



中文导读英文版

卡耐基作品系列



*How to Win Friends and Influence People*

# 人性的弱点

[美] 戴尔·卡耐基 著  
王勋 纪飞 等 编译



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## 内 容 简 介

《人性的弱点》是美国著名成人教育家、心理学家和人际关系学家戴尔·卡耐基的代表作之一，也是 20 世纪最有影响的励志经典。书中展示了一种积极的处事原则和生存之道，告诉人们应该如何在日常生活、商务活动与社会交往中与人打交道，并有效地影响他人。作者以其对人性的深刻洞见，从人生规划、克服忧虑、工作与生活的关系、婚姻家庭、人际交往等方面，发掘出人性中普遍存在的弱点，并总结出一套行之有效的人际交往准则和生活技巧，这些成功法则引导无数人走上成功之路，改变了人生命运。

该书自 1937 年首次出版以来，一直畅销至今，全球总销量超过一亿册，是除《圣经》之外世界上最畅销的人文类图书之一，被译成世界上几十种语言，成为亿万读者终生受益的励志经典。无论作为语言学习的课本，还是作为通俗的励志读本，本书对当代中国的读者，特别是青少年都将产生积极的影响。为了使读者能够了解图书内容概况，进而提高阅读速度和阅读水平，在每章的开始部分增加了中文导读。

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戴尔·卡耐基（Dale Carnegie, 1888—1955），美国现代成人教育家、心理学家和人际关系学家，被誉为 20 世纪最伟大的心灵导师和“成人教育之父”。

卡耐基 1888 年 11 月 24 日出生于美国密苏里州的一个贫穷农民家庭。父亲是个勤劳的农民，母亲是一个虔诚的教徒。母亲鼓励他多读书，希望他将来能成为一名传教士或一名教师，母亲的教育对他的一生影响很大。

1904 年，卡耐基进入密苏里州华伦斯堡州立师范学院学习。大学毕业后，他做过教师、推销员和演员。在经历种种不如意之后，卡耐基开始了一生的成人教育事业。他曾到过很多城市和学校公开演讲，开设了许多关于人际关系和处世技巧的训练班，他的学生有来自社会各个阶层的人，其中包括州长、市长、总统和其他各类名人。他利用大量普通人不断努力取得成功的故事，通过演讲和著书唤起无数陷入迷惘者的斗志，激励他们取得辉煌的成功。他一生致力于人性问题的研究，运用心理学和社会学知识，对人类共同的心理特点，进行探索和分析，创造并发展出一套独特的融演讲、推销、为人处世、智能开发于一体的成人教育方式。他以超人的智慧、严谨的思维，在道德、精神和行为等方面影响了全世界成千上万人的生活，甚至改变着世界。事实证明，卡耐基教学模式是目前世界上最富成效的方法。卡耐基开创的“人际关系训练班”遍布世界各地，很多人从卡耐基的教育中获益，他们从中汲取力量，从而改变自己的生活，开创崭新的人生。

卡耐基在实践的基础上撰写而成的励志著作，是 20 世纪最畅销的图书。他的主要励志类著作有《沟通的艺术》、《人性的弱点》、《人性的优点》、《美好的人生》、《快乐的人生》、《伟大的人物》和《人性的光辉》。这些著作一经出版，立即风靡全球，先后被译成几十种文字，被誉为“人类出版史上的奇迹”。

在中国，卡耐基励志作品同样受到广大读者的喜爱，他的主要作品都



有中译本出版。目前，国内出版的卡耐基励志作品，主要的出版形式有两种：一种是中文翻译版，另一种是中英文对照版。而其中的中英文对照读本比较受读者的欢迎，这主要是得益于中国人热衷于学习英文的大环境。而从英文学习的角度来看，直接使用纯英文的学习资料更有利于英语学习。考虑到对英文内容背景的了解有助于英文阅读，使用中文导读应该是一种比较好的方式，也可以说是该类型书的第三种版本形式。采用中文导读而非中英文对照的方式进行编排，这样有利于国内读者摆脱对英文阅读依赖中文注释的习惯。基于这个原因，我们决定编译“卡耐基励志作品系列”丛书，该系列丛书收入了卡耐基的《人性的弱点》、《人性的优点》和《沟通的艺术》三部经典之作，并采用中文导读英文版的形式出版。在中文导读中，我们尽力使其贴近原作的精髓，也尽可能保留原作的叙述主线。我们希望能够编出为当代中国读者所喜爱的经典读本。读者在阅读英文故事之前，可以先阅读中文导读内容，这样有利于了解故事背景，从而加快阅读速度。我们相信，该经典著作的引进对提高当代中国读者，特别是青少年读者的科学素养和人文修养是非常有帮助的。

