

名家经典珍藏版

# 人性的优点全集

(英汉双语)

[美] 戴尔·卡耐基◎著 徐 枫◎译

❖❖❖ HOW TO STOP WORRYING AND START LIVING ❖❖❖



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# 出版说明

人类历史的发展过程也是思想文化不断积累和沉淀的过程。在几千年的人类历史发展长河中，先贤们或在人文社科领域，或在科学技术领域创作出了无数经典名著。这些著作所蕴藏的思想财富和学术价值，早已为世人所熟知，它们无不体现了作者所处的特定时代的思想和文化。通过这些经典名著，读者不仅可以欣赏到流畅的文笔、生动的描述和详细的刻画、深邃的思想，更可以领悟它们各自独特的历史与文化内涵。可以说，这些作品深深地影响了世世代代的读者，也引导着当今的学人以此来充实和丰富自己的头脑。有鉴于此，我们邀请了专门研究世界历史文化的专家学者，精心挑选代表世界历史文化不同领域的经典作品，采取英汉双语对照的形式出版，一方面为读者提供原汁原味的世界经典名著，让读者自由地阅读，在此过程中逐渐提升自己的英语水平；另一方面通过这种阅读，以达到对世界历史文化的整体了解，开阔自己的视野，打开通往世界的心灵之窗，同时又获得思想文化、个人修养、伦理道德等多方面的提升。

我们衷心期待这套书成为大家学习道路上不可或缺的好伙伴！如果您在阅读中发现有疑问或错误之处，请不吝指正，以便我们更加完善这套书。

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## PREFACE How This Book Was Written—and Why

In 1909, I was one of the unhappiest lads in New York. I was selling motor-trucks for a living. I didn't know what made a motor-truck run. That wasn't all: I didn't want to know. I despised my job, I despised living in a cheap furnished room on West Fifty-sixth Street—a room infested with cockroaches. I still remember that I had a bunch of neckties hanging on the walls; and when I reached out of a morning to get a fresh necktie, the cockroaches scattered in all directions. I despised having to eat in cheap, dirty restaurants that were also probably infested with cockroaches.

I came home to my lonely room each night with a sick headache—a headache bred and fed by disappointment, worry, bitterness, and rebellion. I was rebelling because the dreams I had nourished back in my college days had turned into nightmares. Was this life? Was this the vital adventure to which I had looked forward so eagerly? Was this all life would ever mean to me—working at a job I despised, living with cockroaches, eating vile food—and with no hope for the future?...I longed for leisure to read, and to write the books I had dreamed of writing back in my college days.

I knew I had everything to gain and nothing to lose by giving up the job I despised. I wasn't interested in making a lot of money, but I was interested in making a lot of living. In short, I had come to the Rubicon—to that moment of decision which faces most young people when they start out in life. So I made my decision—and that decision completely altered my future. It has made the rest of my life happy and rewarding beyond my most utopian aspirations.

## 序言 克服忧虑，快乐生活

1909年，我是纽约最不开心的年轻人之一。我当时靠推销货车为生。我不了解货车的运转原理。这还不算，我本来就不想了解。我瞧不起我的工作，不愿住在西五十六大街到处都是蟑螂的简陋房间里。我还记得我将一些领带挂在墙上，当我早上伸手去取一条新领带时蟑螂四处逃散的情景。我厌恨每天不得不去那些廉价而肮脏，或许同样是蟑螂横行的饭馆吃饭。

每天晚上，我都会头痛欲裂地回到那冷冷清清的房间——因失望、忧虑、痛苦和抗争而造成的头痛。我之所以抗争，是因为我大学时代的美好梦想已成为噩梦。这就是生活吗？这就是我热切期望的人生冒险吗？对我来说这就是人生的一切吗——干着自己看不上的工作、与蟑螂为伍、吃难以下咽的饭——未来却毫无希望？……我渴望读书的乐趣，渴望写我在大学时代就想写的书。

