

HOW TO WIN FRIENDS & INFLUENCE PEOPLE

*The Only Book You Need
to Lead You to Success*

Dale
Carnegie

UPDATED
FOR THE NEXT
GENERATION
OF LEADERS

OVERVIEW

How to Win Friends and Influence People by Dale Carnegie is a self-help masterpiece that guides you through life. The main idea is that you can influence other people's actions by modifying your own. It shows you the principles to communicate better with people, become a more attractive person, enhance relationships, persuade others, and lead effectively.



PART ONE: FUNDAMENTAL TECHNIQUES IN HANDLING PEOPLE

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

Most people don't judge themselves for anything, no matter how wrong it may be. Criticism is useless and harmful. It makes a person feel attacked and usually makes him try to defend himself. And it injures a person's fragile ego, hurts his sense of worth, and creates resentment.

People learn faster and retain knowledge more effectively when rewarded for good behavior than punished for bad behavior. By criticizing, we do not make lasting changes and often cause resentment.

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

Anyone can criticize, condemn, and complain. But it takes character and self-control to be understanding and forgiving.

Principle 2: Give honest and sincere appreciation.

The only way to get a person to do anything is by giving them what they want. What do most people want?

Health, food, sleep, money, sex. Almost all these wants are usually satisfied – all except one: the desire to be important.

This desire is what makes you want to wear the latest fashions, drive the latest cars, and talk about your smart children. If you tell me how you get your feeling of importance, I'll tell you what you are. That determines your character.

How do you make people feel important? By appreciation and encouragement. 'I have yet to find the person, however great or exalted his station, who did not do better work and put forth greater effort under a spirit of approval than he would ever do under a spirit of criticism.'

Know the difference between appreciation and flattery. One is universally respected; the other universally despised.

Flattery is selfish and insincere. It's cheap praise. You tell the other person exactly what he thinks about himself. In the long run, flattery will do you more harm than good.

Appreciation is unselfish and sincere. It happens when we stop thinking about ourselves and begin to think of the other person's good points.

Be 'warm in your approbation and generous in your praise,' and people will value your words and treasure them and repeat them over a lifetime – repeat them years after you have forgotten them.



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

Of course, you are interested in what you want. But no one else is. The rest of us are just like you: we are interested in what we want. The only way to influence other people is to talk about what they want and show them how to get it.

In the words of Henry Ford: "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 perspective as well as from your own."

This does not mean manipulating someone so that he will do something that is only for your benefit and his detriment. Each party should benefit from the negotiation.

PART TWO: SIX WAYS TO MAKE PEOPLE LIKE YOU

Principle 1: Become genuinely interested in other people.

If you only try to get people to like you, you won't have many real friends.

True friendship is not built that way. If you want to make friends, do things for others that show you care - things that take time, energy, generosity, and thoughtfulness.

We like others when they like us. A sincere interest, as with every other principle of human relations, must benefit both the giver and the receiver. It is a mutual exchange - both party's gain.

Principle 2: Smile. Actions are louder than words, and a smile says, 'I like you. You make me happy. I am happy to see you.' You must enjoy meeting people if you want them to enjoy meeting you.

Make yourself smile. If you are alone, make yourself whistle or hum a tune or sing. Pretend you are already happy and you will become happy.

Control your thoughts. Happiness depends on inner conditions, not outer ones. It is not what you have or who you are or where you are or what you are doing that makes you happy or unhappy. It is what you think about it. Shakespeare said it best:

"Nothing is either good or bad, but thinking makes it so."

Your smile is a sign of your goodwill and brightens the lives of all who see it. To someone who has seen a dozen people frown, scowl or turn their faces away, your smile is like the sun breaking through the clouds.

Principle 3: Remember that a person's name is to that person the sweetest and most important sound in any language.

The average person is more interested in their own name than in all the other names on earth combined. "Remember that name and say it easily, and you have given a subtle and very effective compliment. But forget it or spell it wrong - and you have put yourself at a big disadvantage."

Most people don't remember names, because they don't take the time and energy to focus and repeat and fix names firmly in their minds. A simple technique to remember names:

- If you don't hear the name clearly, ask the person to say it again
- For unusual names, ask for the spelling
- Say the name several times during the conversation
- Connect the name with the person's features, expression, and general appearance
- Write it down later so you can see the name as well A name belongs entirely to the person we are dealing with - and no one else. It makes the person stand out; it makes them unique among all others. From the waitress to the senior executive, the name will work wonders as you deal with others.

Principle 4: Be a good listener. Encourage others to talk about themselves.

To be a good talker, be a good listener. To be interesting, be interested. Ask questions that the other person will like answering. Encourage them to talk about themselves and their achievements.

