

# 第 1 章

## 溝通的技巧

在討論商業文書或商業書信之前，不可以忘記一件重要的事實，那就是書信或其他應用文僅是利用文字之書寫來進行溝通，跟口語溝通基本上並無太大差別。無論溝通採用何種工具，均須具備溝通的技巧；沒有溝通的技巧，即無法寫好一篇很好的商業書信或寫一篇夠水準的業務報告，溝通技巧的重要可見一斑。

溝通的目的不外是解決問題，做出決定，化解爭端，贏取友誼等。但是溝通並不是一件容易的事。溝通到底為什麼相當困難呢？人和人差異最大的不是人體的結構，而是大腦想的和心裡感覺的差異。人和人最大的差異是價值觀、信念及彼此思想不一樣。

人是透過他的信念、價值觀和思想觀看這個世界。這些信念、價值觀是大部分在我們成長期，由父母、兄弟、師友及自身的生活經驗形塑而成的。我們對外在世界的印象不外是上述的投射，所以愛因斯坦說，真實的世界只不過是幻覺而已。人們常受自身經驗的影響，判斷事情也常基於其有限的經驗。有人年輕時困窮，中年以後致富，但是他還過著窮苦年代的生活，仍捨不得花錢買較貴的東西，連奢華一次都不願意，就是明顯的例子。

認識這一事實，我們才能掌握有效的溝通，達成溝通的目的。

要學習溝通的技巧，先要有下述六個基本認識。



### (一)我們所做所為都是在釋放訊息，在進行溝通

我們的肢體語言，說話的音量、口氣，寫信時信紙的品質、印刷版式、字體，都在告訴收信人，我們是怎麼樣的人，所以我們注重穿著，乃是依循人如衣著的原理。我們說某人「口嘴裡吐不出象牙」，是指口不擇言，會折損別人對我們的印象。有些語言，例如英文，用字遣詞即可知其教養身分。所以，我們說社交場合要謹言慎行，要識大體，不破壞禮儀，就是希望不要破壞溝通的基石。



### (二)我們開始溝通的方式會決定溝通的成果

我們常聽說他一開始就說錯話，就是這個意思。我們說別人說話不用大腦，口不擇言，就是在提醒人開始溝通的方式無比重要，開始的第一印象不佳，對隨後的溝通會產生阻礙。所以，我們要透過大腦進行溝通。



### (三)釋放訊息的方式會影響接收訊息者的反應

我們常說不知道就閉嘴，裝傻瓜，因為隨便亂說，會使原想溝通的事弄得更加複雜。所以，我們要使用適宜的口氣，態度要和善，論理要客觀，衣著要恰如身分。



### (四)真正的溝通是要確定對方收到的訊息是什麼，不要造成進一步之誤解

我們常聽人說「這不是我的意思」、「你誤會了」，一旦變成這

種情況，已經造成傷害，挽救都來不及了。溝通就是要讓對方收到他可接受的訊息。良好的溝通要有彈性，要讓對方有思索迴轉的空間。我們常勸人不要把話說絕了，就是這層意思。



#### (五)溝通是雙向的，我們不僅提供訊息也要蒐集訊息

我們提供清晰、平衡及有說服力的訊息，但如果僅是單向地提供，最多也僅是自己在高談闊論而已。我們還需要聽一聽別人的觀點，這對我們非常重要，知道對方的看法，可使陳述自己的看法時有效率，不會失焦，才會使自己的論點導向我們溝通的目標。我們常聽說溝通不足，是指自己在溝通時單向的溝通比重太大，無法充分掌握對方的意思。



#### (六)溝通一如雙人的舞蹈

溝通是一齊努力的工作，是一種互動，有如兩人玩蹺蹺板，互相調整，才能很順利地起落有致；只要一方想要壓制另一方，溝通就進行不下去。當想相互了解的程度深化，互動良好，就可以在短期間達成溝通的目的——解決問題、完成推銷、化解歧見等。

總之，有效的溝通就像障礙賽跑，必須知道溝通的障礙為何，才能逐一跨越障礙，達到溝通的目的地。一般溝通的障礙有的來自我們本身，它遮蔽我們的視線，阻斷我們的資訊。這類障礙主要有：

