



THE SUNDAY TIMES

泰晤士报商务版

培养自信力

Develop Your Assertiveness

- ★ 如何改善自身行为
- ★ 如何树立积极的自我形象
- ★ 如何增加自信
- ★ 如何实现梦想
- ★ CHANGE YOUR BEHAVIOUR
- ★ MAKE A POSITIVE IMPACT
- ★ BE MORE CONFIDENT
- ★ GET WHAT YOU WANT

● 休·毕肖普

● Sue Bishop

長 春 出 版 社

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如何
在谈判中
保持自信
和影响力

- CHANGING YOUR BEHAVIOUR
- MAKING A POSITIVE IMPACT
- BE SMARTER, COURAGEOUS
- GET YOUR MESSAGE

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前 言

什么是自信力？它具体包括哪些含义？自信力是指在没有诉诸于退让型、攻击型或控制型行为的前提下，能够满怀信心地表达自己的观点。其中涉及到提高自我意识，了解、喜欢并掌握那个真正的自我。这就要求我们在维护自身利益或坚持自身立场的前提下倾听和答复他人的需求。此外，自信力还涉及到提高人际交往技能、提高沟通效率、通过合理地控制棘手人物与疑难情况来控制精神压力。除此而外行为选择也十分重要，这主要包括，如何能够表述自身的需求、观点和情感，相信自己不会被动地为他人所控制、利用或压制。

自信力涉及到有效地进行沟通，这不仅限于在特定情况下措辞得体，任何情况下您的语气、语调、音量、表情、手势和体态语^①等因素都可以对您所传递的信息产生一定的影响，除非上述各项因素匹配得体，否则您将无法有效地传递信息。

通常情况下，如果您在某种程度上致使自己或他人陷入困境，这说明您的沟通风格中缺乏足够的自信力。尽管有时您可以选择退让型或带有攻击性的沟通方式，但自信型的沟通方式必将成为首选之一，以便由此形成“双赢”局面，使双方均可以产生良好的感觉。我们可以通过学习来掌握自信技能，以下各章节将探讨我们可以采用的各种相关方法与技巧。

① body language 体态语

Introduction

So just what is assertiveness? What does being assertive entail? It's about being able to express yourself with confidence without having to resort to passive, aggressive or manipulative behaviour. It involves greater self-awareness; getting to know, like and be in charge of the real 'you'. It requires listening and responding to the needs of others without neglecting your own interests or compromising your principles. It is about improving your interpersonal skills; more effective communication; controlling stress through a better handling of problem people and situations. It is about choice - being able to express your needs, opinions or feelings, confident that you will not be dominated, exploited or coerced against your wishes.

Assertiveness is about effective communication and this does not just mean choosing the right words to say in a given situation. Tone of voice, intonation, volume, facial expression, gesture and body language all play a part in the message you are sending to the other person, and unless all parts of the equation match, you will be sending a garbled message.

Generally, if you are putting yourself or the other person down in some way, your communication style is not assertive. Although there will be times when you choose to be passive, or use more aggressive 'muscle', an assertive response is invariably the preferable one, and leads to win/win situations where both parties feel good about themselves. Assertive skills can be learnt, and later chapters explore the various approaches and techniques which can be applied.

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培
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to be, or not to be?

conditioning

When you first entered this world, and until you were about six months old, you knew and demonstrated two forms of behaviour: passive, dependent behaviour and aggressive, demanding behaviour. As you grew older, one of the first words you will have learnt and uttered is 'No'. This is a way of saying, 'I can now begin to rationalise, to make my own decisions.' It is a way of beginning to establish independence as a unique individual.

For toddlers, being passive sometimes, aggressive at others, freely expressing feelings, and saying 'No' without guilt or malice, is spontaneous and natural. Were you reprimanded for saying 'No' as a small child? Were you told it was not polite . . . might hurt others' feelings . . . make you unpopular? Might this have a bearing on why you might find it difficult to utter the 'No' word today?