本书主要内容由王勋、纪飞编译。参加本书故事素材搜集整理及编译工作的还有郑佳、刘乃亚、赵雪、熊金玉、李丽秀、熊红华、王婷婷、孟宪行、胡国平、李晓红、贡东兴、陈楠、邵舒丽、冯洁、王业伟、徐鑫、王晓旭、周丽萍、熊建国、徐平国、肖洁、王小红等。限于科学、人文素养和英语水平，书中难免会有不当之处，衷心希望读者朋友批评指正。



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## 第1章 “如果想要采蜜， 就勿踢翻蜂箱”

Chapter 1 “If You Want to Gather Honey, Don't Kick over the Beehive”



1931年春天的纽约，发生了一场前所未有的搜捕行动，“双枪”克罗雷被包围在他情人的公寓内，警察在屋顶开了几个洞，试图用催泪瓦斯将他熏出来，随后又在四周架起了机关枪，经过一个多小时的激烈枪战，克罗雷被缉拿归案。警察局局长称他为纽约历史上最危险的罪犯之一。

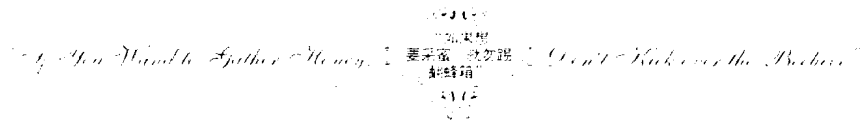
而克罗雷怎么看待自己呢？他留下了一封公开信，说自己拥有一颗疲惫的心，而这颗心是仁慈的，不忍伤害任何人。而不久之前，当他与女朋友在公路上调情时，一位警察要求他出示驾照。他不由分说，拔出手枪开始射击，警察应声倒地，他又跳出汽车，捡起警察的手枪朝尸体放了一枪。

克罗雷最终被判处电刑，他不相信自卫会导致这样的结果，他自始至终没有丝毫的自责。

美国最臭名远扬的公敌奥尔·克邦，曾经是芝加哥最凶恶的匪首，自称将一生最美好的岁月奉献给了人们，他让别人生活得更加轻松和愉快，而自己却忍受了辱骂和追捕。总而言之，他相信自己是被误会的大恩人。

我曾和纽约的新新监狱长有过通信交流，他说那里的犯人承认自己是坏人的屈指可数，他们有充分的借口为自己辩护，并且证明自己不应该被投入监狱。

作为华梅内克百货公司的创始人，华梅内克早就明白，大声斥责别人是愚蠢的行为！因为批评没有任何作用，反而使人竭尽全力地为自己辩护；



批评也具有危险性，容易伤害人们宝贵的自尊，从而激起他的不满情绪。

正如伟大的心理学家塞尔叶所说：人们总是渴望获得赞许而惧怕谴责。是的，批评引起的怨恨可以使所有人士气低落。约翰斯顿是一家工程公司的安全协调员，凡发现工人野外施工时不戴安全帽，他就拿出规章制度来警告他们必须遵守，尽管工人们勉强服从了，但等他一离开，就会摘掉安全帽。于是，他决定尝试另一种方式，再看到工人不戴安全帽时，就询问是不是帽子大小不合适或者戴着不舒服，并以愉快的口气提醒他们安全帽可以保护他们不受伤害，结果遵从的工人人数大大增加，且没有引起任何的怨恨。

批评无济于事，这样的例子在历史上比比皆是。当年西奥多·罗斯福和塔夫脱总统之间发生了一场著名的争论，最终分裂了共和党，使民主党的威尔逊得以趁机入主白宫。老罗斯福帮助塔夫脱成为继任总统后去非洲打猎，待他回来时，谴责塔夫脱的政策因循守旧，谋求第三次担任总统，因此组建了公廨党，最终导致了共和党在选举中遭遇惨败——仅仅赢得两个州的支持。而塔夫脱面对老罗斯福的谴责也显得十分委屈，他不明白自己为什么错了。

