人性的弱点
HTWFAIP

人性的弱点 How to Win Friends and Influence

畅销权威版

英汉对照

卡耐基成功学
DALE CARNEGIE

[美]戴尔·卡耐基 著
子达 编译

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译者的话

我是个没有什么远大抱负的人，除了对语言文字工作的执著，就是希望成为一个备受欢迎的人；对于前者，我付出的热情和努力很幸运地得到了相应的回报，但对于后者，却一直都不得要领。于是，我只能将在人际交往上的失败归结于性格原因。

但事实并非如此。我的一个很要好的朋友，性格热情开朗，在推销员的工作岗位上做得十分出色。但就在事业蒸蒸日上的时候，他却选择了放弃，他对我说："我被人际关系压得喘不过气来，我甚至一说话就感到紧张！"

看来，开朗的个性并不是轻松处理好人际关系的决定性因素。那么，决定性的因素到底是什么？那些风度翩翩、谈吐得体、在社交场合进退自如又极受欢迎的人，在他们的身上是否有共同的特质？我决定求助于西方人际关系学的经典之作，希望能从中找到想要的答案。

我很幸运，或者说是戴尔·卡耐基先生的名声太响了——我从一位主修传播学的朋友那里借到的第一本书就是卡耐基最享有盛誉的著作之一——《人性的弱点》。这本只有一百多页的小册子令我豁然开朗，我经常能从那些简单易懂的小故事中看到自己的影子，甚至能想象到处在那种境况中的自己所感受到的茫然与窘迫：与他人争论时，自己的意见总是被忽视，与别人交谈时突然就冷了场……然而，当读书过半时，我忽然发现自己似乎知道该如何处理这些状况或是从一开始就避免它们的发生了，因为卡耐基先生让我意识到：人际交往是需要技巧的，而熟练地掌握这些技巧正是我所寻求的处理好人际关系的决定性因素。

当然，更重要的是，卡耐基先生为我们列出了这些技巧，从书中那些普通人的成功经历中可以看出，这些技巧真的非常具有可操作性，而且效果惊人：他们

能够更和谐地与家人和朋友相处，在职场中和各种社交场合中成为受欢迎的人物，成功地说服他人接受自己的产品或意见，从而走上事业的巅峰——而这一切都仿佛是一个再自然、再轻松不过的过程。

在那时，我就产生了翻译卡耐基先生作品的念头，希望能把这珍贵的启示送给那些与我有着同样困惑的人们。事实上，在全世界，已有无数人从卡耐基的人际关系理论中获益，仅在他生前开办人际关系培训课程的40年间，就有45万美国人参加了这项课程；而其作品更是先后被翻译成几十种文字，每一个国家都有其忠实的追随者和因其理论而改变自己命运的人。在我国，也早有翻译界的前辈引进了卡耐基的部分著作，但在相继阅读了《人性的优点》、《美好的人生》、《快乐的人生》、《语言的突破》等一系列作品后，我还是决定着手重译“卡耐基人际关系学及成功学全集”，一是希望有更多的人能接触到这些能帮助人们实现梦想、获得幸福的神奇著作，二是为了能将卡耐基的重要作品集结出版，以使读者更加全面、深入地获得这位人际关系学大师点石成金的宝贵建议。

我感到，这种全面且深入的了解是完全有必要的，即使你只是想从中学到几个实用的技巧。因为，世界上没有纯粹的技巧，或者说，如果持有学一做一的态度，是永远不可能把技巧应用到炉火纯青的地步的。卡耐基的其他著作为读者提供了更深层次的提高人格魅力和生活质量的方法，以及举一反三的应用实例。《人性的优点》帮助我们消除郁积于心的忧虑；《美好的人生》为我们提供为人处世的底线，并把家庭作为改变人际关系的起点；《快乐的人生》教我们如何为自己寻求快乐，又如何将快乐带给他人；而《语言的突破》则侧重演讲与沟通艺术，让你更有效地说服他人，提升领袖气质。如果能从这些方面入手，全面改变自己的处世方式，技巧的习得就将成为一个非常自然的过程，而且绝对会为人际关系的改善锦上添花。

