Win people to your way of thinking.
  5. Increase your influence, your prestige, your ability to get things done.
  6. Handle complaints, avoid arguments, keep your human contacts smooth and pleasant.
  7. Become a better speaker, a more entertaining conversationalist.
  8. Arouse enthusiasm among your associates.
- This book has done all these things for more than ten million readers in thirty-ix languages.

# 从本书获得最大收益的九条建议

## Nine Suggestions on How to Get the Most out of This Book



为了从本书获得最大收益，必须做到如下九条建议：

1. 培养一种深刻而强烈的、掌握为人处世原则的欲望。
2. 在阅读下一章之前，将前面的章节再读两遍。
3. 阅读的时候，要经常停下来问自己，如何才能运用各项建议。
4. 在每个重要的观点旁边做记号。
5. 每个月温习本书一次。
6. 抓住每一个可以运用这些原则的机会。将本书作为帮助你解决日常问题的实用手册。
7. 每当你违反某一项原则而被你的朋友抓到时，给他一点钱，使你的学习成为一种活泼有趣的游戏。
8. 每个星期对你的进步检查一次。问自己曾犯了什么错，有什么改进，有什么教训，将来该如何做。
9. 在书后面做记录，写下你在什么时候、如何应用这些原则的。

**1** If you wish to get the most out of this book, there is one indispensable requirement, one essential infinitely more important than any rule or technique. Unless you have this one fundamental requisite, a thousand rules on how to study will avail little. And if you do have this cardinal endowment, then you can achieve wonders without reading any suggestions for getting the most out of a book.

What is this magic requirement? Just this: a deep, driving desire to learn, a vigorous determination to increase your ability to deal with people.

How can you develop such an urge? By constantly reminding yourself how important these principles are to you. Picture to yourself how their mastery will aid you in leading a richer, fuller, happier and more fulfilling life. Say to yourself over and over: "My popularity, my happiness and sense of worth depend to no small extent upon my skill in dealing with people."

2. Read each chapter rapidly at first to get a bird's-eye view of it. You will probably be tempted then to rush on to the next one. But don't—unless you are

reading merely for entertainment. But if you are reading because you want to increase your skill in human relations, then go back and reread each chapter thoroughly. In the long run, this will mean saving time and getting results.

3. Stop frequently in your reading to think over what you are reading. Ask yourself just how and when you can apply each suggestion.

4. Read with a crayon, pencil, pen, magic marker or highlighter in your hand. When you come across a suggestion that you feel you can use, draw a line beside it. If it is a four-star suggestion, then underscore every sentence or highlight it, or mark it with “\*\*\*\*.” Marking and underscoring a book makes it more interesting, and far easier to review rapidly.

5. I knew a woman who had been office manager for a large insurance concern for fifteen years. Every month, she read all the insurance contracts her company had issued that month. Yes, she read many of the same contracts over month after month, year after year. Why? Because experience had taught her that that was the only way she could keep their provisions clearly in mind.

I once spent almost two years writing a book on public speaking and yet I found I had to keep going back over it from time to time in order to remember what I had written in my own book. The rapidity with which we forget is astonishing.

So, if you want to get a real, lasting benefit out of this book, don't imagine that skimming through it once will suffice. After reading it thoroughly, you ought to spend a few hours reviewing it every month. Keep it on your desk in front of you every day. Glance through it often. Keep constantly impressing yourself with the rich possibilities for improvement that still lie in the offing. Remember that the use of these principles can be made habitual only by a constant and vigorous campaign of review and application. There is no other way.

6. Bernard Shaw once remarked, “If you teach a man anything, he will never learn.” Shaw was right. Learning is an active process. We learn by doing. So, if you desire to master the principles you are studying in this book, do something about them. Apply these rules at every opportunity. If you don't you will forget them quickly. Only knowledge that is used sticks in your mind.

You will probably find it difficult to apply these suggestions all the time. I know because I wrote the book, and yet frequently I found it difficult to apply everything I advocated. For example, when you are displeased, it is much easier to criticize and condemn than it is to try to understand the other person's viewpoint. It is frequently easier to find fault than to find praise. It is more natural to talk about what you want than to talk about what the other person wants. And so on. So, as you read this book, remember that you are not merely trying to acquire information. You are attempting to form new habits. Ah yes, you are attempting a new way of life. That will require time and persistence and daily application.

So refer to these pages often. Regard this as a working handbook on human relations; and whenever you are confronted with some specific problem—such as handling a child, winning your spouse to your way of thinking, or satisfying an

irritated customer—hesitate about doing the natural thing, the impulsive thing. This is usually wrong. Instead, turn to these pages and review the paragraphs you have underscored. Then try these new ways and watch them achieve magic for you.

7. Offer your spouse, your child or some business associate a dime or a dollar every time he or she catches you violating a certain principle. Make a lively game out of mastering these rules.

8. The president of an important Wall Street bank once described, in a talk before one of my classes, a highly efficient system he used for self-improvement. This man had little formal schooling; yet he had become one of the most important financiers in America, and he confessed that he owed most of his success to the constant application of his homemade system. This is what he does, I'll put it in his own words as accurately as I can remember.