- 有先入為主的想法。
- 有偏見。
- 容易驟下結論。
- 做太多臆測。

- 太一般化，缺乏個別考量。
- 對人事物太定型化。
- 自以為很了解溝通對手。
- 有盲點，使我們看不清對方立場或沒聽對方的意見。
- 只聽你喜歡聽的話。
- 有成見。
- 對對方的意思表示解讀錯誤。
- 與我們信念想法相左的訊息不予理睬，或加以曲解。
- 不專心傾聽。
- 缺乏耐心傾聽。
- 缺乏傾聽別人意見的技巧。
- 在情緒不佳時進行溝通。
- 在自身有壓力時進行溝通。
- 進行溝通時，準備及評估工作做得不完整。
- 本身聽力有困難（如重聽）。
- 有雜事纏身。

另一種溝通障礙來自外部，例如，嘈雜的環境及溝通中的干擾，或者聽不清楚談話，或訊息接收不全，均會使溝通效率打了折扣。

所以，要溝通良好須先了解自身的溝通障礙，減低外部影響溝通的阻礙。最後要消除溝通雙方的不相容性，例如年齡、性別、種族、教育背景、個性、文化、價值觀、生活方式、職業、喜好之差異，尋求立場、利益之共同立足點，達成某種程度的妥協，完成溝通的目的，做成行動的決議，就像簽訂一份基於互信互賴的精神而擬就的契約，完成溝通的整個過程，達成溝通的最終目的和使命。



## (七)一篇具備溝通技巧的書信

## • 英文範例

My dear brother,

It is now nearly twenty-three years since we last saw each other. My marriage was the occasion of our last meeting and we parted with both of us in happy circumstances. I would certainly have found it hard to foresee that one day you would be the sole support of the family whose property at that time gave you so much satisfaction. When you hold this letter in your hands, I shall no longer be alive. In the position I found myself in, I did not want to survive the shame of a bankruptcy. I have stood on the edge of the abyss till the last moment, retaining hope that I might survive. But now I must give up. The combined bankruptcies of my stockbroker and my lawyer Roguin deprive me of my last resources and leave me with nothing. I am in the painful position of owing nearly four million, without being able to pay more than twenty-five per cent of that. The value of my stock of wines has tumbled to rock bottom, because of the abundance and quality of your harvests. In three days' time, Paris will say, 'Monsieur Grandet was a scoundrel!' I, an honest man, shall be in a shroud of infamy. I rob my son both of his good name, which I have cherished, and of his mother's fortune. He, unhappy boy, whom I idolize, knows nothing of this. We bade each other an affectionate farewell. Will he not curse me one day? Oh, my dear brother, our children's curse is a terrible thing; they can appeal against ours, but theirs is irrevocable. Grandet, you are my older brother, you owe me your protection; don't let Charles cast bitter words on my grave. Dear brother, even if I wrote to you with my blood and tears, this letter would not contain as much pain as it does, for then I should weep, I should bleed, I should be dead, I should be suffering no longer. But I am suffering and see death with dry eyes. So now you are Charles's father. He has no relatives on his mother's side, you know why. Why did I not comply with social prejudices? Why did I yield to love? Why did I marry the natural daughter of a great nobleman? Charles has now no family. Oh, my unhappy son! My son! Listen to me, Grandet. I am not imploring you to help me—in any case, your fortune is perhaps not big enough to stand a loan of three million—but to help my son. You must know, brother, that as I think of you, my hands are joined in