In our early development we were conditioned by people and events, and soon adapted to please parents or other adults responsible for our social training. We were told what was good and what was bad; what to do and what not to do. It is often in a child's best interests to please or submit - good behaviour is rewarded with smiles and favours. Sometimes bad

第 1 章 你有足够的自信力吗？

◎ 外界熏陶

当您长到 6 个月左右的时候，您已经能够了解和展现^①出两种行为：退让型、依赖型行为和攻击型、索取型行为。伴随着您的成长，您最初所学习和使用的几个词语中包括了“不”，这仿佛是在通过某种方式声明：“我已经开始能够进行理性思考并可以自作主张了。”即开始通过某种方式成为一个独立的个体。

对于蹒跚学步的孩子^②而言，时而消极、攻击他人、开诚布公地表达情感，甚至坦然地拒绝他人等行为均属于自发性的正常行为。早在儿童时代，您是否因拒绝他人而受到过惩罚？是否有人告诫你说那样做不礼貌，会伤害他人的情感，大家会因此而不喜欢你？这是否已对您目前难于启齿说“不”这一现象产生过一定的影响？

我们在最初成长阶段受周围人物和事件的影响和熏陶，并迅速开始迎合负责对我们进行社会培养的父母及其他成年人。他们指导我们明辨善恶是非，告诫我们应该做什么或不该做什么。在展现出适当的行为之后，儿童往往最希望他人通过微笑或表示宠爱来对自己进行褒奖。有时，即便是不良行为也同样会得到某种

① demonstrate v. 证明，表露

② toddler n. 初学走步的孩子

behaviour gets its rewards as well - *thinks* . . . 'If I can't get her attention any other way, I'll scream, yell and throw things; any attention - even a telling off - is better than being ignored'. You can see how the passive/aggressive pattern builds and how as adults we slide into adapted behaviour to achieve our own ends, to keep the peace or to meet the needs of others - often to the detriment of our own well-being.

Passive and aggressive behaviours come naturally to us and often seem the easy (though seldom the most effective) option, whereas assertive behaviour requires a cognitive process rather than a gut reaction. It is learnt - we were not born assertive. Depending on our own mood, the situation, the people involved and so on, we frequently respond somewhere along the spectrum of passive-through-aggressive without considering the assertive option which recognises the needs, feelings and opinions of both you and the other person.

Conditioning plays a large part in the way you act and react as an adult. Role expectations come into this too. We may have mentally ingested that it is unladylike to express anger, or that it is a sign of weakness to cry in public, or that men should be aggressively ambitious, enjoy physical contact sports and so on. Subtle conditioning has coloured the way we see ourselves and others, but the good news is that conditioning has not fixed your personality for ever. You are constantly developing and changing. Things learnt can be unlearned, alternative behaviours can be rehearsed and practised until they become second nature.

appropriate behaviour choice

Before moving on to look at various aspects of assertiveness training, it should be stressed that passive and aggressive behaviours are not necessarily bad. They can both be appropriate at times - righteous indignation at social injustices, for example. The assertive option might not always be the best

奖励。思考一下：“如果无法通过任何其他途径来引起她的注意力，我就尖叫、高声呼喊或扔东西。无论何种关注，即便是受到责备也胜过为他人所忽略。”由此，您可以了解退让型行为或攻击型行为模式的形成原因，以及成年人如何在潜意识中通过采取习惯行为来实现既定目标、保持友善或常常在牺牲自身利益的前提下设法满足他人的需求。

退让型、攻击型行为属于自然行为，并常被视作一种初级（尽管很少成为最有效的方式）的行为模式；而自信型行为却要求具备一种认知过程，而非本能反应。自信力需要通过学习来加以获取，而非与生俱来。鉴于心绪、场合、相关人员等因素的差异，我们的反应方式常介于退让型模式与攻击型模式之间，而未考虑通过自信型模式来了解对方及自身的需求、情感和观点。