我知道，放弃我不喜欢的工作什么都不会失去，反而可以获益良多。我并不在意赚大把大把的钱，而喜欢让人生富有意义。总之，我已经破釜沉舟——那一刻是大多数年轻人开始人生之旅时都会面临的。因此，我做出了决定——这个决定完全改变了我的未来。它使我后来的生活变得快乐，而且报酬远远超过我的最高期望。

My decision was this: I would give up the work I loathed; and, since I had spent four years studying in the State Teachers' College at Warrensburg, Missouri, preparing to teach, I would make my living teaching adult classes in night schools. Then I would have my days free to read books, prepare lectures, write novels and short stories. I wanted "to live to write and write to live".

What subject should I teach to adults at night? As I looked back and evaluated my own college training, I saw that the training and experience I had had in public speaking had been of more practical value to me in business—and in life—than everything else I had studied in college all put together. Why? Because it had wiped out my timidity and lack of self-confidence and given me the courage and assurance to deal with people. It had also made clear that leadership usually gravitates to the man who can get up and say what he thinks.

I applied for a position teaching public speaking in the night extension courses both at Columbia University and New York University, but these universities decided they could struggle along somehow without my help.

I was disappointed then—but now I thank God that they did turn me down, because I started teaching in YMCA night schools, where I had to show concrete results and show them quickly. What a challenge that was! These adults didn't come to my classes because they wanted college credits or social prestige. They came for one reason only: they wanted to solve their problems. They wanted to be able to stand up on their feet and say a few words at a business meeting without fainting from fright. Salesmen wanted to be able to call on a tough customer without having to walk around the block three times to get up courage. They wanted to develop poise and self-confidence. They wanted to get ahead in business. They wanted to have more money for their families. And since they were paying

我的决定是这样的：放弃我厌倦的工作；而且，既然我在密苏里州华伦斯堡州立师范学院读了四年书，并准备去教书，那我可以去夜校教成人课程来谋生。然后我白天就有时间读书、备课，写小说和短篇故事。我希望“为写作而活着，并以写作谋生”。

我晚上能教成年人什么课呢？我回顾并考察了我在大学受过的训练，发现我在公众演讲中所得到的训练和经验对我在商务——而且在人生中更有实际价值，其价值超过了我在大学学到的其他东西的总和。为什么呢？因为它清除了我的胆怯和缺乏自信，给了我与人交往的勇气和自信。它还表明能站起来表达自己想法的人往往具备领导才能。

我向哥伦比亚大学和纽约大学申请一份教公众演讲的晚上函授课程工作，但这两所大学都拒绝了我。

我当时有些失望——但我现在庆幸他们拒绝了我，因为我开始在基督教青年会夜校授课，在那里我必须向学员显示立竿见影的具体成效。那是一项多么艰巨的挑战啊！这些成年人来上我的课，并不是想获得大学学分或社会地位，而是为了一个目的——他们想解决他们的问题。他们想在业务会上站起来说话，而不至于因害怕而昏倒；销售员希望能够拜访难缠的顾客，而不必在街上徘徊，以鼓起勇气；他们希望培养沉着自信，他们希望事业有成，他们希望为家庭多挣一点钱。既然他们以分期付款的方式支付学费——如果他们没有收获就可以停止付费——而且既然我是

their tuition on an installment basis—and they stopped paying if they didn't get results—and since I was being paid, not a salary, but a percentage of the profits, I had to be practical if I wanted to eat.

I felt at the time that I was teaching under a handicap, but I realise now that I was getting priceless training. I had to motivate my students. I had to help them solve their problems. I had to make each session so inspiring that they wanted to continue coming.