Remember people are a hundred times more interested in themselves and their needs and problems than they are in you and your problems. Keep that in mind the next time you start a conversation.

Principle 5: Talk in terms of the other person's interests.

People like to talk about themselves. A favorite topic is the things that they enjoy. Whenever Roosevelt expected a guest, he stayed up late the night before, reading up on the subject that he knew his guest was especially interested in.

"Roosevelt knew that the best way to a person's heart is to talk about the things he or she values most."

Principle 6: Make the other person feel important – and do it sincerely.

There is one essential rule of human behavior: always make the other person feel important. If we follow that rule, we will hardly ever get into trouble. In fact, that rule, if followed, will bring us many friends and constant happiness. But the moment we break the rule, we will get into endless trouble.

Give to others what we would want others to give to us. How? When? Where? All the time, everywhere.

Little phrases like 'I'm sorry to bother you,' 'Would you be so kind as to - ?' 'Could you please?' 'Do you mind?' 'Thank you' - little courtesies like these smooth the wheels of the dull routine of everyday life - and they are the mark of good manners.

Most people you meet feel superior to you in some way. A sure way to their hearts is to let them know in some subtle way that you acknowledge their importance sincerely.

“Talk to people about themselves,” said Disraeli, one of the cleverest men who ever ruled the British Empire. “Talk to people about themselves and they will listen for hours.”

PART THREE: HOW TO WIN PEOPLE TO YOUR WAY OF THINKING

Principle 1: The only way to get the best of an argument is to avoid it.

Most arguments end with each person surer than ever that he is right. You can't win an argument. If you lose it, you lose it; and if you win it, you lose it.

When you win an argument, you make the other person feel inferior. You hurt his pride and he will resent your victory. In the words of Ben Franklin:

“If you argue and quarrel and contradict, you may achieve a victory sometimes; but it will be a hollow victory because you will never get your opponent's goodwill.”

How to prevent a disagreement from turning into an argument:

- Welcome the disagreement. Be grateful if someone points out something you haven't considered. It's a chance to be corrected before you make a serious mistake
- Doubt your first instinctive impression. Our first natural reaction is to be defensive. Stay calm and be aware of your first reaction
- Control your temper. Remember, you can judge the size of a person by what makes him or her angry
- Listen first. Let your opponents speak before resisting, defending, or debating. Don't create barriers. Build bridges of understanding
- Look for areas of agreement. Start by talking about the points and areas where you both agree 38

- Be honest. Look for areas where you can admit error and say so. Apologize for your mistakes. It disarms opponents and reduces defensiveness
- Promise to think over your opponents' ideas and study them carefully. And mean it. Your opponents may be right. It is much easier at this stage to agree to think about their points than to rush ahead and find yourself in a situation where your opponents can say: 'We tried to tell you, but you wouldn't listen'
- Thank your opponent's sincerely for their interest. Anyone who takes the time to disagree with you is interested in the same things you are. Think of them as people who really want to help you, and you may turn your opponents into friends
- Postpone action to give both sides time to think through the problem. Suggest that a new meeting be held later that day or the next day, when all the facts can be examined. In preparation for this meeting, ask yourself some hard questions:
 - Could they be right (even partly)?
 - Is there truth or merit in their position or argument?
 - Is my reaction one that will solve the problem, or will it just relieve some frustration?
 - Will my reaction push them further away or bring them closer to me?
 - Does my reaction improve the opinion good people have of me?
 - Will I win or lose?
 - What price will I have to pay if I win?
 - If I keep quiet about it, will the disagreement go away?
 - Is this difficult situation an opportunity for me?

Principle 2: Show respect for the other person's opinions. Never say, 'You're wrong.'

Tell people they are wrong and you have struck a direct blow at their intelligence, pride, and self-respect. You won't make them want to change their minds and they will never want to agree with you. If you are going to prove anything, don't let anybody know it. Do it so subtly. As Galileo said:

"You cannot teach a man anything; you can only help him to find it within himself."

When someone makes a statement that you know is wrong, 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.'

' There's positive magic in admitting you could be wrong. It's hard to object to such phrases.

"You will never get into trouble by admitting that you may be wrong. That will stop all argument and inspire your opponent to be just as fair and open and broad-minded as you are. It will make him want to admit that he, too, may be wrong."



When we are wrong, we may admit it to ourselves. And if we are handled gently and tactfully, we may admit it to others and even take pride in our frankness and broadmindedness. But not when the other part belittles us.

Don't argue with your customer or your spouse or your adversary. Use a little diplomacy. It will help you gain your point.

Principle 3: If you are wrong, admit it quickly and emphatically.

If we know we are going to be rebuked anyhow, it's far better to beat the other person to it and do it ourselves. It's easier to listen to self-criticism than to bear condemnation from alien lips.

