

第三章 有效演讲的便捷方法

Chapter 3 Speaking Effectively—the Quick and Easy Way



循三个主要原则。

朋友推荐我观看一档面向家庭主妇的电视节目，这档节目具有很高的收视率。我发现主持人成功地邀请现场观众参与到节目中来，而这些观众显然没有受过任何演讲的训练，甚至说话时带有语法错误、发音不准的毛病，但他们说得趣味盎然，似乎没有面对镜头的恐惧感，因此深深地吸引了观众的注意力。这是为什么呢？因为他们讲述着自己的经历，那些尴尬的时刻和美好的回忆让他们沉醉其中，丝毫留意不到措辞和结句，却能让观众们全神贯注地倾听。因此，学习当众演讲的便捷方式应遵循三个主要原则。

I seldom watch television in the daytime. But a friend recently asked me to listen to an afternoon show that was directed primarily to house-wives. It enjoyed a very high rating, and my friend wanted me to listen because he thought the audience participation part of the show would interest me. It certainly did. I watched it several times, fascinated by the way the master of ceremonies succeeded in getting people in the audience to make talks in a way that caught and held my attention. These people were obviously not professional speakers. They had never been trained in the art of communication. Some of them used poor grammar and mispronounced words. But all of them were interesting. When they started to talk they seemed to lose all fear of being



讲演者必须令听众感到自己的讲演内容对每个人都意义重大。

on camera and they held the attention of the audience.

Why was this? I know the answer because I have been employing the techniques used in this program for many years. These people, plain, ordinary men and women, were holding the attention of viewers all over the country; they were talking about themselves, about their most embarrassing moments, their most pleasant memory, or how they met their wives or husbands. They were not concerned with their diction or their sentence structure. Yet they were getting the final seal of approval from the audience—complete attention in what they had to say. This is dramatic proof of what to me is the first of three cardinal rules for a quick and easy way to learn to speak in public.

一、讲述自己的亲身经历或知识。

有一位学员在培训班的会议上发言，他开场即说：自由、平等、博爱是人类最伟大的思想。老师机智地打断他，问他为何相信这句话，是不是有亲身经历来支持自己的论断呢？这时，他向我们讲述了一个引人入胜的故事。他曾是法国地下战士，自己和家人受过纳粹的凌辱，然后生动地讲述了自己如何逃离秘密警察的搜捕，艰难地逃到美国。结束时，他满怀深情地说：如今能够自由地来往，和当年向往的那样，警察不会注意我，也无须出示证件，生活无拘无束，这就是值得我们奋斗的自由啊！话音刚落，听众们都起立为他喝彩。

讲述生活启示的演讲者永远都能吸引听众的注意力。然而一般演讲者都不愿讲述个人的经历，以为太过琐碎和拘束，而宁愿选择那些高高在上理念与哲学。但是个人生活的启迪对于演讲者吸引听众的注意力至关重要。

爱默生非常喜欢倾听别人讲话，不论对方是怎样的身份，他都会寻找到值得学习的地方。因此，演讲者讲述在生活中收获的启迪，无论多么细微，都不会让人感觉索然无味。

几年前，在一次纽约城市高管的演讲课程中，教师发现由于这些学员十分忙碌，很难进行充分的准备。他们所拥有的独特的思考和人生经历是丰富的演讲素材，但他们自己却从来没有意识到。杰克逊先生是其中的一员，他感觉必须要演讲，于是试图将刚刚看到的杂志上的文章妙趣横生地讲述出来，然而因为他并未能消化所讲的内容，因此显得情感空洞、语气怪异。老师最后告诉他，大家希望他讲讲自己的阅读感受，而不是杂志上

描述的东西。于是他又重新阅读了那篇文章，寻找例证反驳作者的观点，还结合了自身的生活经历。再登台演讲时，就明显变得丰富多彩了。

教师们普遍反映，初学者面临的最大问题是，怎样找到合适的题目。其实只要是来自你的生活，有着亲身的经历和认真的思索，那么你要坚信它就是合适的。而听众最感兴趣的题目就是一个人的生活背景，譬如早年的成长历程、成功之前的早期奋斗史、自己的业余爱好与娱乐方式、特别的知识领域、不寻常的经历以及信仰与信念等等。

请记住：唯有谈论独特的自我，才能符合当众演讲的便捷技巧之第二条原则。

FIRST. SPEAK ABOUT SOMETHING YOU HAVE EARNED THE RIGHT TO TALK ABOUT THROUGH EXPERIENCE OR STUDY

The men and women whose live flesh-and-blood stories made that television program interesting were talking from their own personal experience. They were talking about something they knew.