It was exciting work. I loved it. I was astounded at how quickly these businessmen developed self-confidence and how quickly many of them secured promotions and increased pay. The classes were succeeding far beyond my most optimistic hopes. Within three seasons, the YMCAs, which had refused to pay me five dollars a night in salary, were paying me thirty dollars a night on a percentage basis. At first, I taught only public speaking, but, as the years went by, I saw that these adults also needed the ability to win friends and influence people. Since I couldn't find an adequate textbook on human relations, I wrote one myself. It was written—no, it wasn't written in the usual way. It grew and evolved out of the experiences of the adults in these classes. I called it *How to Win Friends and Influence People*.

Since it was written solely as a textbook for my own adult classes, and since I had written four other books that no one had ever heard of, I never dreamed that it would have a large sale: I am probably one of the most astonished authors now living.

As the years went by, I realised that another one of the biggest problems of these adults was worry. A large majority of my students were businessmen—executives, salesmen, engineers, accountants: a cross section of all the trades and professions—and most of them had problems! There were women in the classes—businesswomen and housewives. They,

按利润比例提成（而非支付薪水），所以如果我想吃饭，就必须收到实效。

当时我觉得是在不利条件下授课，但我现在意识到我那是在获得宝贵的训练。我必须激发我的学员，必须帮助他们解决他们的问题，必须让每堂课鼓舞人心，他们才会继续来听课。

这是一项激动人心的工作。我喜欢上了它。这些商务人员获得自信的速度之快，以及他们中的许多人提升销售、增加报酬的速度之快，让我感到震惊。这些课程的进展远远超出了我最乐观的期望。在三个季度内，曾拒绝以薪水的方式支付我一晚上5美元的基督教青年会，现在却以提成比例的方式支付我一晚上30美元。起初，我只教公众演讲，但随着时间的流逝，我发现这些成年人还需要赢得朋友、影响他人的能力。由于找不到人际关系方面的合适教材，我就自己写了一本。它写成了——不，它不是以普通形式写成的。它是从这些上课的成年人的成长经验中发展而来的。我给它取名为《人性的弱点》。

既然它只是为我自己的成人课程写的教材，而且由于我曾写过四本其他人没听说过的书，所以我从未想过它会畅销：我或许是现在仍活着的最感震惊的作者之一。

随着时间的流转，我发现这些成年人另一个最大的问题是忧虑。我的学员大部分是商务人士——管理人员、推销员、工程师、会计，各行各业——他们大多数人都有问题！班上也有女士——从事商务的女性和家庭主妇。她们也有烦恼！显然，

too, had problems! Clearly, what I needed was a textbook on how to conquer worry—so again I tried to find one. I went to New York's great public library at Fifth Avenue and Forty-second Street and discovered to my astonishment that this library had only twenty-two books listed under the title WORRY. I also noticed, to my amusement, that it had one hundred eighty-nine books listed under WORMS. Almost nine times as many books about worms as about worry! Astounding, isn't it? Since worry is one of the biggest problems facing mankind, you would think, wouldn't you, that every high school and college in the land would give a course on "How to Stop Worrying"? Yet, if there is even one course on that subject in any college in the land, I have never heard of it. No wonder David Seabury said in his book *How to Worry Successfully*: "We come to maturity with as little preparation for the pressures of experience as a bookworm asked to do a ballet."

The result? More than half of our hospital beds are occupied by people with nervous and emotional troubles.

I looked over those twenty-two books on worry reposing on the shelves of the New York Public Library. In addition, I purchased all the books on worry I could find; yet I couldn't discover even one that I could use as a text in my course for adults. So I resolved to write one myself.

I began preparing myself to write this book seven years ago. How? By reading what the philosophers of all ages have said about worry. I also read hundreds of biographies, all the way from Confucius to Churchill. I also interviewed scores of prominent people in many walks of life, such as Jack Dempsey, General Omar Bradley, General Mark Clark, Henry Ford, Eleanor Roosevelt, and Dorothy Dix. But that was only a beginning.

