

How to Win Friends & Influence People by Dale Carnegie

INTRODUCTION:

- Say to yourself over and over, "My popularity, my happiness, and my self-worth are greatly enhanced by my skill in dealing with people."
- Start noticing when you make a 'mistake' and immediately figure out what you can learn from the situation. Separate your self-worth from the event and look just at how the situation was handled and what you can learn to use the next time something similar happens. Don't forget to pat yourself on the back for your successes, too!
- Develop a deep, driving DESIRE to master the principles of human relations.

Principle # 1: Don't criticize, condemn, or complain.

- "I learned 30 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." –John Wanamaker
- B.F. Skinner found 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 ...the same goes for humans.
- When dealing with people, let us remember we are not dealing with creatures of logic but rather creatures of emotion – bristling with prejudices and motivated by pride and vanity.
- Benjamin Franklin grew to be very diplomatic – his motto: "I will speak ill of no man – and speak all the good I know of everybody."
- "Father Forgets" short story by W. Livingston Larned
- God himself does not judge us until the end of our days – why should you or I?

Principle # 2: Give honest and sincere appreciation.

- There is only one way to get anyone to do anything – they have to WANT to do it – there is no other way.
- The deepest desire in human nature is the desire to be important, according to John Dewey.
- If you tell me how you get your feeling of importance. I'll tell you what you are. That determines your character.
- If some people are so hungry for a feeling of importance that they actually go insane to get it, imagine what miracle you or I can achieve by giving people honest appreciation this side of sanity.
- Be anxious to praise but loath to find fault. Be hearty in your approbation and lavish in your praise.
- Know there is a difference between appreciation and flattery – one is sincere and the other isn't. Flattery is NOT suggested at all – ever.
- The next time you enjoy a fancy meal, send word to the chef that it was excellently prepared. When a tired salesperson shows you unusual courtesy, please mention it.
- I shall pass this way but once; any good, therefore, that I can do or any kindness that I can show to any human being, let me do it now. Let me not defer nor neglect it, for I shall not pass this way again.
- "Every man I meet is my superior in some way. In that, I learn of him." –Emerson

Principle # 3: Arouse in the other person an eager want.

- Bait the hook to suit the fish – talk about what THEY want and show them how to get it.
- Always think, "How can I make this person want to do it?"
- If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as from your own.
- Increase your tendency to think always in terms of other people's point of view – see things from their angle.
- Each party should can from all negotiations.
- Whenever you have a brilliant idea, instead of making others think that it is ours; why not let them cook and stir the idea themselves? They will then regard it as their own.

Principle # 4: Become genuinely interested in other people.

- You can make more friends in 2 months by becoming interested in other people than you can make in two years by trying to get other people to be interested in you.
- Thurston used to repeat "I love my audience" to himself before performing.
- Greet all callers in a tone of voice that radiates interest and enthusiasm

Principle # 5: Smile.

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- Actions speak louder than words and a smile says, "I like you. You make me happy. I am glad to see you."
- Encouragement is a much more effective teaching device than punishment
- You must have a good time meeting people if you expect them to have a good time meeting you
- By regulating action, which is under the more direct control of the will, we can indirectly regulate the feeling, which is not.
- Happiness only depends on inner conditions.
- Do not fear being misunderstood. Do not waste a minute thinking about your enemies.

Principle # 6: Remember that a person's name is to that person the sweetest and most important sound in any language.

- If you don't get someone's name distinctly, then say, "So sorry. I didn't get the name clearly." And maybe "How is it spelled?"
- Repeat the name several times
- Associate (in your mind!) the name with the person's features, expressions, or general appearance.
- There is magic in a name – it sets the individual apart – it makes him/her unique

Principle # 7: Be a good listener. Encourage others to talk about themselves.

- Sometimes people just want an interested listener and nothing else.
- Listen because you are genuinely interested – it will be noticed otherwise.
- Millie Esposito made it her business to listen carefully when one of her children wanted to speak with her. Her kids say they know she loves them because "she stops whatever she is doing and listens to them."

Principle # 8: Talk in term of the other person's interests.

- Talk about the things you know will interest others present – make yourself agreeable.

Principle # 9: Make the other person feel important – and do it sincerely.

- Always make the other person feel important
- Don't let hate on you and think you are just trying to "game the system" and "get something out of someone" – be genuine, be honest.
- Do unto others as you would have them do unto you. All the time, everywhere.
- Make other people know THEY ARE IMPORTANT – each person you face is equally important.

Principle # 10: The only way to get the best of an argument is to avoid it.

- A man convinced against his will is of the same opinion still.
- Here lies the body of William Jay, who died maintaining his right of way – he was right, dead right, as he sped along, but he's just as dead as if he were wrong.
- Even killing a dog will not cure the bite.
- How to keep disagreement from becoming an argument:
 - Welcome the disagreement
 - Distrust your first instinctive impression
 - Control your temper – you can measure the size of a person by what makes him or her angry.
 - Listen first
 - Look for areas of agreement – dwell first on points you agree on
 - Be honest – apologize for your mistakes
 - Promise to think over your opponents' ideas and study them carefully – and mean it
 - Thank your opponent sincerely for their interest – think of them as people who really want to help you
 - Postpone action to give both sides time to think through the problem
- When one yells, the other shall listen – because when two people yell, there is no communication, just noise and bad vibrations.