在翻译的过程中，我更关注和侧重作品间的关联性和整体性，以循序渐进为原则进行了编排，以期读者能够更快、更好地把握卡耐基人际交往理论的精髓。在语言方面，尊重原作者平实的、生活化的文风，以使阅读过程更加轻松愉悦，同时也能增加实例的生动性。当然，由于文字量大，翻译中难免出现疏漏和错误，我衷心希望各位读者进行批评、指正和建议，以使这部作品臻于完美。

译　者

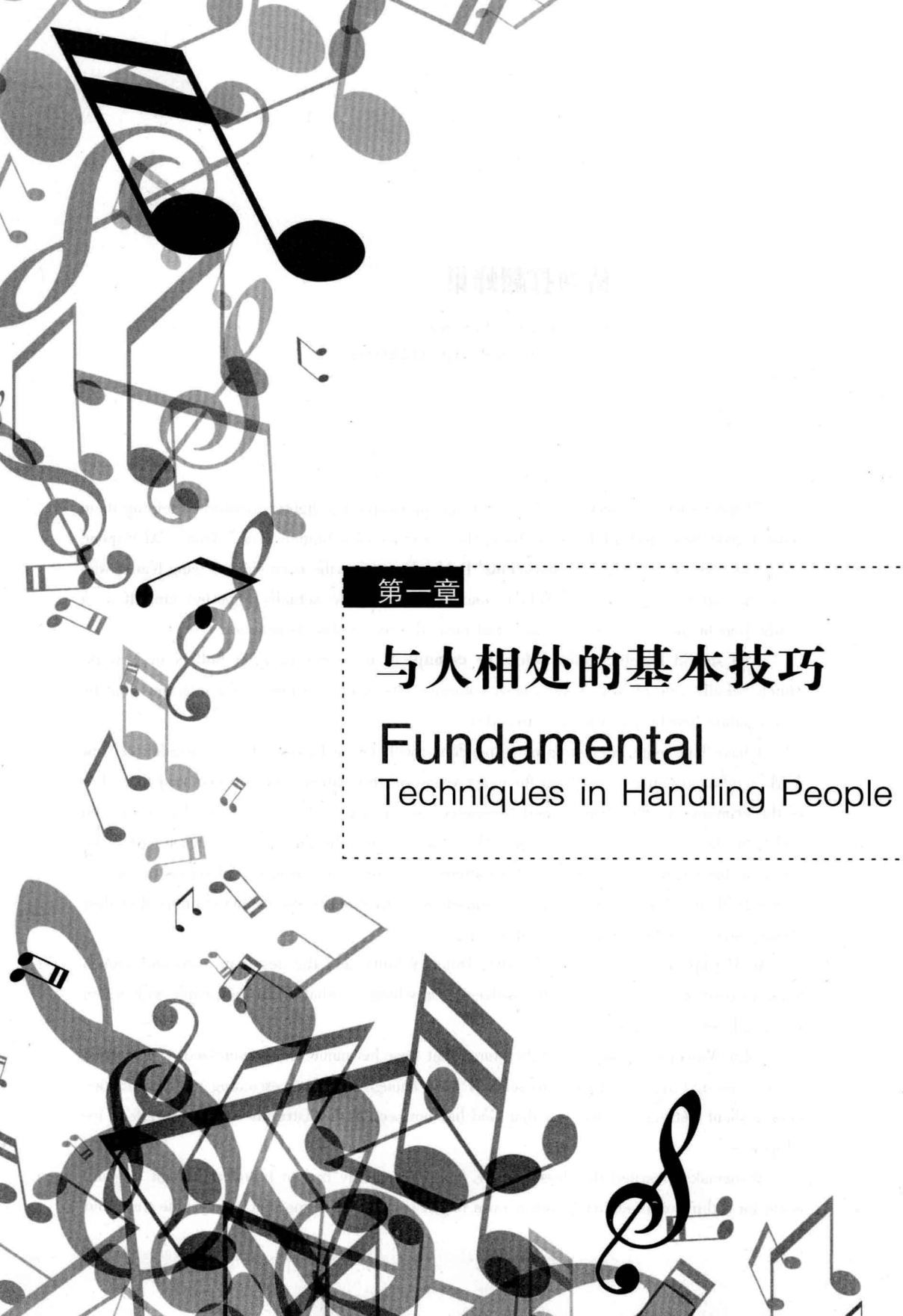
第三章 为人处世的十二条原则
Twelve Ways to Win People to Your Way of Thinking

改变他而不伤害他
How to Change People Without Giving Offense or Arousing Resentment

第四章

家庭幸福之道
Seven Rules for Making Your Home Life Happier

第五章



第一章

与人相处的基本技巧

Fundamental
Techniques in Handling People

如想采蜜,请勿打翻蜂巢

If You Want to Gather Honey, Don't Kick over the Beehive

"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**[1] 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**[2] 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.