还有一桩蒂波特山的石油丑闻。哈定总统的内政部长福尔被委派管理这块供给海军使用的石油保留地。福尔部长不经竞标就将合同直接给了好友多希尼，并且驱逐了所有的竞争者，而好友因此赠给他十万美元的“贷款”。于是那些竞争者冲进法庭，揭发了这桩丑闻，导致了哈定政府的垮台，福尔也被投进监狱，然而他从来没有后悔过。有人说哈定总统之死是朋友出卖所致，福尔的妻子听罢失声痛哭，她相信丈夫无论面临怎样的诱惑都不会出卖任何人，反而一口咬定丈夫被别人出卖了。

人的天性就是如此，犯错者只会责备别人，而不责怪自己。

美国有史以来最完美的领袖林肯的成功秘诀是什么呢？我在《不为人知的林肯》一书里对他的人格和家庭生活做了细致彻底的研究，发现林肯也很喜欢批评人，年轻时曾经赋诗写信去奚落别人，即使成为律师后，也常常在报纸上发表文章公开抨击对手。曾因在报纸上发表匿名信讥讽一名政客，引起对方的愤怒，最终查出作者是林肯，于是政客准备与他进行生死决斗，最终在别人的调解下才没能付诸实施。从此之后，林肯吸取了教训，再也没有写过侮辱性的信件，也从来没有批评过任何人。即使南北战争期间，他派出的将领一次次遭遇惨败，引起全国的抗议，他也能平心静气地表示不予评论。在葛底斯堡战役中，李将军南撤途中，大雨引发河流暴涨，无法通行，而北方军队紧追不舍，李将军穷途末路，很有可能被俘

获，然后彻底结束这场战争。林肯满怀希望要求米德马上进攻，但米德将军先是召开军事会议，又举棋不定，利用各种借口拒绝进攻，最终李将军趁河水退去之机渡河逃逸。林肯极度痛苦失望，给米德写了一封严厉的指责信，但没有寄出去，这封信直到整理他的遗物才被人发现。林肯写完信后，也许在想，米德当时的处境可能不允许他发动进攻；如果发出这封信，只会引发无止尽的辩护，但已经不可能改变现实了。

本杰明·富兰克林年轻时并不是个聪明的人，只是与人打交道时十分圆融，后来被任命为美国驻法大使，他的成功秘诀就是绝不说任何人的坏话，只会说别人的优点。

任何傻瓜都会批评、指责和抱怨，但理解和宽恕则考验一个人的人品和自制力。

著名的试飞员胡佛经常在各种航空展览中做飞行表演，但有一次完成表演返回的途中，飞机引擎突然停止运转，技术娴熟的他成功地使飞机着陆，虽然人未受伤，但飞机严重损坏。他检查燃料后发现机械师所装的是喷气机燃料，而不是汽油。他见到机械师时，对方难过得泪流满面，因为他的失误不仅毁损了昂贵的飞机，而且差点使人命丧黄泉。但胡佛没有批评他，而是抱住他的肩膀说：我相信你不会再犯错误，并且邀请他保养自己的新战机。

不要指责他人，而要尽力地理解他们，设法明白他们那样做的原因。这要比单纯的批评更加有效，而且会产生同情、宽容和友善的温情。

第一项原则：不要批评、指责和抱怨。

On May 7, 1931, the most sensational manhunt New York City had ever known had come to its climax. After weeks of search, "Two Gun" Crowley—the killer, the gunman who didn't smoke or drink—was at bay, trapped in his sweetheart's apartment on West End Avenue.

One hundred and fifty policemen and detectives laid siege to his top-floor hideaway. They chopped holes in the roof; they tried to smoke out Crowley, the "cop killer," with teargas. Then they mounted their machine guns on surrounding buildings, and for more than an hour one of New York's fine residential areas reverberated with the crack of pistol fire and the rut-tat-tat of

machine guns. Crowley, crouching behind an over-stuffed chair, fired incessantly at the police. Ten thousand excited people watched the battle. Nothing like it ever been seen before on the sidewalks of New York.

When Crowley was captured, Police Commissioner E. P. Mulrooney declared that the two-gun desperado was one of the most dangerous criminals ever encountered in the history of New York. "He will kill," said the Commissioner, "at the drop of a feather".

But how did "Two Gun" Crowley regard himself? We know, because while the police were firing into his apartment, he wrote a letter addressed "To whom it may concern," And, as he wrote, the blood flowing from his wounds left a crimson trail on the paper. In this letter Crowley said: "Under my coat is a weary heart, but a kind one—one that would do nobody any harm."