At an area meeting of Dale Carnegie instructors in the Conrad Hilton Hotel in Chicago some years ago, a student speaker started like this, "Liberty, Equality, Fraternity. These are the mightiest ideas in the dictionary of mankind. Without liberty, life is not worth living. Imagine what existence would be like if your freedom of action would be restricted on all sides."

That is as far as he got, because he was wisely stopped by the instructor, who then asked him why he believed what he was saying. He was asked whether he had any proof or personal experience to back up what he had just told us. Then he gave us an amazing story.

He had been a French underground fighter. He told us of the indignities he and his family suffered under Nazi rule. He described in vivid language how he escaped from the secret police and how he finally made his way to America. He ended by saying, "When I walked down Michigan Avenue to this hotel today, I was free to come or go, as I wished. I passed a policeman and he took no notice of me. I walked into this hotel without having to present an identification card, and when this meeting is over I can go anywhere in Chicago I choose to go. Believe me, freedom is worth fighting for."



He received a standing ovation from the audience.

TELL US WHAT LIFE HAS TAUGHT YOU

Speakers who talk about what life has taught them never fail to keep the attention of their listeners. I know from experience that speakers are not easily persuaded to accept this point of view—they avoid using personal experiences as too trivial and too restrictive. They would rather soar into the realms of general ideas and philosophical principles, where unfortunately the air is too rarefied for ordinary mortals to breathe. They give us editorials when we are hungry for the news. None of us is averse to listening to editorials, when they are given by a man who has earned the right to editorialize—an editor or publisher of a newspaper. The point, though, is this: Speak on what life has taught you and I will be your devoted listener.

It was said of Emerson that he was always willing to listen to any man, no matter how humble his station, because he felt he could learn something from every man he met. I have listened to more adult talks, perhaps, than any other man west of the Iron Curtain, and I can truthfully say that I have never heard a boring talk when the speaker related what life had taught him, no matter how slight or trivial the lesson may have been.

Some years ago, one of our instructors conducted a course in public speaking for the senior officers of New York City banks. Naturally, the members of such a group, having many demands upon their time, frequently found it difficult to prepare adequately, or to do what they conceived of as preparing. All their lives they had been thinking their own individual thoughts, nurturing their own personal convictions, seeing things from their own distinctive angles, living their own original experiences. They had spent forty years storing up material for talks. But it was hard for some of them to realize that.

One Friday a certain gentleman connected with an uptown bank—for our purposes we shall designate him as Mr. Jackson—found four-thirty had arrived, and what was he to talk about? He walked out of his office, bought a copy of Forbes' Magazine at a newsstand, and in the subway coming down to the Federal Reserve Bank where the class met, he read an article entitled, "You Have Only Ten Years to Succeed." He read it, not because he was interested in

the article especially, but because he had to speak on something to fill his quota of time.

An hour later, he stood up and attempted to talk convincingly and interestingly on the contents of this article.

What was the result, the inevitable result?

He had not digested, had not assimilated what he was trying to say. “Trying to say”—that expresses it precisely. He was trying. There was no real message in him seeking for an outlet; and his whole manner and tone revealed it unmistakably. How could he expect the audience to be any more impressed than he himself was? He kept referring to the article, saying the author said so and so. There was a surfeit of Forbers’ Magazine in it, but regrettably little of Mr. Jackson.

After he finished his talk, the instructor said, “Mr. Jackson, we are not interested in this shadowy personality who wrote that article. He is not here. We can’t see him. But we are interested in you and your ideas. Tell us what you think, personally, not what somebody else said. Put more of Mr. Jackson in this. Would you take this same subject next week? Read this article again, and ask yourself whether you agree with the author or not. If you do, illustrate the points of agreement with observations from your own experience. If you don’t agree with him, tell us why. Let this article be the starting point from which to launch your own talk.”

Mr. Jackson reread the article and concluded that he did not agree with the author at all. He started his memory for examples to prove his points of disagreement. He developed and expanded his ideas with details from his own experience as a bank executive. He came back the next week and gave a talk that was full of his own convictions, based on his own background. Instead of a warmed-over magazine article, he gave us ore from his own mine, currency coined in his own mint. I leave it to you to decide which talk made a stronger impact on the class.

