

EVERYDAY ENGLISH SNACK
SCROLLS FOR SUCCESS

每天读点英文 羊皮卷全集

郝险峰◎主编

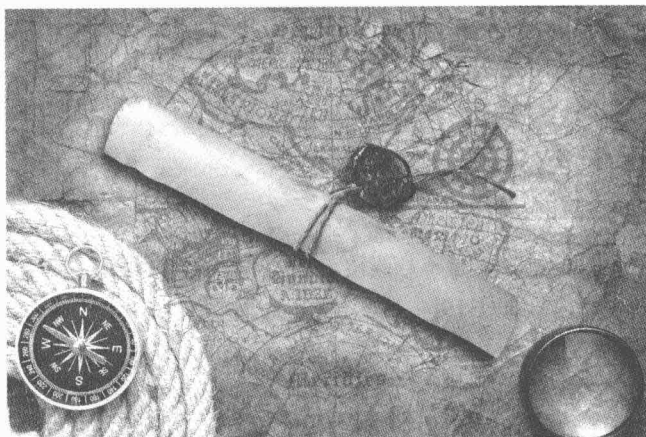
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每天读点英文 羊皮卷全集



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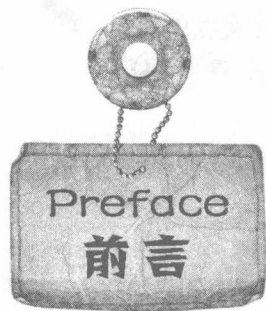
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当今社会已经步入快速发展的多元化时代,世界瞬息万变,机会俯拾即是,传统面临挑战,人们更崇尚个性的张扬。在这样的时代里,成功并不是少数人的专利,任何一个普通人只要悉心努力,追求上进,把握好时机,找到适合自己的成功之路并不是件难事。

本书从全世界广为流传的 20 本成功学经典著作中精选出每本书最精彩的章节,介绍给读者。这些书的作者本身也都是典型的成功人士,他们一生致力于对成功规律的探索,为全世界渴望成功的人们贡献出自己对成功的理解和经验之谈。如果你能细心研读、仔细品味,并选择适合自己的方式身体力行,则不但能提高自身修养,而且能少走弯路,快速迈向成功和致富的康庄大道。

同时,本书也是英语学习者的良师益友,一些经典章节不但原文琅琅上口,译文也很适合诵读。所选的章节语言优美、内涵丰富,非常适合英语爱好者研读,对翻译学习者提高翻译技艺也颇有助益。

以下是对所选 20 本书的概要介绍:

《人性的弱点》是美国成功学大师、“成人教育之父”戴尔·卡耐基的著作,他通过对人性的深刻洞察,帮助人们解决生活中面临的各种问题,教我们如何为人处事、提高个人能力、更好地融入社会,在让他人感觉幸福的同时,也使自己获得幸福和成功。

在《人性的优点》一书中,卡耐基深入揭示了人类共同的心理特性,教我们如何认识自己、相信自己、克服“忧虑”,从而创造幸福美好的人生。

《致加西亚的信》作者是美国著名作家、出版家、Roycrofters 公司的创始人和总裁埃尔伯特·哈伯德。该书讲述了一个从英雄故事引发出来的成功模式,其中传达的勤奋、敬业、服从、忠诚、主动等理念深刻影响了人们对于职业的认识,给个人、企业乃至整个社会都能带来极大的价值。

《富兰克林自传》是富兰克林的回忆录,该书是富兰克林对自己人生感悟的总结,叙述了他艰苦创业、自学成才、坚持不懈的奋斗历程。

《罗素快乐智慧书》的作者罗素是英国哲学家、逻辑学家、数学家、历史学家和社会评论家。该书探讨了现实社会中人们面临的种种压力的根源,帮助人们摆脱思想上的痛苦,拥有找到快乐的智慧。

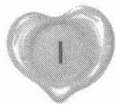
《培根散文集》集中反映了英国哲学家弗朗西斯·培根的人生哲学,其内容涉及政治、哲学、爱情、友谊、教育、伦理等处世之道。