Principle # 11: Show respect for the other person's opinions. Never say, "You're wrong."

- If you are going to prove anything, don't let anyone know it.
- "Be wiser than other people if you can; but do not tell them so." –Lord Chesterfield

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- "One thing only I know, and that is that I know nothing." –Socrates
- Quit telling people they are wrong, whether you just think it or know it for sure. If you must, even then say, "Well, now, look. I thought otherwise, but I may be wrong, I frequently am. And if I am wrong, I want to be put right. Let's examine the facts." That could at least then lead them to admit that he, too, may be wrong.
- Most of our so-called reasoning consists in finding arguments for going on believing as we already do.
- Permit yourself to understand the other person. Ignore your 1st reaction to evaluate or judge and simply try to understand it from the perspective of the other person.
- Stop using words that import a fixed opinion, such as: certainly, undoubtedly, surely, obviously. Use instead: "I conceive", "I apprehend", "I imagine", "I think", "I am of the opinion"
- Consider beginning a response by seeing how that observation could be used in many areas, and this situation has some differences that might call for other actions.
- Ask people, meetings, etc. where they think their problems might be – where they feel they could improve.
- Don't argue with your customer, spouse, or adversary. Don't tell them they are wrong. Don't get them stirred up. Use a little diplomacy.

Principle # 12: If you are wrong, admit it quickly and emphatically.

- Say about yourself all the derogatory things that you know the other person is thinking or wants to say or intends to say – and say them before that person has a chance to say them.
- By fighting you never get enough, but by yielding you get more than you expected.

Principle # 13: Begin in a friendly way.

- The sun and tornado made a bet on who could get a man to remove his coat the quickest. The tornado blew and blew and the man only held on to his coat harder. The sun simply smiled and kept on beaming – the man mopped his brow and took his coat off.
- "A drop of honey catches more flies than a gallon of gal." –Lincoln

Principle # 14: 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 (continually) the things on which you agree.
- From the outset, start building up 'yes' responses. This sets the psychological process of the listeners moving in the affirmative direction.
- It doesn't pay to argue.
- Socratic method: not just ask questions – ask questions in which they would have to agree!!!
- He who treads softly goes far.

Principle # 15: Let the other person do a great deal of the talking.

- You may be tempted to interrupt when you disagree with someone – DON'T. It is dangerous. They won't pay attention to you while they still have a lot of ideas of their own crying for expression.
- Teenager handling: Mrs. Wilson lectured, threatened, and punished but all to no avail. All I had been doing was talking when I should have been listening. I never heard her.
- I only mention my achievements when they ask.

Principle # 16: Let the other person feel that the idea is his or hers.

- Make suggestions and let the other person do the thinking and taking credit for the ideas.
- Come up with ideas and present them in such a way so that the other person will give his ideas that are in line with yours – you won't have to sell as they will buy.
- Colonel Edward M. House achieved results with the president by presenting ideas to Pres. Wilson and even giving him credit. He didn't care about credit for himself – he wanted RESULTS.
- "The reason why rivers and seas receive the homage of a hundred mountain streams is that they keep below them." – Loa-tse

Principle # 17: Try honestly to see things from the other person's point of view.

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- 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.
- Always ask yourself, "How would I feel, how would I react if I were in his shoes?"
- Consider the other person's ideas and feelings as important as your own.
- Before asking people to give (whether buying or donating to charity), pause, close your eyes, and try to think the whole thing through from another person's point of view. Ask yourself, "Why would he or she want to do it?"
- It would be better to walk in front of someone's office for two hours than to step into the office without a perfectly clear idea of what to say and do.
- Think always in terms of the other person's point of view, and see things from that person's angle as well as your own.

Principle # 18: Be sympathetic with the other person's ideas and desires.

- Stop arguments, ill feelings, and make good will with this statement: "I don't blame you one iota for feeling as you do. If I were you I would undoubtedly feel just as you do."
- You deserve very little credit for being what you are – remember that people who come to you irritated, bigoted, and unreasoning deserve very little discredit for being what they are. Your childhood upbringing is what it is – separate it from self-worth. Sympathize with other people. Say to yourself, "There, but for the grace of God, go I."
- Sol Hurok came to find that "super-stars" had a necessity for sympathy, sympathy, & more sympathy for their idiosyncrasies.

Principle # 19: Appeal to the nobler motives.

- In order to change people, appeal to the nobler motives. Make them feel that you consider them honest, upright, and fair.

Principle # 20: Dramatize your ideas.

- Movies and TV does it – why not you? Present the same facts using dramatization, showman-ship, the "wow-factor" and make a real difference.

Principle # 21: Throw down a challenge.