LOOK FOR TOPICS IN YOUR BACKGROUND

Once a group of our instructors were asked to write on a slip of paper what they considered was the biggest problem they had with beginning speakers. When the slips were tailed, it was found that “getting beginners to talk on the



right topic” was the problem most frequently encountered in early sessions of my course.

What is the right topic? You can be sure you have the right topic for you if you have lived with it, made it through your own experience and reflection. How do you find topics? By dipping into your memory and searching your background for those significant aspects of your life that made a vivid impression on you. Several years ago, we made a survey of topics that held the attention of listeners in our classes. We found that the topics most approved by the audience were concerned with certain fairly defined areas of one’s background.

Early Years and Upbringing. Topics that deal with the family, childhood memories, schooldays, invariably get attention, because most of us are interested in the way other people met and overcame obstacles in the environment in which they were reared.

Whenever possible, work into your talks illustrations and examples from your early years. The popularity of plays, movies, and stories that deal with the subject of meeting the challenges of the world in one’s early years attests to the value of this area for subject matter of talks. But how can you be sure anyone will be interested in what happened to you when you were young? There’s one test. If something stands out vividly in your memory after many years have gone by, that almost guarantees that it will be of interest to an audience.

Early Struggles to Get Ahead. This is an area rich in human interest. Here again the attention of a group can be held by recounting your first attempts to make your mark on the world. How did you get into a particular job or profession? What twist of circumstances accounted for your career? Tell us about your setbacks, your hopes, your triumphs when you were establishing yourself in the competitive world. A real-life picture of almost anyone’s life—if told modestly—is almost surefire material.

Hobbies and Recreation. Topics in this area are based on personal choice and, as such, are subjects that command attention. You can’t go wrong talking about something you do out of sheer enjoyment. Your natural enthusiasm for your particular hobby will help get this topic across to any audience.

Special Areas of Knowledge. Many years of working in the same field

have made you an expert in your line of endeavor. You can be certain of respectful attention if you discuss aspects of your job or profession based on years of experience or study.

Unusual Experiences. Have you ever met a great man? Were you under fire during the war? Have you gone through a spiritual crisis in your life? These are experiences that make the best kind of speech material.

Beliefs and Convictions. Perhaps you have given a great deal of time and effort to think about your position on vital subjects confronting the world today. If you have devoted many hours to the study of issues of importance, you have earned the right to talk about them. But when you do, be certain that you give specific instances for your convictions. Audiences do not relish a talk filled with generalizations. Please don't consider the casual reading of a few newspaper articles sufficient preparation to talk on these topics. If you know little more about a subject than the people in your audience, it is best to avoid it. On the other hand, if you have devoted years of study to some subject, it is undoubtedly a topic that is made to order for you. By all means, use it.

As was pointed out in Chapter Two, the preparation of a talk does not consist merely in getting some mechanical words down on paper, or in memorizing a series of phrases. It does not consist in lifting ideas secondhand from some hastily read book or newspaper article. But it does consist in digging deep into your mind and heart and bringing forth some of the essential convictions that life has stored there. Never doubt that the material is there. It is! Rich stores of it, waiting for you to discover it. Do not spurn such material as too personal, too slight for an audience to hear. I have been highly entertained and deeply moved by such talks, more entertained and more moved than I have been by many professional speakers.

Only by talking about something you have earned the right to talk about will you be able to fulfill the second requirement for learning to speak in public quickly and Easily. Here it is:

二、确定对选择的主题很感兴趣。

并非有资格谈论的主题，我们都会感兴趣，譬如洗盘子，我有资格谈论，却没有任何兴趣。但家庭主妇们谈起来却可能津津有味。那么怎么辨

别哪些题目你有资格谈论呢？如果有人起身反驳你的观点，你能够自信地进行自我辩护，那么你就选对了题目。

我曾参加了在日内瓦举行的国际联盟大会，有一位名叫乔治·福斯特的爵士发表了令人快慰的演讲——他没有借助任何讲稿或便笺，只是经常做些手势，全身心地投入到演讲中。那是发自内心，经过思考的真诚表达。大主教希恩先生是美国最富感染力的演说家，他在《不虚此生》中说，他在大学时入选辩论队，但在辩论赛前夜，却遭到了教授狠狠的批评。教授让他抽一段演讲辞反复阅读，看看是否有破绽。两个小时后，他已经筋疲力尽，但找到了答案，说错在不真诚，未能沉浸到演讲当中表达自己的真情实感。因此，希恩主教始终铭记：要全身心地投入到演讲当中。