A short time before this, Crowley had been having a necking party with his girl friend on a country road out on Long Island. Suddenly a policeman walked up to the car and said: "Let me see your license."

Without saying a word, Crowley drew his gun and cut the policeman down with a shower of lead. As the dying officer fell, Crowley leaped out of the car, grabbed the officer's revolver, and fired another bullet into the prostrate body. And that was the killer who said: "Under my coat is a weary heart, but a kind one — one that would do nobody any harm."

Crowley was sentenced to the electric chair. When he arrived at the death house in Sing Sing, did he say, "This is what I get for killing people"? No, he said: "This is what I get for defending myself."

The point of the story is this: "Two Gun" Crowley didn't blame himself for anything.

Is that an unusual attitude among criminals? If you think so, listen to this:

"I have spent the best years of my life giving people the lighter pleasures, helping them have a good time, and all I get is abuse, the existence of a hunted man."

That's Al Capone speaking. Yes, America's most notorious Public Enemy—the most sinister gang leader who ever shot up Chicago. Capone didn't condemn himself. He actually regarded himself as a public benefactor—an unappreciated and misunderstood public benefactor.

And so did Dutch Schultz before he crumpled up under gangster bullets in Newark. Dutch Schultz, one of New York's most notorious rats, said in a newspaper interview that he was a public benefactor. And he believed it.

I have had some interesting correspondence with Lewis Lawes, who was warden of New York's infamous Sing Sing prison for many years, on this subject, and he declared that "few of the criminals in Sing Sing regard themselves as bad men. They are just as human as you and I. So they rationalize, they explain. They can tell you why they had to crack a safe or be quick on the trigger finger. Most of them attempt by a form of reasoning, fallacious or logical, to justify their antisocial acts even to themselves, consequently stoutly maintaining that they should never have been imprisoned at all."

If Al Capone, "Two Gun" Crowley, Dutch Schultz, and the desperate men and women behind prison walls don't blame themselves for anything — what about the people with whom you and I come in contact?

John Wanamaker, founder of the stores that bear his name, once confessed: "I learned thirty years ago that it is foolish to scold. I have enough trouble overcoming my own limitations without fretting over the fact that God has not seen fit to distribute evenly the gift of intelligence."

Wanamaker learned this lesson early, but I personally had to blunder through this old world for a third of a century before it even began to dawn upon me that ninety-nine times out of a hundred, people don't criticize themselves for anything, no matter how wrong it may be.

Criticism is futile because it puts a person on the defensive and usually makes him strive to justify himself. Criticism is dangerous, because it wounds a person's precious pride, hurts his sense of importance, and arouses resentment.

B. F. Skinner, the world-famous psychologist, proved through his experiments that an animal rewarded for good behavior will learn much more rapidly and retain what it learns far more effectively than an animal punished for bad behavior. Later studies have shown that the same applies to humans. By criticizing, we do not make lasting changes and often incur resentment.

Hans Selye, another great psychologist, said, "As much as we thirst for approval, we dread condemnation."

The resentment that criticism engenders can demoralize employees, family members and friends, and still not correct the situation that has been condemned.

George B. Johnston of Enid, Oklahoma, is the safety coordinator for an engineering company. One of his responsibilities is to see that employees wear their hard hats whenever they are on the job in the field. He reported that whenever he came across workers who were not wearing hard hats, he would tell them with a lot of authority of the regulation and that they must comply. As a result he would get sullen acceptance, and often after he left, the workers would remove the hats.

He decided to try a different approach. The next time he found some of the workers not wearing their hard hat, he asked if the hats were uncomfortable or did not fit properly. Then he reminded the men in a pleasant tone of voice that the hat was designed to protect them from injury and suggested that it always be worn on the job. The result was increased compliance with the regulation with no resentment or emotional upset.

You will find examples of the futility of criticism bristling on a thousand pages of history. Take, for example, the famous quarrel between Theodore Roosevelt and President Taft — a quarrel that split the Republican party, put Woodrow Wilson in the White House, and wrote bold, luminous lines across the First World War and altered the flow of history. Let's review the facts quickly. When Theodore Roosevelt stepped out of the White House in 1908, he supported Taft, who was elected President. Then Theodore Roosevelt went off to Africa to shoot lions. When he returned, he exploded. He denounced Taft for his conservatism, tried to secure the nomination for a third term himself, formed the Bull Moose party, and all but demolished the G.O.P. In the election that followed, William Howard Taft and the Republican party carried only two states — Vermont and Utah. The most disastrous defeat the party had ever known.