《世界上最伟大的推销员》是美国家喻户晓的商界英雄奥格·曼迪诺根据自己的亲身经历和体验完成的经典之作。他建议人们对书中十册羊皮卷长期反复诵读,以培养自己的潜意识,使之转化为终生受益的良好习惯。

《世界上最神奇的 24 堂课》一书以授课的形式传授美国著名作家、商人查尔斯·哈奈尔的思想。该书引导人们正确地发展与使用精神力量,并以此开启人们在能量、行为、和谐、健康、爱、幸福等诸多方面的大门。

《如何度过一天的 24 小时》是英国著名小说家阿诺德·贝内特的经典短篇作品,书中建议人们合理规划每天的 24 小时,依靠更有效地利用时间来提高自己的生活质量,创造出“每日的奇迹”。

《智慧书》作者巴尔塔沙·格拉西安的思想对许多欧洲著名道德伦理学家、德国 17 至 18 世纪的宫廷文学和 19 世纪的哲学都产生过重要影响。在该书中,作者以其独有的睿智和洞察力,提出达到个





人成就和职业成功的必备素质,论述内容涉及友情、道德、领导能力以及情绪的控制等方方面面,为追求个人成功的同时也崇尚道德升华的人提供了很好的参照。

《钻石宝地》是美国演讲家、教育家拉塞尔·H·康维尔的一篇极为著名的讲稿,它引领人们要善于发现自己的潜能,善于抓住机会,不要忽略自己的优势而去追逐飘渺的幻想,只要有心,身边随处都有看似平凡却能创造财富的东西。

《思考致富》是美国成功学创始人、励志专家拿破仑·希尔最具代表性和最受欢迎的成功学经典,它指出一个人要想致富,先要有想象力、欲望、信心、坚持、自我暗示等,这是一个有机的整体和过程。想要成功,得先经过精心的策划;成功要基于追求成功的动机。

《失落的致富经典》是美国成功学先驱华勒思·华特斯的作品。该书详细阐述了致富的科学,认为致富要遵循一定的法则,该法则控制着获得财富的整个过程,并提倡人们通过改变心态、树立坚定的信念、相信自己能通过思考和接受,成功致富。

《巴比伦富翁的秘密》一书囊括了出版家乔治·克拉森的理财之道,介绍了脱贫致富的七大秘诀,帮助人们通过理财方式使财富发挥更大的作用。

《伟大的励志书》是成功商人、励志作家奥里森·斯威特·马登的畅销作品,该书倡导人们:良好的个性与品格是缔造成功的基础,通过不断自我学习、自我激励,加上克服困难的勇气和决心,以及积极进取的生活态度和脚踏实地的努力,普通人也完全有可能获得财富与成功。

《唤起心中的巨人》一书旨在帮助人们找到发挥自身潜能的方法,激励人们去实现人生梦想,同时教会人们如何控制自己的情绪,如何实现改变,并最终获得巨人般的灿烂生活。作者安东尼·罗宾斯是美国著名心理学专家以及个人、事业和组织问题的协调人。

《自己拯救自己》的作者塞缪尔·斯迈尔斯是英国19世纪著名的社会改革家、道德教育家和散文随笔作家,并被公认为现代成功学的鼻祖。该书列举了许多历史名人生动翔实的事例,论述了一个人的幸福与成功得益于对自身的培养和塑造,奉劝世人要树立正确的人生观和价值观,使自己具备勤勉、勇气、信念、自省等良好的素养。

《思考的人》是英国作家詹姆斯·艾伦的著作,该书以简约的语言、形象的比喻、精辟的阐释,说明了人的思想和人格的关系、思想和外部环境的关系,强调人就是自身思想的产物。人们只有精心呵护心灵的花园,才能结出美丽的人性的花朵。

《获取成功的精神因素》一书的作者克莱门特·斯通和拿破仑·希尔向我们展示了如何运用积极的心态处理问题和摆脱困境,并介绍了十七条成功法则及致富捷径,阐述了高尚的情操对成功的重要性,激励人们积极地进行思考,并永远保持积极的心态。