supplication. I entrust Charles to you with my dying breath. I look at my pistols without grieving, as I think that you will be a father to him. Charles was very fond of me. I was so good to him. I never crossed him. He will not curse me. Besides, you will see, he has a gentle disposition; he takes after his mother. He will never give you any trouble. Poor boy! He is used to luxury and has no experience of the privations which we both endured during our early years of poverty. And now he is ruined and alone. Yes, all his friends will desert him, and it is I who will be the cause of his humiliations. Oh, I should like to have a strong enough arm to send him with a single blow to his mother in heaven. But that is madness. I return to my misfortunes and to Charles's. I have sent him to you so that you can tell him of my death and of his future lot, in a suitable manner. Be a father to him—a kind father. Don't tear him away suddenly from his life of idleness, you would kill him. I beg him on my knees to renounce the claims that, as his mother's heir, he could make against me. But there's no need for such a prayer. He is an honourable man and will certainly feel that he ought not to join my creditors. Make him renounce in good time his claims to my estate. Explain to him the harsh conditions of the life I am preparing for him, and if he retains his affection for me, tell him in my name that all is not lost for him. Yes, work, which has been the salvation of both of us, may give him back the fortune of which I am depriving him. And, if he will listen to the voice of his father, who for his sake would like to rise for a moment from the grave, let him leave France and go to the Indies. Dear brother, Charles is an upright, stouthearted young man. If you give him a job lot of goods for trading, he would die rather than not repay your initial advance. For you will lend him something, Grandet; if you don't, you will lay up remorse for yourself. Oh, if my child were to get neither help nor affection from you, I would ask God throughout all eternity for vengeance on your harshness. If I had been able to rescue a few assets, I should certainly have been entitled to give him something from his mother's fortune, but the payments I had to make at the end of the month took all my resources. I wish I did not have to die uncertain of my child's fate; I should like to have felt sacred promises in the warmth of your handshake that would have comforted me. But I have no time. While Charles is on his way, I must draw up my balance-sheet. I am trying to prove by the good faith with which I conduct my business affairs that my disasters have not been caused by fault or dishonesty on my part. Isn't that to do something for Charles? Farewell, dear brother. May all God's blessings be on you in reward for the guardianship which I entrust to you and which you generously accept. I have no doubt about that. There will be a voice that will pray

for you unceasingly in the world to which we must all go one day, and where I shall already be when you read this letter.

Victor-Ange-Guillaume GRANDET.

• 中文譯文

親愛的哥哥，

自從我們上次見面迄今已近二十三年了。我們上次見面是在我結婚的時候，我們當時在悅的氣氛下分開。我確實無法預見有一天你會成為我們家唯一的支柱。我們家當時留給你的財產令你甚感滿意。當你接到這封信時，我已不在人世。以我所處的地位，我不願蒙受破產之恥而苟活。直到最後一刻，我立於深淵邊緣尚有存活下去的希望，但是現在我必須放棄。隨著我的股票經紀人及律師羅根先生的破產，我已無計可施，已身無分文。我欠債近四百萬，處境痛楚，甚至無法償還上述金額的百分之二十五。我所持葡萄酒股票股價已跌至谷底。因為你們葡萄酒豐收且品質極佳。三天之後，巴黎的人會說：「格蘭特先生是個惡棍！」我本是誠實的人，會名譽掃地。我剝奪了我珍惜的我兒的令名，也剝奪了他母親的財產。可憐我兒，我很寵愛他，尚不知此事。我們互道珍重，依依不捨。有一天他會恨死我。唉！親愛的哥哥，孩子的怨恨是可怕的事。我們可以寬恕他們的怨恨，可是他們的怨恨永不會抹去。你是我的哥哥，你有責任保護我。不要讓查理士在我的墳墓上咒我。親愛的哥哥，即使我以血淚寫信給你，此信要說有多少沉痛就有多少沉痛，我會哭泣，我會流血，我會去世，我將不再受苦了。但我目前還受苦，淚已乾枯，面對死亡。現在你已是查理士的父親，我把他託付給你。他沒有母親那一邊的親戚。你是知道原因的。我以前為什麼沒有依從社會的習慣，即使是偏見也好，我為什麼只為了愛而不想到後果。我為什麼娶了一個貴族的私生女。查理士已無家人。唉！我不幸的兒子。哥哥，請聽我說，我不是要懇求你幫忙我——無論如何，你的財產可能不夠多到可抵付三百萬的貸款，但你一定要幫幫我的兒子。哥哥！你要知道，當我想到你時，我可是合掌請求你。我以臨終所剩的一口氣將查理託付給你。我凝視我的手槍毫無痛楚，因為我知道你將為我兒的父親。查理士很貼心，我對他真的很好。我一向對他有求必應，他不會恨我。除此之外，你會發現他宅心仁厚，很像他母親，他不會給你惹麻煩的。可憐的孩子，他已習慣富裕的生活，不曉得什麼是匱乏。在早年貧困的歲月我們都匱乏過。現在他孑然一身，什麼都沒有了。是