培训班上有位学员说自己对任何事情都无精打采，老师便问他平常做些什么，他说喜欢收集有关火柴的书籍。老师继续询问这不同寻常的癖好时，他精神抖擞起来，兴致勃勃地比划着描述自己收藏的来自世界各国的火柴书籍。最后老师问他为何不以此为题呢？他说没有想过这个题目，因为没有意识到它的价值。当晚，他满怀热忱地就此发表了演讲，后来又出入于各种聚会讲述个中的趣味，获得了大家的认可。

SECOND. BE SURE YOU ARE EXCITED ABOUT YOUR SUBJECT

Not all topics that you and I have earned the right to talk about make us excited. For instance, as a do-it-yourself devotee, I certainly am qualified to talk about washing dishes. But somehow or other I can't get excited about this topic. As a matter of fact, I would rather forget about it altogether. Yet I have heard housewives—household executives, that is—give superb talks about this same subject. They have somehow aroused within themselves such a fury of indignation about the eternal task of washing dishes, or they have developed such ingenious methods of getting around this disagreeable chore, that they have become really excited about it. As a consequence, they have been able to talk effectively about this subject of washing wishes.

Here is a question that will help you determine the suitability of topics you feel qualified to discuss in public: if someone stood up and directly opposed your point of view, would you be impelled to speak with conviction and earnestness in defense of your position? If you would, you have the fight

subject for you.

Recently, I came across some notes I had written in 1926 after I had visited the Seventh Session of the League of Nations in Geneva, Switzerland. Here is a paragraph, “After three or four lifeless speakers read their manuscripts, Sir George Foster of Canada took the floor. With immense satisfaction I noted that he had no papers or notes of any kind. He gestured almost constantly. His heart was in what he was saying. He had something he very much wanted to get across. The fact that he was earnestly trying to convey to the audience certain convictions that he cherished in his own heart was as plain as Lake Geneva outside the windows. Principles I have been advocating in my teaching were beautifully illustrate in that talk.”

I often recall that speech by Sir George. He was sincere; he was earnest. Only by choosing topics which are felt by the heart as well as thought out by the mind will this sincerity be made manifest. Bishop Fulton J. Sheen, one of America’s most dynamic speakers, learned this lesson early in life.

“I was chosen for the debating team in college,” he wrote in his book, *Life is Worth Living*, “and the night before the No-tre Dame debate, our professor of debating called me to his office and scolded me.

“‘You are absolutely rotten. We have never had anybody in the history of this college who was a worse speaker than yourself.’

“‘Well,’ I said, trying to justify myself, ‘if I am so rotten why did you pick me for the team?’

“‘Because,’ he answered, ‘you can think; not because you can talk. Get over in that corner. Take a paragraph of your speech and go through it.’ I repeated a paragraph over and over again for an hour, at the end of which he said, ‘do you see any mistake in that?’ ‘No.’ Again an hour and a half, two hours, two and a half hours, at the end of which I was exhausted. He said, ‘Do you still not see what is wrong?’

“‘Being naturally quick, after two hours and a half, I caught on. I said, ‘Yes, I am not sincere. I am not myself. I do not talk as if I meant it.’”

At this point, Bishop Sheen learned a lesson he always remembered: he put himself into his talk. He became excited about his subject matter. Only then the wise professor said, “Now, you are ready to speak!”

When a member of one of our classes says, “I don’t get excited about anything, I lead a humdrum sort of life,” our instructors are trained to ask him what he does in his spare time. One goes to the movies, another bowls, and another cultivates roses. One man told his instructor that he collected books of matches. As the instructor continued to question him about this unusual hobby, he gradually became animated. Soon he was using gestures as he described the cabinets in books from almost every country in the world. When he became excited about his favorite topic, the instructor stopped him. “Why don’t you tell us about this subject? It sounds fascinating to me.” He said that he didn’t think anyone would be interested! Here was a man who had spent years in pursuit of a hobby that was almost a passion with him; yet he was negative about its value as a topic to speak about. This instructor assured this man that the only way to gauge the interest value of a subject was to ask yourself how interested you are in it. He talked that night with all the fervor of the true collector, and I heard later that he gained a certain amount of local recognition by going to various luncheon clubs and talking about match book collecting.