I also did something else that was far more important than the interviews and the

我需要一本如何克服忧虑的书——于是我又努力去找一本这样的书。我去纽约第5大道和第42街相交处的公共图书馆，让我惊讶的是只找到22本与忧虑有关的书。让我觉得有趣的是，我还注意到图书馆却有189本与虫有关的书。这竟然是关于忧虑的书的9倍。令人震惊吧？既然忧虑是人类面临的重大难题之一，你就会想（为什么不想呢？）世界上每一所中学和大学应该开设关于“如何停止忧虑”的课程。然而，即使有，我也从未听说过有哪所大学开过一门这样的课。难怪大卫·西伯利在他的作品《如何有效地克服烦恼》中说：“我们成年之后，对于需要应付的各种烦恼，犹如让书虫跳芭蕾舞一样毫无办法。”

结果呢？我们医院一半以上的床位被那些因神经或情绪而致病的人占据着。

我翻看了纽约公共图书馆书架上那22本关于忧虑的书。此外，我还买了所有我能找到的关于忧虑的书；但我却发现没有一本书适合给我班上的成年人做教材。于是我决定自己写一本。

我在七年前就开始准备写此书了。为什么？我参考了古往今来的哲学家们关于忧虑的论述；还阅读了从孔子到丘吉尔的几百本人物传记。我还拜访了各行业的杰出人物，如杰克·邓普西、奥马尔·布莱德雷将军、马克·克拉克将军、亨利·福特、伊埃莉诺·罗斯福和陶乐丝·迪克丝。但这只是开始。

我还做了比拜访和读书更重要的事情。我在一个克服忧虑的实验室工作了五年——一个在我的成人班上进行的实验室。

reading. I worked for five years in a laboratory for conquering worry—a laboratory conducted in our own adult classes.

As far as I know, it was the first and only laboratory of its kind in the world. This is what we did. We gave students a set of rules on how to stop worrying and asked them to apply these rules in their own lives and then talk to the class on the results they had obtained. Others reported on techniques they had used in the past.

As a result of this experience, I presume I have listened to more talks on “How I Conquered Worry” than has any other individual who ever walked this earth. In addition, I read hundreds of other talks on “How I Conquered Worry” world talks that were sent to me by mail—talks that had won prizes in our classes that are held throughout the world. So this book didn't come out of an ivory tower. Neither is it an academic preachment on how worry might be conquered. Instead, I have tried to write a fast-moving, concise, documented report on how worry has been conquered by thousands of adults. One thing is certain: this book is practical. You can set your teeth in it.

I am happy to say that you won't find in this book stories about an imaginary “Mr. B—” or a vague “Mary and John” whom no one can identify. Except in a few rare cases, this book names names and gives street addresses. It is authentic. It is documented. It is vouched for and certified.

“Science,” said the French philosopher Valery, “is a collection of successful recipes.” That is what this book is, a collection of successful and time-tested recipes to rid our lives of worry. However, let me warn you: you won't find anything new in it, but you will find much that is not generally applied. And when it comes to that, you and I don't need to be told anything new. We already know enough to lead perfect lives. We have all read the

据我所知，这是世界上第一个也是唯一一个此类实验室。这就是我们所做的：我们告诉学员一套停止忧虑的原则，要求他们把这些原则用到他们自己的生活中，然后到班上来讲述他们获得的结果。其他人则介绍了他们过去曾用过的技巧。

作为这个实验的结果，我敢说我所听过的“如何克服忧虑”的演讲，比世界上任何其他人都要多。此外，我还读过几百次以信件方式寄给我的来自世界各地的“如何克服忧虑”的演讲——这些演讲获得了我们在世界各地举办的培训班的奖项。所以这本书不是来自象牙塔，也不是研究如何克服忧虑的学术作品；相反，我尽力将它写成一本快速有效、简洁明了的文件报告，其中包含了成千上万人克服忧虑的真实经历。有一点是明确的：这是一本讲求实效的书。你完全可以照此去做。