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**[3] 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 1909, 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**[4] 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 lamned 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 fighting from a West Point graduate; and, on the appointed day, he and Shields met on a sandbar in the Mississippi River, prepared to fight to the death; but, at the last minute, their seconds interrupted and stopped the duel.

That was the most lurid personal incident in Lincoln's life. It taught him an invaluable lesson in the art of dealing with people. Never again did he write an insulting letter. Never again did he ridicule anyone. And from that time on, he almost never criticized anybody for anything.

Time after time, during the Civil War, Lincoln put a new general at the head of the Army of the Potomac, and each one in turn, blundered tragically and drove Lincoln to pacing the floor in despair. Half the nation savagely condemned these incompetent generals, but Lincoln, One of his favorite quotations was "Judge not, that ye be not judged."

And when Mrs. Lincoln and others spoke harshly of the southern people, Lincoln replied: "Don't criticize them; they are just what we would be under similar circumstances."

The Battle of Gettysburg was fought during the first three days of July 1863. During the night of July 4, Lee began to retreat southward while storm clouds deluged the country with rain. When Lee reached the Potomac with his defeated army, he found a swollen, impassable river in front of him, and a victorious Union Army behind him. Lee was in a trap. He couldn't escape. Lincoln saw that. Here was a golden, heaven-sent opportunity — the opportunity to capture Lee's army and end the war immediately. So, with a surge of high hope, Lincoln or-

dered Meade not to call a council of war but to attack Lee immediately. Lincoln telegraphed his orders and then sent a special messenger to Meade demanding immediate action.

And what did General Meade do? He did the very opposite of what he was told to do. He called a council of war in direct violation of Lincoln's orders. He hesitated. He procrastinated. He telegraphed all manner of excuses. He refused point-blank to attack Lee. Finally the waters receded and Lee escaped over the Potomac with his forces.

Lincoln was furious, "What does this mean?" Lincoln cried to his son Robert. "Great God! What does this mean? We had them within our grasp, and had only to stretch forth our hands and they were ours; yet nothing that I could say or do could make the army move. Under the circumstances, almost any general could have defeated Lee. If I had gone up there, I could have whipped him myself."

In bitter disappointment, Lincoln sat down and wrote Meade this letter. And remember, at this period of his life Lincoln was extremely conservative and restrained in his phraseology. So this letter coming from Lincoln in 1863 was tantamount to the severest rebuke.

My dear General,

I do not believe you appreciate the magnitude of the misfortune involved in Lee's escape. He was within our easy grasp, and to have closed upon him would, in connection With our other late successes, have ended the war. As it is, the war will be prolonged indefinitely. If you could not safely attack Lee last Monday, how can you possibly do so south of the river, when you can take with you very few — no more than two-thirds of the force you then had in hand? It would be unreasonable to expect and I do not expect that you can now effect much. Your golden opportunity is gone, and I am distressed immeasurably because of it.

What do you suppose Meade did when he read the letter? Meade never saw that letter. Lincoln never mailed it. It was found among his papers after his death. My guess is — and this is only a guess — that after writing that letter, Lincoln looked out of the window and said to himself, "Just a minute. Maybe I ought not to be so hasty. It is easy enough for me to sit here in the quiet of the White House and order Meade to attack; but if I had been up at Gettysburg, and if I had seen as much blood as Meade has seen during the last week, and if my ears had been **pierced** [5] with the screams and shrieks of the wounded and dying, maybe I wouldn't be so anxious to attack either. If I had Meade's timid temperament, perhaps I would have done just what he had done. Anyhow, it is water under the bridge now. If I send this letter, it will relieve my feelings, but it will make Meade try to justify himself. It will make him condemn me. It will arouse hard feelings, impair all his further usefulness as a commander, and perhaps force him to resign from the army."

So, as I have already said, Lincoln put the letter aside, for he had learned by bitter experience that sharp criticisms and rebukes almost invariably end in futility.