- If nothing else works, try this: Throw down the gauntlet! Challenge! Incite the desire to excel! Appeal to the people of spirit!
- If the work is exciting and interesting, the person will look forward to doing it and will be motivated to do a good job. It is a chance for self-expression, too!
- The desire for a feeling of importance comes into play here

Principle # 22: Begin with Praise and Honest Appreciation

- Convince someone you work with that you have confidence in their abilities and they will easily go along with your suggestions on their path to mastering that function.
- Beginning with praise is like the dentist who begins his work with Novacain. The patience still gets the drilling, but the Novacain is pain-killing.

Principle # 23: Call Attention to People's Mistakes Indirectly

- Change the word "but" to "and" – "but" fires off the "criticism" anchor and puts people on edge
- Calling attention to one's mistakes indirectly works wonders with sensitive people who may resent bitterly any direct criticism.
- Sergeant suggested people get regulation haircut – reserve dudes were all uppity about it and didn't do it, but a few did. The next day, the sergeant said he could already see some leaders developing (you know, the ones who got the regulation haircut!).
- Wife praised husband's speech as an article that would be good in a good national magazine and left it at that. Subtly saying that it was good, but not as a speech,

Principle # 24: Talk About Your Own Mistakes Before Criticizing the Other Person

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- It isn't nearly so difficult to listen to a recital of your faults if the person criticizing begins by humbly admitting that he, too, is far from impeccable.
- Admitting one's own mistakes – even when one hasn't corrected them – can help convince somebody to change his behavior.

Principle # 25: Ask Questions Instead of Giving Direct Orders

- He always gave people the opportunity to do things themselves; he never told his assistants to do things; he let them do them, let them learn from their mistakes. A technique like that makes it easy for a person to correct errors. A technique like that saves a person's pride and gives him or her a feeling of importance. It encourages cooperation instead of rebellion.
- Asking questions not only makes an order more palatable; it often stimulates the creativity of the persons whom you ask. People are more likely to accept an order if they have had a part in the decision that caused the order to be issued.
- Instead of asking employees to rush and finish a job that you know is impossible, bring the idea up to them and ask "Is there anything we can do to handle this order?" and watch their ideas flow in.

Principle # 26: Let the Other Person Save Face

- Let one save face!
- Boss guy let the employee know, in front of everyone, that the failure was due to lack of experience, not lack of ability.
- "I have no right to say or do anything that diminishes a man in his own eyes. What matters is not what I think of him, but what he thinks of himself. Hurting a man in his dignity is a crime." –Antione de Saint-Exupery.

Principle # 27: Praise the Slightest Improvement and Praise Every Improvement. Be "heartily in your approbation and lavish in your praise."

- "When criticism is minimized and praise emphasized, the good things people do will be reinforced and the poorer things will atrophy for lack of attention." –B.F. Skinner
- He specifically pointed out how his work was superior. Because he had singled out a specific accomplishment, his praise became much more meaningful to the person to whom it was given. When praise is specific, it comes across as sincere – not just something said to make the other person feel good.
- The principles taught in this book will work only when they come from the heart. These are NOT a bag of tricks – this is a NEW WAY OF LIFE!
- Praise people and inspire them with a realization of their latent possibilities.

Principle # 28: Give the Other Person a Fine Reputation to Live Up To.

- If you want to improve a person in a certain respect, act as though that particular trait were already one of his or her outstanding characteristics.
- A small phrase can change someone's life.

Principle # 29: Use Encouragement. Make the Fault Seem Easy to Correct.

- Be liberal with your encouragement, make the thing seem easy to do, let the other person know that you have faith in his ability to do it, that he has an undeveloped flair for it – and he will practice until the dawn comes in the window in order to excel.
- Small improvements, met with great encouragement, led a "math-deprived" child to make the fantastic discovery that learning was easy and fun.

Principle # 31: Make the Other Person Happy About Doing the Thing You Suggest

- Always make the other person happy about doing the thing you suggest.
- Napoleon once stated, "Men are ruled by toys."
- Guidelines to mind when influencing attitudes / behaviors:
 - Be sincere (benefits to the other person)
 - Know exactly what you want the other person to do
 - Be empathetic (ask yourself what other person really wants)
 - Consider the benefits for the other person

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- Match those benefits to the other person's wants
 - When ready to deliver, put it in a form that conveys the idea that they will personally benefit
- If you only increase your effectiveness with someone by a mere 10%, you have become 10% more effective as leader than you were before – and that is YOUR benefit.

A Shortcut to Distinction:

Prime interests of people is health, second is developing skills in human relationships. They don't want to become public speakers, and they don't want to listen to a lot of high-sounding talk about psychology; they want suggestions they can use immediately in business, in social contacts, and in the home.

A lot can be accomplished when one is obsessed with an original idea and afire with enthusiasm.

The way to develop self-confidence, is to do the thing you fear to do and get a record of successful experiences behind you.

The main job of Dale Carnegie was to help people conquer their fears and develop courage.