《积极思考的力量》一书作者诺曼·文森特·皮尔是美国著名的教育家、演说家和作家。该书列举了许多实例证明“积极思考”的神奇效果,倡导人们在面对挫折和困境时,不要气馁,要通过积极思考挖掘生命的潜力,从而逐渐走出僵局和困境,重新焕发生命的活力。

这些传世的励志之作已在全世界盛行多年,为使国内读者能更好地领会这些经典英文原著中的最精彩部分,我们力图使译文做到不但达意,而且要充分展现出原作者的文采风格,使读者充分感受语言大师们丰富的想象力和流光溢彩的表现力,在受教益的同时,也有助于英语水平的提高。

编者
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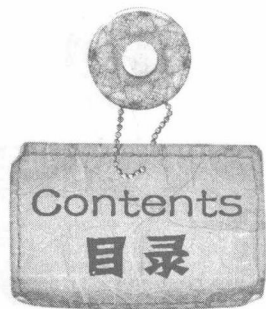
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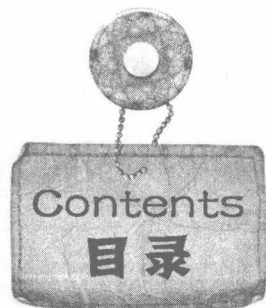
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戴尔·卡耐基(1888—1955),美国作家,讲演家,伟大的成功学大师,美国现代成人教育之父。

卡耐基于1888年出生于密苏里州玛丽维尔附近的一个小市镇。父亲经营一个小小的农场,家境贫寒,卡耐基很小就不得不一边帮大人干农活,一边求学。卡耐基是一个天性忧郁的孩子,脑子里时常被各种各样的问题困扰。1904年,卡耐基高中毕业后就读于密苏里州华伦斯堡州立师范学院。毕业后做过推销员、演员,后来卡耐基喜爱上了讲演,在12次失败之后,他终于在1906年获得了勒伯第青年演说家奖。这次获胜,对他的一生产生了非同小可的影响。1912年,卡耐基基于自己的教学理念创立了一套包括自我提高、销售技巧、企业培训、公共讲演以及人际交往为主要内容的培训课程,影响了许多人。随着时间的推移,他开设的课程遍布80多个国家,800多万人接受了卡耐基的培训。他以超人的智慧、严谨的思维,从心理学和社会学的角度对人的行为进行分析,为人们提供指导,帮助无数人摆脱了人生的困境,走出低谷,获得了成功。卡耐基主要代表作有:《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》、《友谊的秘密》、《人性的光辉》、《卡耐基人际关系学》等。这些书出版之后,深受读者的喜爱,先后被译成几十种文字,在世界各地广为流传。

《人性的弱点》是成功学中的思想精华,帮助读者解决生活中面临的最大问题:如何在日常生活与社会交往中与人打交道,并有效地影响他人;如何摆脱忧虑,以创造幸福美好的人生;这些问题的解决必将帮助新世纪的人们获得更美好的人生,帮助人们到达成功的巅峰。



Six Ways to Make People Like You

让人们喜欢你的六种方法

1. Do This and You'll Be Welcome Anywhere

Principle 1—Become **genuinely**⁽¹⁾ interested in other people.

A show of interest, as with every other principle of human relations, must be sincere. It must pay off not only for the person showing the interest, but for the person receiving the attention. It is a two-way street—both parties benefit.

2. A Simple Way to Make a Good First Impression

Principle 2—Smile.

Your smile is a messenger of your good will. Your smile brightens the lives of all who see it. To someone who has seen a dozen people frown, scowl or turn their faces away, your smile is like the sun breaking through the clouds. Especially when that someone is under pressure from his bosses, his customers, his teachers or parents or children, a smile can help him realize that all is not hopeless—that there is joy in the world.

3. If You Don't Do This, You Are Headed for Trouble

Principle 3—Remember that a person's name is to that person the sweetest and most important sound in any language.