外界熏陶在成年人的行为模式及反应方式中发挥着重要作用，并由此产生角色期望。我们或许事先已经在脑海中认定，发泄愤怒有失贵妇人风度；在公开场合中哭泣是一种懦弱的标志；男人应该志在高远，喜欢带有身体冲撞之类的体育运动等。微妙的外界熏陶可以大大丰富我们观察自我及他人的方式，好在外界熏陶无法永久固定人的性格。所学到的内容仍可以忘却，我们仍然可以演练和采取其他行为模式，并使之成为我们的第二天性，即习惯。

◎ 行为得体

在继续分析自信力培训的各项内容之前，我们应该强调指出一点：退让型行为与攻击型行为未必是不当行为。在某种情况下，二者均可以成为得体的行为，例如：在社会不公现象面前伸张正义。同样的道理，自信型行为并非一贯是最佳的行为模式。为检验您当前行为模式的效果，请进行下列练习：

behaviour choice. To test how effective your present behaviour is, try the following.

exercise

Tick the response which best represents how you would react to each situation, not what you consider to be the correct response; then check with the comments below.

1. You work for an organisation which has a strong equal opportunities policy. One of your staff has already been warned about racist remarks. You overhear him telling a racist joke to a colleague.
 - (a) 'I've explained why jokes such as these are offensive. It's also company policy not to use sexist or racist language in the workplace. Do you have a problem with this which you would like to discuss?'
 - (b) 'I know you think that racist jokes are just a bit of fun. If it were down to me... but it's the rules you know, and if the boss heard, it would be my neck on the line.'
 - (c) 'You've been told about expressing racist views before. This is your final warning. Disobey company rules again and you're looking at dismissal.'
2. You have had complaints about the offhand manner of one of your staff. You call her into your office to talk about the problem. Before you can open the discussion, tearfully she says, 'I know what this is about, and yes, I have been short tempered-even rude-to some customers recently, but I am so worried about my husband; he's having tests for a blood disorder.'
 - (a) 'That's all very well, but our business is suffering because of your attitude. You'll have to learn to leave your problems at home and give 100 percent to the company while you're here.'
 - (b) 'I'm so sorry; I'd no idea he was ill. Is there any way we can help you-would a chat with the welfare section help...'

练习

请在下面选出最能代表您在各种情况下的反应模式的一项，而非您认为哪些是正确选项。然后请参照下文中的评述部分。

1. 目前，贵公司大力提倡“机会均等”政策。您的一位下属曾因为使用带有种族歧视性的言辞受到过警告。现在，您听到他与一位同事又在开一个与种族歧视相关的笑话。
 - (a)“我已经向您解释过这种笑话为何带有诋毁性，而且公司政策中明文规定不得在公司中使用带有性别歧视或种族歧视性质的言辞。您对此是否有异议？是否需要加以探讨？”
 - (b)“我知道，您仅仅是为了取乐而讲述带有种族歧视^①性质的笑话。但您应该知道，这是公司明文规定不允许的。若被经理听到，对我来说可就麻烦了。”
 - (c)“我已经警告过您，不许发表带有种族歧视性质的观点，这是最后一次警告。如果再违反公司规定，您将被开除。”
2. 许多人对您的一位下属的无礼行为进行了投诉。您请她到自己的办公室来商量此事。但尚未开始讨论，她便痛哭流涕：“我知道您为何找我，他们说得对！我最近的脾气太差，甚至对某些客户有些粗鲁，但我的确太担心我丈夫了，他正在接受一项血液疾病测试。”
 - (a)“这固然可以理解。但你的工作态度导致公司蒙受了一定的损失。因而，您必须学会在工作中抛弃家庭烦恼，从而完全投入到实际工作之中。”
 - (b)“非常抱歉，我不知道他病了。我们能为您提供什么帮助吗？能否与福利部门商量一下……？”

① racist joke 种族歧视