Say about yourself all the derogatory things 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.

There is a certain degree of satisfaction in having the courage to admit your errors. It not only clears the air of guilt and defensiveness but often helps solve the problem created by the mistake.

“When you are right, try to win people gently and tactfully to our way of thinking. When you are wrong – and that will be surprisingly often, if you are honest with yourself – admit your mistakes quickly and with enthusiasm.”

This technique will produce astonishing results as well as being more fun than trying to defend oneself. As the proverb goes: 'By fighting you never get enough, but by yielding you get more than you expected.'

Principle 4: Begin in a friendly way.

To persuade someone to your side, first show him that you are his genuine friend. A friendly attitude and appreciation can make people more willing to change their minds than all the anger and force in the world. Remember the words of Lincoln: 'A drop of honey attracts more flies than a gallon of vinegar.'

Principle 5: Get the other person saying 'yes, yes' immediately.

When talking with someone, start by highlighting - and keep on highlighting - the things that you agree on.

Keep stressing, if possible, that you are both aiming for the same goal and that your only difference is one of approach and not of intention. Get the other person to say 'Yes, yes' from the beginning. Keep them from saying 'No.'

A 'No' answer is the hardest obstacle to overcome. All your self-respect requires that you stay consistent with yourself. Once you have said something, you feel you must stick to it. The skillful speaker gets, at the start, several 'Yes' answers. This gets the psychological process of the listeners moving in the positive direction.



When you want to tell someone, he is wrong, ask a gentle question - a question that will get the 'yes, yes' answer.

Principle 6: Let the other person do a great deal of the talking.

Most people who try to win others to their way of thinking do too much talking themselves. Let the other people talk themselves out. Ask them questions.

When you disagree with them, don't interrupt. Listen patiently and with an open mind. Be honest about it. Encourage them to express their ideas fully. Even our friends would rather talk to us about their successes than listen to us brag about ours.

La Rochefoucauld, the French philosopher, said: 'If you want enemies, outshine your friends; but if you want friends, let your friends outshine you.'

When our friends outshine us, they feel important; but when we outshine them, they - or at least some of them - will feel inferior and jealous.

Principle 7: Let the other person feel that the idea is his or hers.

People have more trust in ideas that they find for themselves than in ones given to them. Don't try to force your opinions down the throats of other people. Instead, make suggestions and let other people conclude.

No one likes to feel that he or she is being sold something or told to do something. We prefer to feel that we are buying or acting on our own accord or ideas. We like to be asked about our wishes, our wants, our thoughts.

Principle 8: Try honestly to see things from the other person's point of view.

Other people may be completely wrong. But they don't think so. Don't judge but instead try to understand them.

There is a reason why the other man thinks and acts as he does. Find that reason and you have the key to his actions, maybe to his personality. Put yourself in his place. Success in dealing with people depends on a sympathetic understanding of the other person's viewpoint.

"Cooperativeness in conversation is achieved when you show that you value the other person's ideas and feelings as much as your own. Begin your conversation by giving the other person the purpose or direction of your conversation, say what you would like to hear if you were the listener, and accept his or her viewpoint. This will encourage the listener to have an open mind to your ideas."

Always ask yourself: 'Why should he want to do it?' This will take time but it will avoid making enemies and will get better results.



Principle 9: Be sympathetic with the other person's ideas and desires.

A magic phrase to end arguments, remove bad feelings, create goodwill, and make the other person listen carefully: 'I don't blame you for feeling as you do. If I were you, I would feel just the same.'

A reply like that will soften anyone. And you can say that and be 100% honest, because if you were the other person you, of course, would feel just as he does. Most people you meet want empathy. Give it to them, and they will love you.

Principle 10: Appeal to the nobler motives.

A person usually has two reasons for doing something: one that sounds good and a real one. The person himself will think of the real reason. You don't need to stress that. But all of us, being idealists at heart, like to think of reasons that sound good. So, to change people, appeal to the higher motives.

Principle 11: Dramatize your ideas.

This is the age of dramatization. Simply stating a truth is not enough. The truth must be made vivid, interesting, dramatic. You must use flair. The movies do it. Television does it. And you will have to do it if you want attention.

Principle 12: Throw down a challenge.

To get things done, inspire competition using the desire to excel. 'All men have fears, but the brave overcome their fears and go forward, sometimes to death, but always to victory.'

The one main factor that motivates people is the work itself. If the work was exciting and interesting, the worker looks forward to doing it and is motivated to do a good job.

That is what every successful person loves: the game. The opportunity for self-expression. The opportunity to prove his or her worth, to excel, to win. The desire for a feeling of importance.

PART FOUR: BE A LEADER

Principle 1: Begin with praise and honest appreciation.

It is always easier to hear unpleasant things after we have received some compliments on our good points.