1. 如果这样做,你将到处受欢迎

法则1:真诚地关心他人。

对别人的事情所表现出的兴趣必须是真诚的,这与任何其他的人际交往原则是一样的。无论对于表现出兴趣的一方,还是被关注的一方,这都是有益的,是一条双赢的法则。

2. 留下良好第一印象的简单方法

法则2:微笑。

微笑可以传递友好的信息,可以照亮每个人的生活。如果看多了愁眉不展、冷若冰霜的表情,一个微笑就好像阳光,可以穿透层层乌云。特别是对于一个处于老板、客户、老师、家长或子女压力之下的人,一个微笑可以让他看到这世界还有希望,看到这世上还有欢乐。

3. 如果不这样做,你就会有麻烦

法则3:要记住,对于一个人来讲,他(她)的名字是用任何语言所能呼唤出的最甜蜜、最重要的声音。

[1] genuinely adv. 真诚地,诚实地

We should be aware of the magic contained in a name and realize that this single item is wholly and completely owned by the person with whom we are dealing and nobody else. The name sets the individual apart; it makes him or her unique among all others. The information we are **imparting**^[1] or the request we are making takes on a special importance when we approach the situation with the name of the individual. From the waitress to the senior executive, the name will work magic as we deal with others.

4. An Easy Way to Become a Good Conversationalist

Principle 4—Be a good listener. Encourage others to talk about themselves.

If you aspire to be a good conversationalist, be an attentive listener. To be interesting, be interested. Ask questions that other persons will enjoy answering. Encourage them to talk about themselves and their accomplishments.

Remember that the people you are talking to are a hundred times more interested in themselves and their wants and problems than they are in you and your problems. A boil on one's neck interests one more than forty earthquakes in Africa. Think of that the next time you start a conversation.

5. How to Interest People

Principle 5—Talk in terms of the other person's interests.

Talking in terms of the other person's interests pays off for both parties. Howard Z. Herzig, a leader in the field of employee communications, has always followed this principle. When asked what reward he got from it, Mr. Herzig responded that he not only received a different reward from each person but that in general the reward had been an enlargement of his life each time he spoke to someone.

我们要认识到一个人的名字中所蕴含的魔力,这是与我们打交道的人唯一的、独有的标志。人名把不同的人区分开来,使得他或者她与众不同。当我们心中有了这个人的名字,我们传递的信息或者提出的要求就具有了特别重要的意义。当我们与他人相处时,无论这个人和服务员还是企业高管,人名都会带来奇迹。

4. 成为健谈者的简单方法

法则4:做个好的倾听者,鼓励他人谈论他们自己的事。

如果你渴望成为一个健谈的人,首先要做一个好的倾听者。想使自己有趣,就要对别人感兴趣。问一些别人喜欢答的问题,鼓励他们谈论自己的事情和已取得的成就。

要记住,与你谈话的人对自己的需求、自己的问题以及对他们本人远比你以及你的问题感兴趣得多。一个人对自己脖子上的烫伤比对非洲的四十次地震还要感兴趣。下次你在交谈时,好好想想这一点。

5. 怎样让别人感兴趣

法则5:注意他人的兴趣点。

注意他人的兴趣点可以使谈话的双方都受益。雇员交流领域的领军人物霍华德·Z·赫兹格一直在遵循这个原则。当被问及这样做的好处时,赫兹格先生回答表示,他不仅从每个交谈者那里得到不同的回报,而且从整体上讲,每次交谈都扩大了他的视野。

.....
[1] impart v. 传授,告知

6. How to Make People Like You Instantly

Principle 6—Make the other person feel important—and do it sincerely.

“Talk to people about themselves,” said Disraeli, one of the shrewdest men who ever ruled the British Empire. “Talk to people about themselves and they will listen for hours.”

6. 怎样让人马上喜欢你

法则 6: 让别人感到他(她)很重要, 而且要做得真诚。

曾经统治英帝国的最精明的国王之一迪斯雷利曾说过: “与人交谈时, 要谈论他们自己的事情。只要是谈论他们自己的事情, 就算听几个小时他们也愿意。”

How to Win People to Your Way of Thinking

怎样使人同意你的观点

1. You Can't Win an Argument

Principle 1—The only way to get the best of an argument is to avoid it.

Nine times out of ten, an argument ends with each of the contestants more firmly convinced than ever that he is absolutely right.