This illustration leads directly to the third guiding principle for those who want a quick and easy way to learn to speak in public.

三、热切渴望与听众分享你的演讲。

演讲者、演说内容和听众，是演讲的三个要素，前两条原则着重讨论了演讲者与演讲内容的关系，但听众的作用也不可忽视，演讲者必须令听众感到自己的演讲内容对每个人都意义重大，不仅使自己激情昂扬，而且将它传递给每位听众。出色的演讲者都希望感化观众，让他们按照自己的意思去办事。

我曾培训美国银行业协会纽约分会的人员，教会他们为推行节俭运动而发表演讲。其中一名学员，特别不擅长与人沟通，为了帮助他，我先教会他对题目感兴趣，然后引导他反复思考题目直到充满热情，最后告诉他，他将从从事的工作是一项伟大的社会服务事业。如此，他的热情被激发了出来。

THIRD. BE EAGAR TO SHARE YOUR TALK WITH YOUR

LISTENERS

There are three factors in every speaking situation: the speaker, the speech or the message, and the audience. The first two rules in this chapter dealt with the interrelationships of the speaker to a speech. Up to this point there is no speaking situation. Only when the speaker relates his talk to a living audience will the speaking situation come to life. The talk may be well prepared; it may concern a topic which the speaker is excited about; but for complete success, another factor must enter into his delivery of the talk. He must make his listeners feel that what he has to say is important to them. He must not only be excited about his topic, but he must be eager to transfer this excitement to his listeners. In every public speaker of note in the history of eloquence, there has been this unmistakable quality of salesmanship, evangelism, call it what you will. The effective speaker earnestly desires his listeners to feel what he feels, to agree with his point of view, to do what he thinks is right for them to do, and to enjoy and relive his experience with him. He is audience-centered and not self-centered. He knows that the success or failure of his talk is not for him to decide—it will be decided in the minds and hearts of his hearers.

I trained a number of men in the New York City Chapter of the American Institute of Banking to speak during a thrift campaign. One of the men in particular wasn't getting across to his audience. The first step in helping that man was to fire up his mind and heart with zeal for his subject. I told him to go off by himself and to think over this subject until he became enthusiastic about it. I asked him to remember that the Probate Court Records in New York show that more than 85 percent of the people leave nothing at all at death; that only 3.3 percent leave \$10,000 or over. He was to keep constantly in mind that he was not asking people to do him a favor or something that they could not afford to do. He was to say to himself, "I am preparing these people to have meat and bread and clothes and comfort in their old age, and to leave their wives and children secure." He had to remember he was going out to perform a great social service.

He thought over these facts. He burned them into his mind. He aroused his own interest, stirred his own enthusiasm, and came to feel that he, indeed, had a mission. Then, when he went out to talk, there was a ring to his words that



carried conviction. He sold his listeners on the benefits of thrift because he had an eager desire to help people. He was no longer just a speaker armed with facts; he was a missionary seeking converts to a worthwhile cause.

At one time in my teaching career, I relied considerably on the textbook rules of public speaking. In doing this I was merely reflecting some of the bad habits that had been instilled into me by teachers who had not broken away from the stilted mechanics of elocution.

I shall never forget my first lesson in speaking. I was taught to let my arm hang loosely at my side; with the palm turned to the rear, fingers half-closed and thumb touching my leg. I was drilled to bring the arm up in a picturesque curve, to give the wrist a classical turn, and then to unfold the forefinger first, the second finger next, and the little finger last. When the whole aesthetic and ornamental movement had been executed, the arm was to retrace the course of the curve and rest again by the side of the leg. The whole performance was wooden and affected. There was nothing sensible or honest about it.

My instructor made no attempt to get me to put my own individuality into my speaking; no attempt to have me speak like a normal, living human being conversing in an energetic manner with my audience.

Contrast this mechanistic approach to speech training with the three primary rules I have been discussing in this chapter. They are the basis of my entire approach to training in effective speaking. You will come across them again and again in this book. In the next three chapters each of these rules will be explained in detail.