我很高兴地告诉大家，这本书的每个故事都不是虚构的。除了极少数例子，都是真人真事。本书真实且有据可查，保证可靠。

“科学，”法国哲学家法莱利说，“就是许多成功秘诀的集合体。”本书就是许多成功的、经过时间检验的、去除我们烦恼的秘诀的集合体。但是，我要警告你的是：你不会在本书中发现任何新东西，但你会发现许多人们通常不用的东西。如果是那样，你和我都不必学习什么新东西。我们已经足以知道如何过上美好生活。我们都读过黄金法则和耶稣的山上宝训。我们的困难不是无知，而是不去行动。本书的目的就是一再重复、举例说明、精简、调整、发扬光大大量古老而基础性的真理——立即行动，将它们应用到实践中去。

golden rule and the Sermon on the Mount. Our trouble is not ignorance, but inaction. The purpose of this book is to restate, illustrate, streamline, air-condition, and glorify a lot of ancient and basic truths—and kick you in the shins and make you do something about applying them.

You didn't pick up this book to read about how it was written. You are looking for action. All right, let's go. Please read Part One and Two of this book—and if by that time you don't feel that you have acquired a new power and a new inspiration to stop worry and enjoy life—then toss this book away. It is no good for you.

DALE CARNEGIE

当你拿起本书时，并不想知道它是如何写成的，而是想知道如何采取行动！那就让我们一起行动吧！请阅读本书的第一篇和第二篇——如果读完后你觉得还未获得停止忧虑、享受生活的新能力和动力——那就将它扔到一边。因为它对你毫无用处。

戴尔·卡耐基

**Part One**  
**Fundamental Facts You Should Know  
about Worry**



**第一篇 了解忧虑的基本事实**

## 1 Live in “Day-tight Compartments”

In the spring of 1871, a young man picked up a book and read twenty-one words that had a profound effect on his future. A medical student at the Montreal General Hospital, he was worried about passing the final examination, worried about what to do, where to go, how to build up a practice, how to make a living.

The twenty-one words that this young medical student read in 1871 helped him to become the most famous physician of his generation. He organised the world-famous Johns Hopkins School of Medicine. He became Regius Professor of Medicine at Oxford—the highest honour that can be bestowed upon any medical man in the British Empire. He was knighted by the King of England. When he died, two huge volumes containing 1,466 pages were required to tell the story of his life.

His name was Sir William Osler. Here are the twenty-one words that he read in the spring of 1871—twenty-one words from Thomas Carlyle that helped him lead a life free from worry: “Our main business is not to see what lies dimly at a distance, but to do what lies clearly at hand.”

Forty-two years later, on a soft spring night when the tulips were blooming on the campus, this man, Sir William Osler, addressed the students of Yale University. He told those Yale students that a man like himself who had been a professor in four universities and had written a popular book was supposed to have “brains of a special quality”. He declared that that was untrue. He said that his intimate friends knew that his brains were “of the most mediocre character”.

## 第1章 活在“完全独立的今天”

1871年春天，有一个年轻人看到一本书，读到了对他的前途产生莫大影响的21个单词。作为蒙特利尔综合医院的一名医科学生，他正担心怎样通过期末考试，将来怎么办，毕业以后去哪里，怎样才能开业，如何谋生。

这位年轻的医科学生在1871年看到的那21个单词，使他成为他那一代最为著名的医学家。他创建了世界著名的约翰·霍普金斯医学院，并且成为牛津大学医学院的钦定教授——这是大英帝国医学人员所获得的最高荣誉。他还被英国国王封为爵士。当他去世时，需要厚达1466页的两册书记述他的一生。

他的名字叫威廉·奥斯勒。下面就是他在1871年春天所看到的那21个单词。它们出自托马斯·卡莱尔，它们使他免除了忧虑的困扰：“对我们来说最重要的不是去看远方模糊的事，而是做手边清楚的事。”