You can't win an argument. You can't because if you lose it, you lose it; and if you win it, you lose it. Why? Well, suppose you triumph over the other man and shoot his argument full of holes and prove that he is **non compos mentis**^[1]. Then what? You will feel fine. But what about him? You have made him feel inferior. You have hurt his pride. He will resent your triumph. And—*A man convinced against his will is of the same opinion still.*

2. A Sure Way of Making Enemies—and How to Avoid It

Principle 2—Show respect for the other person's opinions. Never say, “You're wrong.”

1. 不要在辩论中得胜

法则 1: 在辩论中占上风的唯一方法就是避开它。

在一场辩论结束时, 参加辩论的人十有八九会更加确信自己是完全正确的。

你不可能真正赢得一场辩论, 因为在辩论中无论输赢, 你都输了。为什么? 试想如果你在辩论中占了上风, 攻击对方漏洞百出, 证明对方缺乏理智。那又如何? 你会感觉良好。可是他会怎样? 你让对方觉得自卑, 你伤害了他的自尊。他会因你取胜而徒增怨恨。另外要记住——口服心不服, 并不是真正服。

2. 一定会树敌的做法以及如何避免树敌

法则 2: 尊重他人的观点, 永远不要说: “你错了。”

[1] non compos mentis [拉] 精神失常的, 精神不健全的

When we are wrong, we may admit it to ourselves. And if we are handled gently and **tactfully**^[1], we may admit it to others and even take pride in our frankness and broad-mindedness. But not if someone else is trying to ram the **unpalatable**^[2] fact down our esophagus.

3. If You're Wrong, Admit It

Principle 3—If you are wrong, admit it quickly and **emphatically**^[3].

There is a certain degree of satisfaction in having the courage to admit one's errors. It not only clears the air of guilt and defensiveness, but often helps solve the problem created by the error.

Any fool can try to defend his or her mistakes—and most fools do—but it raises one above the herd and gives one a feeling of nobility and exultation to admit one's mistakes.

4. A Drop of Honey

Principle 4—Begin in a friendly way.

If a man's heart is **rankling**^[4] with **discord**^[5] and ill feeling toward you, you can't win him to your way of thinking with all the logic in **Christendom**^[6]. Scolding parents and domineering bosses and husbands and **nagging**^[7] wives ought to realize that people don't want to change their minds. They can't be forced or driven to agree with you or me. But they may possibly be led to, if we are gentle and friendly, ever so gentle and ever so friendly.

每当我们犯错误的时候,可能会对自己承认。如果别人对我们的错误以温和、恰当的方法指出,我们也会在别人面前承认错误,并且为自己坦诚的态度、开阔的心胸而感到骄傲。但如果一个人毫不客气地挑出我们的错处,情况就不一样了。

3. 如果你真的错了,那就该承认

法则 3:如果你错了,那就迅速、明确地承认。

如果一个人有勇气承认自己的错误,那他会获得一定程度的满足感。这不仅去除了他的负疚感和自我保护意识,还常常能够解决错误所带来的麻烦。

任何一个愚蠢的人都会努力为自己的错误辩解——而且大多数人都会这么做——然而,承认自己的错误就会让自己出类拔萃,给人一种高尚和愉悦之感。

4. 友好的态度

法则 4:以友好的方式开始与人交往。

如果一个人与你意见不一,对你充满厌恶感,你是不可能用基督教的教义来说服他的。喜欢责备孩子的家长、颐指气使的老板、大男子主义的丈夫和唠叨不停的妻子都应该知道,别人并不想改变他们的想法,你也不能把自己的想法强加于人。但是如果我们态度十分友好、十分温和,也许他们就会。

[1] **tactfully** *adv.* 机智地,得体地

[2] **unpalatable** *adj.* 令人不快的,难以接受的

[3] **emphatically** *adv.* 强调地,明确表示地

[4] **rankle** *v.* 使怨恨

[5] **discord** *n.* 不一致,不和谐

[6] **Christendom** *n.* 基督教徒

[7] **nag** *n.* 唠叨,挑剔

The sun can make you take off your coat more quickly than the wind; and kindness, the friendly approach and appreciation can make people change their minds more readily than all the bluster and storming in the world. Remember what Lincoln said: "A drop of honey catches more flies than a gallon of gall^[1]."