"For years I have kept an engagement book showing all the appointments I had during the day. My family never made any plans for me on Saturday night, for the family knew that I devoted a part of each Saturday evening to the illuminating process of self-examination and review and appraisal. After dinner I went off by myself, opened my engagement book, and thought over all the interviews, discussions and meetings that had taken place during the week. I asked myself:

'What mistakes did I make that time?' 'What did I do that was right—and in what way could I have improved my performance?'

'What lessons can I learn from that experience?'

"I often found that this weekly review made me very unhappy. I was frequently astonished at my own blunders. Of course, as the years passed, these blunders became less frequent. Sometimes I was inclined to pat myself on the back a little after one of these sessions. This system of self-analysis, self-education, continued year after year, did more for me than any other one thing I have ever attempted.

"It helped me improve my ability to make decisions—and it aided me enormously in all my contacts with people. I cannot recommend it too highly."

Why not use a similar system to check up on your application of the principles discussed in this book? If you do, two things will result.

First, you will find yourself engaged in an educational process that is both intriguing and priceless.

Second, you will find that your ability to meet and deal with people will grow enormously.

9. You will find at the end of this book several blank pages on which you should record your triumphs in the application of these principles. Be specific. Give names, dates, results. Keeping such a record will inspire you to greater efforts; and how fascinating these entries will be when you chance upon them some evening years from now!

In order to get the most out of this book:

a. Develop a deep, driving desire to master the principles of human relations.

- b. Read each chapter twice before going on to the next one.
- c. As you read, stop frequently to ask yourself how you can apply each suggestion.
- d. Underscore each important idea.
- e. Review this book each month.
- f. Apply these principles at every opportunity. Use this volume as a working handbook to help you solve your daily problems.
- g. Make a lively game out of your learning by offering some friends a dime or a dollar every time he or she catches you violating one of these principles.
- h. Check up each week on the progress you are making. Ask yourself what mistakes you have made, what improvement, what lessons you have learned for the future.
- i. Keep notes in the back of this book showing how and when you have applied these principles.

*How to Win  
Friends and  
Influence  
People*

人性的弱点



# 前言

## How This Book Was Written—And Why



本前言介绍的是本书的形成过程，以及它为何是由作者戴尔·卡耐基写成的。

卡耐基从 1912 年开始就在纽约为那些商业和专业男士及女士开教育讲座，用实际经验来训练成年人，使他们在商业洽谈及公共场合更清楚有效地发表他们的意见。但是经过一段时间，他逐渐发现这些人虽然需要高效演讲的训练，但是更需要在日常事务和社会交往中与人相处的技巧训练；而且作者也逐渐发现自己也非常需要这种训练！

卡耐基指出，无论是谁，一个人面临的最大困难，可能是如何与人打交道。因为卡内基基金会赞助的一项调查研究显示，一个人所获得的高额薪水中，大概只有 15% 是因为他的技术知识，而大约 85% 则是因为他的为人处世技巧，也就是他的个人品质和领导才能。

卡耐基曾为费城的工程师俱乐部和美国电机工程学会纽约分会开设讲座。这些专业人士之所以来听讲座，是因为他们经过多年的观察发现，工程师得到的报酬最高的，通常不是那些工程学知识最多的人；只有那些既有技术知识，又善于表达自己内心思想，同时又具备领导才能和激发他人热情的人，才会获得更高的收入。

卡耐基认为，尽管每所大学都应该开设这种实用课程，以开发我们这个世界上最宝贵的能力，但到他写这本书为止，还没有发现哪所大学开设了这种既实用又需求迫切的课程。而且芝加哥大学和基督教青年会联合学校曾经做过一项调查，发现成年人最关心的是健康——接下来的问题就是人，包括如何了解人、如何与人相处、如何让别人喜欢你、如何使别人赞同你的意见。于是，该调查委员会决定为成年人开设这样一门课程。可是他们却找不这方面的实用教材。

正是基于上述原因，卡耐基就尝试着写了一本。这就是《人性的弱点》。

为了写好这本书，作者读了能找到的所有材料，还雇了一位训练有素的研究员专门在图书馆阅读可能会被遗漏的东西，还抄录了许多传记，以了解各个时代的伟大人物是如何与他人打交道的。作者还拜访了几十位成功人士，以了

解他们的为人处世之道。在此基础上,作者准备了一篇简短的演讲稿,在经过若干年的逐渐充实之后,这篇演讲稿终于成了本书的规模。

卡耐基指出,本书所说的不仅仅是理论或猜测,它们就像魔法一样有效。这听起来似乎难以置信,但这些规则的确改变了许多人的生活。人们常常对自己所获得的新成就感到惊异。这一切就像魔术一样!有时他们甚至会在星期天激动万分地打电话给作者,迫不及待地报告他们所取得的成就!

因此,开发你所拥有“但却不曾利用的”的潜能,这正是本书唯一的目的。

**D**uring 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 deadly 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.

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 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.”

Wouldn't you suppose that every college in the land would conduct courses to develop the highest-priced ability under the sun? But if there is just one practical, common-sense course of that kind given for adults in even one college in the land, it has escaped my attention up to the present writing.

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 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 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