Theodore Roosevelt said that when he, as President, was confronted with a perplexing problem, he used to lean back and look up at a large painting of Lincoln which hung above his desk in the White House and ask himself, "What would Lincoln do if he were in my shoes? How would he solve this problem?"

The next time we are tempted to admonish somebody, let's pull a five-dollar bill out of our pocket, look at Lincoln's picture on the bill, and ask, "How would Lincoln handle this problem if he had it?"

Do you know someone you would like to change and regulate and improve? Good! That is fine. I am all in favor of it, but why not begin on yourself? From a purely selfish standpoint, that is a lot more profitable than trying to improve others — yes, and a lot less dangerous. "Don't complain about the snow on your neighbor's roof," said Confucius, "When your own doorstep is unclean."

When I was still young and trying hard to impress people, I wrote a foolish letter to Richard Harding Davis, an author who once loomed large on the literary horizon of America. I was preparing a magazine article about authors, and I asked Davis to tell me about his method of work. A few weeks earlier, I had received a letter from someone with this notation at the bottom: "Dictated but not read." I was quite impressed. I felt that the writer must be very big and busy and important. I wasn't the slightest bit busy, but I was eager to make an impression on Richard Harding Davis, so I ended my short note with the words: "Dictated but not read."

He never troubled to answer the letter. He simply returned it to me with this scribbled across the bottom: "Your bad manners are exceeded only by your bad manners." True, I had blundered, and perhaps I deserved this rebuke. But, being human, I resented it. I resented it so sharply that when I read of the death of Richard Harding Davis ten years later, the one thought that still persisted in my mind — I am ashamed to admit — was the hurt he had given me.

If you and I want to stir up a resentment tomorrow that may rankle across the decades and endure until death, just let us indulge in a little stinging criticism — no matter how certain we are that it is justified.

When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.

Bitter criticism caused the sensitive Thomas Hardy, one of the finest novelists ever to enrich English literature, to give up forever the writing of fiction. Criticism drove Thomas

Chatterton, the English poet, to suicide.

Benjamin Franklin, tactless in his youth, became so diplomatic, so adroit at handling people, that he was made American Ambassador to France. The secret of his success? "I will speak ill of no man," he said, " and speak all the good I know of everybody."

Any fool can criticize, condemn and complain — and most fools do. But it takes character and self-control to be understanding and forgiving. "A great man shows his greatness," said Carlyle, "by the way he treats little men."

Bob Hoover, a famous test pilot and **frequent**[6] performer at air shows, was returning to his home in Los Angeles from an air show in San Diego. As described in the magazine *Flight Operations*, at three hundred feet in the air, both engines suddenly stopped. By deft maneuvering he managed to land the plane, but it was badly damaged although nobody was hurt.

Hoover's first act after the emergency landing was to inspect the airplane's fuel. Just as he suspected, the World War II propeller plane he had been flying had been fueled with jet fuel rather than gasoline.

Upon returning to the airport, he asked to see the mechanic who had serviced his airplane. The young man was sick with the **agony**[7] of his mistake. Tears streamed down his face as Hoover approached. He had just caused the loss of a very expensive plane and could have caused the loss of three lives as well.

You can imagine Hoover's anger. One could anticipate the tongue-lashing that this proud and precise pilot would unleash for that carelessness. But Hoover didn't scold the mechanic; he didn't even criticize him. Instead, he put his big arm around the man's shoulder and said, "To show you I'm sure that you'll never do this again, I want you to service my F-51 tomorrow."

Instead of condemning people, let's try to understand them. Let's try to figure out why they do what they do. That's a lot more profitable and intriguing than criticism; and it breeds sympathy, tolerance and kindness. "To know all is to forgive all."

As Dr. Johnson said: "God himself, sir, does not **propose to**[8] judge man until the end of his days." Why should you and I?

Principle 1:

Don't criticize, **condemn**[9] or complain.

1. notorious [nəu'tɔːriəs] adj. 臭名昭著的, 声名狼藉的
2. crumple ['krʌmpl] vt. 压皱, 弄皱;垮掉,崩溃
3. demoralize [di'mɔrəlaiz] vt. 削弱(某人)的勇气或自信心,使泄气
4. betray [bi'trei] vt. 对……不忠, 背叛