5. The Secret of Socrates

Principle 5—Get the other person saying "yes, yes" immediately.

In talking with people, don't begin by discussing the things on which you differ. Begin by emphasizing—and keep on emphasizing—the things on which you agree. Keep emphasizing, if possible, that you are both striving for the same end and that your only difference is one of method and not of purpose.

6. The Safety Valve in Handling Complaints

Principle 6—Let the other person do a great deal of the talking.

Even our friends would much rather talk to us about their achievements than listen to us boast about ours. La Rochefoucauld, the French philosopher, said: "If you want enemies, excel your friends; but if you want friends, let your friends excel you."

Why is that true? Because when our friends excel us, they feel important; but when we excel them, they—or at least some of them—will feel inferior and envious.

7. How to Get Cooperation

Principle 7—Let the other person feel that the idea is his or hers.

与凛冽的寒风相比,温暖的阳光能让人更快地脱掉衣衫;与怒号的风暴相比,友善的态度和真诚的欣赏也能更快地让人发生改变。记住林肯说过的话:“一滴蜂蜜比一桶胆汁能捕捉更多的苍蝇。”

5. 苏格拉底的秘密

法则5:要让对方很快地说“是,是”。

与人交谈时,不要开始就谈彼此意见不一的事情,不妨谈谈彼此都赞同的事情。如果可能,尽量强调你们谈论的事情结果相同,唯一的不同是方法而非目的。

6. 应对抱怨的安全手法

法则6:尽量让别人有更多的说话机会。

即使是我们的朋友,也更愿意谈论自己的成就,而不愿听我们吹嘘我们的事。法国哲学家拉·罗什福科曾说过,“如果你想要敌人,那就超越他们;如果想要朋友,那就让你的朋友超越你。”

为什么这样做是正确的呢?因为,当我们的朋友超越我们的时候,他们觉得自己很了不起;但当我们的朋友超越他们时,或者至少超越了一些人,他们就会觉得不如你,从而心怀嫉妒。

7. 如何让人与你合作

法则7:让别人觉得这是他的意念。

[1] gall n. 胆汁

Letting the other person feel that the idea is his or hers not only works in business and politics, it works in family life as well.

Twenty-five centuries ago, Lao-tse, a Chinese sage, said some things that readers of this book might use today: "The reason why rivers and seas receive the homage of a hundred mountain streams is that they keep below them. Thus they are able to reign over all the mountain streams. So the **sage**^[1], wishing to be above men, putteth himself below them; wishing to be before them, he putteth himself behind them. Thus, though his place be above men, they do not feel his weight; though his place be before them, they do not count it an injury."

8. A Formula That Will Work Wonders for You

Principle 8—Try honestly to see things from the other person's point of view.

Remember that other people may be totally wrong. But they don't think so. Don't condemn them. Any fool can do that. Try to understand them. Only wise, tolerant, exceptional people even try to do that.

There is a reason why the other man thinks and acts as he does. Ferret out that reason—and you have the key to his actions, perhaps to his personality. Try honestly to put yourself in his place.

If you say to yourself, "How would I feel, how would I react if I were in his shoes?" you will save yourself time and irritation, for "by becoming interested in the cause, we are less likely to dislike the effect." And, in addition, you will sharply increase your skill in human relationships.

9. What Everybody Wants

Principle 9—Be sympathetic with the other person's ideas and desires.

让别人觉得一个意念属于他自己,这一点不仅在经营企业、政治活动,甚至在家庭生活中也很有用。

2500年前,一位中国的圣人老子说过一句话,本书读者可以加以借鉴。他说:"江海所以能为百谷王者,以其善下之,故能为百谷王。是以圣人欲上民,必以言下之;欲先民,必以身后之。是以圣人处上而民不重,处前而民不害。"

8. 可以为你创造奇迹的致胜法则

法则8:要真诚地以他人的视角来看待问题。

记住,别人也许完全是错的,但他们并不这么认为。因此,不要指责他们,蠢人才会这么做。要试图理解他们,以诚挚的态度做一下换位思考。

一个人的所想所为都有一定的道理。如果找出了其中的原因,就会了解他这么做的动机,也许还会了解他的个性。试着真诚地做一下换位思考。

如果你对自己说,"要是我是他的话,我会怎么想,怎么做?"那么你就为自己节省时间,避免恼怒,因为"了解了行为动机,我们就不大会厌恶其结果。"另外,你也会大大提高自己的人际交往能力。

9. 了解每个人想要的是什么

法则9:赞成他人的观点,了解他们的愿望。

[1] *sage n.* 贤人,圣人

Wouldn't you like to have a magic phrase that would stop arguments, eliminate ill feeling, create good will, and make the other person listen attentively?