Theodore Roosevelt blamed Taft, but did President Taft blame himself? Of course not, with tears in his eyes, Taft said: “I don't see how I could have done any differently from what I have.”

Who was to blame? Roosevelt or Taft? Frankly, I don't know, and I don't

care. The point I am trying to make is that all of Theodore Roosevelt's criticism didn't persuade Taft that he was wrong. It merely made Taft strive to justify himself and to reiterate with tears in his eyes: "I don't see how I could have done any differently from what I have."

Or, take the Teapot Dome oil scandal. It kept the newspapers ringing with indignation in the early 1920s. It rocked the nation! Within the memory of living men, nothing like it had ever happened before in American public life. Here are the bare facts of the scandal: Albert B. Fall, secretary of the interior in Harding's cabinet, was entrusted with the leasing of government oil reserves at Elk Hill and Teapot Dome — oil reserves that had been set aside for the future use of the Navy. Did secretary Fall permit competitive bidding? No sir. He handed the fat, juicy contract outright to his friend Edward L. Doheny. And what did Doheny do? He gave Secretary Fall what he was pleased to call a "loan" of one hundred thousand dollars. Then, in a high-handed manner, Secretary Fall ordered United States Marines into the district to drive off competitors whose adjacent wells were sapping oil out of the Elk Hill reserves. These competitors, driven off their ground at the ends of guns and bayonets, rushed into court — and blew the lid off the Teapot Dome scandal. A stench arose so vile that it ruined the Harding Administration, nauseated an entire nation, threatened to wreck the Republican party, and put Albert B. Fall behind prison bars.

Fall was condemned viciously — condemned as few men in public life have ever been. Did he repent? Never! Years later Herbert Hoover intimated in a public speech that President Harding's death had been due to mental anxiety and worry because a friend had betrayed him. When Mrs. Fall heard that, she sprang from her chair, she wept, she shook her fists at fate and screamed: "What! Harding betrayed by Fall? No! My husband never betrayed anyone. This whole house full of gold would not tempt my husband to do wrong. He is the one who has been betrayed and led to the slaughter and crucified."

There you are; human nature in action, wrongdoers, blaming everybody but themselves. We are all like that. So when you and I are tempted to criticize someone tomorrow, let's remember Al Capone, "Two Gun" Crowley and Albert Fall. Let's realize that criticisms are like homing pigeons. They always return

home. Let's realize that the person we are going to correct and condemn will probably justify himself or herself, and condemn us in return; or, like the gentle Taft, will say: "I don't see how I could have done any differently from what I have."

On the morning of April 15, 1865, Abraham Lincoln lay dying in a hall bedroom of a cheap lodging house directly across the street from Ford's Theater, where John Wilkes Booth had shot him. Lincoln's long body lay stretched diagonally across a sagging bed that was too short for him. A cheap reproduction of Rosa Bonheur's famous painting The Horse Fair hung above the bed, and a dismal gas jet flickered yellow light.

As Lincoln lay dying, Secretary of War Stanton said, "There lies the most perfect ruler of men that the world has ever seen."

What was the secret of Lincoln's success in dealing with people? I studied the life of Abraham Lincoln for ten years and devoted all of three years to writing and rewriting a book entitled Lincoln the Unknown. I believe I have made as detailed and exhaustive a study of Lincoln's personality and home life as it is possible for any being to make. I made a special study of Lincoln's method of dealing with people. Did he indulge in criticism? Oh, yes. As a young man in the Pigeon Creek Valley of Indiana, he not only criticized but he wrote letters and poems ridiculing people and dropped these letters on the country roads where they were sure to be found. One of these letters aroused resentments that burned for a lifetime.

Even after Lincoln had become a practicing lawyer in Springfield, Illinois, he attacked his opponents openly in letters published in the newspapers. But he did this just once too often.

In the autumn of 1842 he ridiculed a vain, pugnacious politician by the name of James Shields. Lincoln lampooned him through an anonymous letter published in Springfield Journal. The town roared with laughter. Shields, sensitive and proud, boiled with indignation. He found out who wrote the letter, leaped on his horse, started after Lincoln, and challenged him to fight a duel. Lincoln didn't want to fight. He was opposed to dueling, but he couldn't get out of it and save his honor. He was given the choice of weapons. Since he had very long arms, he chose cavalry broadswords and took lessons in sword