的，他所有的朋友都將棄他而去，而我就是讓他受到屈辱的人。唉！但願我的臂膀夠粗壯，可讓他一死了之，讓他與在天上的母親相伴。但是這太荒唐了。我必須正視我和查理士的不幸。我將他送到你那兒，希望你能以恰當的方式告訴他我的過世以及他未來的命運。務必要做他的父親，做一個慈祥的父親。不要驟然之間剝奪他閑散慵懶的生活，那會要他的命。我跪下來求他作為他母親的繼承人，他要放棄對我的請求權。我不須做這樣祈求。他是個正直的人，他自然會感到沒必要像我的債權人一樣向我要債。在適當的時機要他放棄對我房產的請求權，向他解釋我導致他過艱苦生活的緣由。假如他還愛這個父親的話，以我的名義告訴他他並非真的一無所有。是的，只要努力工作，我剝奪掉的財富會再送回給他。你和我也是因努力工作而從艱苦中發跡。並且如果他願意聽老父的建議，即使須從墳墓出來片刻，我也願意為了他的利益，讓他到東印度去。親愛的哥哥，查理士是一個正直堅毅的年輕人。如果你給他一份工作一些商品去做買賣，他寧死也要償還你預借給他的財貨。哥哥，你會借點東西給他，不借給他，你會感到懊悔。假如我的孩子得不到你的愛或幫助，我永遠會請求上帝報復你的冷酷。假如我還能保住一些財產，我當然有權將他母親的財產撥一些給他。但是月底我必須付的錢已讓我無計可施。我真希望在沒確定兒子的命運前不要死去，我真希望感受你溫暖的雙手做神聖的承諾，你的承諾會使我感到安慰。但是我已沒有時間。當查理士上路時，我必須起草我的資產負債表。我要設法證明我是本著良心經營我的商務，我的破產非因我本人的狡詐而起。這不是替查理士做點事嗎？再見了，親愛的哥哥，你欣然承受我授予你查理士的監護權，上帝一定會因此祝福你，這是無庸置疑的。在我們遲早都要去報到的世界裡一直會有一個聲音在為你祈禱，當你閱讀此信時，我將已在那個世界了。

維克多－安格－瓜亞姆葛蘭特



## 本章申論題

1. 溝通的目的為何？
2. 學習溝通技巧須要哪六個基本認識？
3. 有哪些障礙會阻斷我們的溝通？

## 第 2 章

### 英文寫作的基本技巧

在探討英文商用書信的寫作之前，除了須了解溝通的技巧之外，最重要的另一項工作就是了解寫作的技巧。

寫作的基本技巧有三：

- (一)用文字表達出心裡所要講的話。
- (二)要簡潔清晰有條理。
- (三)要有說服力。



#### (一)要用文字表達出心裡所要講的話

##### 1. 不要繞著圈子講話 (circumlocution)

繞著圈子講話會給人兩種不良的印象，一為此人不太誠實，二為此人頭腦不清楚。美國總統小布希就是一例。寫文章要切題，要說到重點 (stick to the point)，絕對不能無厘頭。

下面是一些繞圈講話的事例。

繞圈子講話	一語道出	中文意思
apart from the fact that	but, except	但是
as consequence of	because of	因為
as yet	yet	尚未
at the time of writing	now/at present	現在
at this moment/point in time	now/at present	現在
avail ourselves of the privilege	accept	接受
be of the opinion that	think, believe	相信
because of the fact that	because	因為
be to differ	disagree	不同意
by means of	by	藉
by virtue of the fact that	because	因為
consequent upon	because	因為
consonant with	agreeing	一致
could hardly be less propitious	is bad/unfortunate	不好，不幸
due to the fact that	because	因為
during such time as	while	當
during the course of	during	在此期間
except for the fact that	except/but	除了
few in number	few	幾乎沒有
for the reason that	because	因為
give up on (it)	give up	放棄
go in to bat for	defend	防衛
in accordance with	under	依
in addition to which	besides	除……之外
in a majority of cases	usually	通常
in all probability	probably	可能
in anticipation of	expecting	期待
inasmuch as	since	因此
in association with	with	和