Yes? All right. Here it is: "I don't blame you one iota for feeling as you do. If I were you I would undoubtedly feel just as you do."

An answer like that will soften the most cantankerous old cuss alive. And you can say that and be 100 percent sincere, because if you were the other person you, of course, would feel just as he does.

10. An Appeal That Everybody Likes

Principle 10—**Appeal**^[1] to the nobler motives.

People are honest and want to **discharge**^[2] their obligations. The exceptions to that rule are comparatively few, and I am convinced that the individuals who are inclined to **chisel**^[3] will in most cases react favorably if you make them feel that you consider them honest, upright and fair.

11. The Movies Do It. TV Does It. Why Don't You Do It

Principle 11—Dramatize your ideas.

This is the day of dramatization. Merely stating a truth isn't enough. The truth has to be made vivid, interesting, dramatic. You have to use showmanship. The movies do it. Television does it. And you will have to do it if you want attention.

你想找到一句终止争论、消除厌恶感、表达善意并使他人认真倾听的充满魔力的话语吗？

想吗？好吧。这句话就是：“你这么想，我一点都不会责怪你。如果我是你，我肯定也这么觉得。”

一句这样的话足以消弥所有的怨恨。你说这话时要百分之百的真诚，因为如果你是另一个人，肯定会有同样的感受。

10. 人人喜爱的吸引力

法则 10：激发更高尚的动机。

人们很诚实，愿意履行自己的义务。只有少数人有例外。我相信，即使对于喜欢欺骗的人，如果你让他们感觉到你认为他们是诚实公正的，他们也会作出积极的反应。

11. 电影里这么做，电视里这么做，为什么你不能这么做

法则 11：使你的观点戏剧化。

如今是一个戏剧化事物无所不在的时代，仅仅陈述事实是不够的，你还要让事实显得生动、有趣、富有戏剧性。你必须使用演员那一套。电影这么做，电视这么做，而你如果想吸引别人的注意力，也得这么做。

[1] **appeal** *n.* 吸引力
[2] **discharge** *v.* 履行义务

[3] **chisel** *v.* (俚)[欺骗]，骗取

12. When Nothing Else Works, Try This

Principle 12—Throw down a challenge.

That is what every successful person loves: the game. The chance for self-expression. The chance to prove his or her worth, to excel, to win. That is what makes foot-races and hog-calling and pie-eating contests. The desire to excel. The desire for a feeling of importance.

12. 在无技可施时,不妨试试这个

法则 12: 提出一个挑战。

任何一个成功的人都喜爱竞技。因为竞技可以让他表现自己,证明自己的价值,并超越别人,赢得胜利。所以人们创造了各种竞技项目:竞走、唤猪比赛、吃馅饼比赛。这些都是为了满足人们超越别人、让自己显得了不起的愿望。

Be a Leader: How to Change People Without Giving Offense or Arousing Resentment

成为领导者: 怎样改变别人却不会 伤人自尊、招致怨恨

1. If You Must Find Fault, This Is the Way to Begin

Principle 1—Begin with praise and honest appreciation.

A friend of mine was a guest at the White House for a weekend during the administration of Calvin Coolidge. Drifting into the President's private office, he heard Coolidge say to one of his secretaries, "That's a pretty dress you are wearing this morning, and you are a very attractive young woman."

That was probably the most effusive praise Silent Cal had ever bestowed upon a secretary in his life. It was so unusual, so unexpected, that the secretary blushed in confusion. Then Coolidge said, "Now, don't **get stuck up**^[1]. I just said that to make you feel good. From now on, I wish you would be a little bit more careful with your **punctuation**^[2]."