42年之后，在郁金香开满校园的一个温和的春夜，威廉·奥斯勒爵士给耶鲁大学的学生作了一次演讲。他对那些耶鲁大学的学生们说，像他这样一位曾在四所大学当过教授，并且写过一本很受欢迎的书的人，似乎应该有一颗“特殊的大脑”，但其实并不是这样。他说他的一些好朋友都知道，他的大脑“最普通不过了”。

那么，他成功的秘诀又是什么呢？他认为这完全是因为他生活在一个“完全

What, then, was the secret of his success? He stated that it was owing to what he called living in “day-tight compartments”. What did he mean by that? A few months before he spoke at Yale, Sir William Osler had crossed the Atlantic on a great ocean liner where the captain standing on the bridge, could press a button and—presto! —there was a clanging of machinery and various parts of the ship were immediately shut off from one another—shut off into watertight compartments. “Now each one of you,” Dr. Osler said to those Yale students, “is a much more marvellous organization than the great liner, and bound on a longer voyage. What I urge is that you so learn to control the machinery as to live with ‘day-tight compartments’ as the most certain way to ensure safety on the voyage. Get on the bridge, and see that at least the great bulkheads are in working order. Touch a button and hear, at every level of your life, the iron doors shutting out the Past—the dead yesterdays. Touch another and shut off, with a metal curtain, the Future—the unborn tomorrows. Then you are safe—safe for today!...Shut off the past! Let the dead past bury its dead...Shut out the yesterdays which have lighted fools the way to dusty death...The load of tomorrow, added to that of yesterday, carried today, makes the strongest falter. Shut off the future as tightly as the past...The future is today...There is no tomorrow. The day of man's salvation is now. Waste of energy, mental distress, nervous worries dog the steps of a man who is anxious about the future...Shut close, then the great fore and aft bulkheads, and prepare to cultivate the habit of life of ‘day-tight compartments’.”

Did Dr. Osler mean to say that we should not make any effort to prepare for tomorrow? No. Not at all. But he did go on in that address to say that the best possible way to prepare for tomorrow is to concentrate with all your intelligence, all your enthusiasm, on doing today's work superbly today. That is the only possible way you can prepare for the future.

独立的今天”。这究竟是什么意思呢？就在他去耶鲁大学演讲的几个月之前，奥斯勒爵士搭乘一艘大型海轮横渡大西洋，有一次看见船长站在船舵室中，按下一个按钮，立即听到一阵机械运转的声音，轮船的各个部分立刻彼此隔绝开来，成了几个完全防水的隔离舱。“你们每一个人，”奥斯勒博士对那些耶鲁大学的学生说，“身体组织都要比那艘大海轮精密得多，所要走的航程也更远。我要求的是，你们也必须学习控制一切，活在一个‘完全独立的今天’，这才是在航程中确保安全的最好方法。到船舵室去，你将会发现那些大的隔离舱至少都可以使用。按下按钮，用铁门隔断过去——已经过去的昨天。再按下另一个按钮，用铁门隔断未来——尚未到来的明天。然后你就保险了——今天安全了！……切断过去，埋葬已逝的过去……切断那些会把傻瓜引到死亡之路的昨天……明天的重担加上昨天的重担，就会成为今天最大的障碍。要把未来像过去一样紧紧地关在门外……未来就在于今天……没有明天。人类得到救赎的日子就是现在。精力的浪费、精神的郁闷、神经的忧虑，都会紧紧跟随着一个担忧未来的人……那么，把船前船后的隔离舱都关掉吧，准备养成活在‘完全独立的今天’的习惯。”

奥斯勒博士是不是说我们不必为明天做准备呢？不是，绝对不是。在那次演讲中，他继续说，为明天做准备的最好方法，就是集中你所有的智慧和热诚，把今天的工作做得尽善尽美，这就是你能应对未来的唯一可能的方法。

一定要为明天着想——不错，一定要仔细考虑、计划和准备，但不要焦虑。