1. 如果你必须要挑出对方的错处,那么就按下面的方法进行

法则 1: 首先真诚地欣赏和夸赞对方。

在加尔文·柯立芝当政时期,我朋友一次周末到白宫做客。当他走近总统私人办公室时,听到柯立芝总统对他的一个秘书说:“你今天穿的衣服很漂亮,真是一位年轻可爱的姑娘。”

平时柯立芝总统沉默寡言,这也许是给予一个女人最热情洋溢的夸赞了。这一切来得很突然、很不平常、完全出乎预料,这位女秘书的脸一下子红了,一时不知该说什么。接着柯立芝说:“嗯,先别高兴。我这么说是为了让你感觉好些,从现在开始,我希望你对标点符号要稍微注意些。”

[1] get stuck up 自命不凡的,翘尾巴

[2] punctuation *n.* 标点,标点符号



His method was probably a bit obvious, but the psychology was superb. It is always easier to listen to unpleasant things after we have heard some praise of our good points.

A barber lathers a man before he shaves him; and that is precisely what McKinley did back in 1896, when he was running for President. One of the **prominent**^[1] Republicans of that day had written a campaign speech that he felt was just a trifle better than Cicero and Patrick Henry and Daniel Webster all rolled into one. With great glee, this chap read his immortal speech aloud to McKinley. The speech had its fine points, but it just wouldn't do. It would have raised a tornado of criticism. McKinley didn't want to hurt the man's feelings. He must not kill the man's splendid enthusiasm, and yet he had to say "no". Note how **adroitly**^[2] he did it.

"My friend, that is a splendid speech, a magnificent speech," McKinley said. "No one could have prepared a better one. There are many occasions on which it would be precisely the right thing to say, but is it quite suitable to this particular occasion? Sound and sober as it is from your standpoint, I must consider its effect from the party's standpoint. Now you go home and write a speech along the lines I indicate, and send me a copy of it."

He did just that. McKinley blue-penciled and helped him rewrite his second speech, and he became one of the effective speakers of the campaign.

Beginning with praise is like the dentist who begins his work with Novocain. The patient still gets a drilling, but the Novocain is painkilling.

2. How to Criticize and Not Be Hated for It

Principle 2—Call attention to people's mistakes indirectly.

他对那位女秘书的做法也许有点太明显了,但很好地把握了人们的心理。当我们先听到别人的称赞,再听到不愉快的话时,就比较容易接受了。

一个理发师给人修面时,总要先涂上一层肥皂水。麦金利在 1896 年竞选总统时,所使用的正是这个策略。一天,一位很出色的共和党议员写了一篇竞选演讲稿,他觉得自己写得甚至比西塞罗、帕特里克·亨利和丹尼尔·韦伯斯特还要好一些。这位老兄得意洋洋地把这篇“不朽”的讲演稿大声地读给麦金利听。这篇演讲稿确实有写得不错的地方,可是却并不适用,它一定会引来如潮的批评。麦金利不想伤害这个人的感情,也绝不能打击这个人的热情,可是他又不得不说“不”。现在你看看他是怎样巧妙地处理这件事的。

麦金利说:“我的朋友,这篇讲演稿写得非常棒,很精彩,没有人能写出比这更棒的讲演稿了。这篇讲稿在很多场合也很适用,但是在咱们这个特殊的场合是不是很合适呢?从你的立场来看,这篇讲稿很有力、很慎重,但是我必须从政党的立场来考虑它可能产生的影响。现在你回去,按照我提的几点再写一篇讲演稿,然后给我一份。”

他照办了。麦金利用蓝铅笔划出了需要改动的部分,以便那个人重新撰写讲稿。而麦金利最终成为了最出色的竞选演讲人之一。

在开始谈话时,先对人加以赞扬,就如牙医给病人治疗前用了麻药。病人仍然需要钻牙,但麻药却减轻了疼痛。

2. 如何批评却不招致怨恨

法则 2: 间接地指出人们的过错。

[1] **prominent** *adj.* 卓越的, 显著的

[2] **adroitly** *adv.* 熟练地, 敏捷地