Principle 2: Call attention to people's mistakes indirectly.

Many people start their criticism with sincere praise followed by the word 'but' and ending with a critical statement.

For example: 'We're really proud of you, Johnnie, for improving your grades this term. But if you had studied harder on your algebra, the results would have been better.'



Johnnie might feel motivated until he heard the word 'but.' It makes him doubt the honesty of the original praise. It seemed only to be a fake lead-in to a negative implication of failure. Trustworthiness would be weakened, and we probably would not achieve our goals of changing Johnnie's attitude toward his studies. This could be easily avoided by changing the word 'but' to 'and.'

Like this: 'We're really proud of you, Johnnie, for improving your grades this term, and by keeping up the same diligent efforts next term, your algebra grade can be as good as the others.'

Now, Johnnie would accept the praise because there was no follow-up of an implication of failure. We have drawn his attention to the behavior we wished to change indirectly, and the chances are he will try to meet our expectations. Pointing out one's mistakes indirectly works wonders with sensitive people who may be offended by any direct criticism.

Principle 3: Talk about your own mistakes before criticizing the other person.

It isn't nearly so hard to listen to a list of your faults if the person criticizing begins by humbly admitting that he, too, is far from perfect.

Admitting one's own mistakes - even when one hasn't fixed them - can help persuade someone to change his behavior.

Principle 4: Ask questions instead of giving direct orders.

Asking questions not only makes an order more acceptable; it often sparks the creativity of the people whom you ask.

People are more likely to follow an order if they have had a role in the decision that led to the order being given.

Principle 5: Let the other person save face.

We trample over the feelings of others, getting our own way, finding fault, making threats, criticizing a child or an employee in front of others, without even thinking about the hurt to the other person's pride.

Whereas a few minutes' thought, a kind word or two, a genuine understanding of the other person's attitude, would go a long way toward easing the pain! Let's remember that the next time we are faced with the unpleasant necessity of firing or scolding an employee.

Even if we are right and the other person is wrong, we only damage ego by making someone lose face. The legendary French aviation pioneer and author Antoine de Saint-Exupéry wrote:



'I have no right to say or do anything that lowers 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.'

Principle 6: Praise the slightest improvement and praise every improvement. Be 'hearty in your approbation and lavish in your praise.'

Praise even the smallest improvement to motivate the other person to keep on improving. The use of praise instead of criticism is the basic idea of B.F. Skinner's teachings. The great modern psychologist has shown by experiments with animals and humans that when criticism is reduced and praise is increased, the good things people do will be strengthened and the bad things will fade away for lack of attention.

Everyone likes to be praised, but when praise is specific, it sounds sincere - not something the other person may be saying just to please you. Remember, we all want appreciation and recognition, and will do almost anything to get it. But nobody likes flattery.

Let me say it again: The principles taught in this book will only work when they come from the heart. I am not suggesting a bag of tricks. I am talking about a new way of life. Talking about changing people. If you and I will inspire the people we meet to discover the hidden treasures they have, we can do much more than change people. We can literally transform them. Abilities shrink under criticism; they blossom under encouragement.

Principle 7: Give the other person a fine reputation to live up to.

If you want to improve a person in a certain way, act as if that quality was already one of his or her best features. Shakespeare said 'Assume a virtue, if you have it not.'

And it might be wise to pretend and state openly that other people have the virtue you want them to develop. Give them a good reputation to live up to, and they will make great efforts rather than disappoint you.

Principle 8: Use encouragement. Make the fault seem easy to correct.

Tell your child, your spouse, or your employee that he or she is stupid or bad at something, has no talent for it and is doing it all wrong, and you have ruined almost every motivation to try to improve.

But use the opposite technique - be generous with your encouragement, make the thing seem easy to do, let the other person know that you have confidence in his ability to do it, that he has a hidden skill for it - and he will practice until the sun rises in the window to excel.

Principle 9: Make the other person happy about doing the thing you suggest.

Always make the other person happy about doing what you suggest. Some guidelines when you want to change someone's behavior:

- Be sincere. Do not promise anything that you cannot deliver. Forget about the benefits to yourself and focus on the benefits to the other person
- Know exactly what you want the other person to do
- Be empathetic. Ask yourself what the other person really wants
- Consider the benefits that the person will get from doing what you suggest
- Match those benefits to the other person's needs
- When you make your request, put it in a way that will show the other person that he will personally benefit from it. An order sounds like this: 'John, we have customers coming in tomorrow and I need the stockroom cleaned out. So sweep it out, put the stock in neat piles on the shelves and polish the counter.' When you express the benefits: 'John, I am bringing some customers in tomorrow to show our facilities. I would like to show them the stock-room, but it is in bad shape. If you could sweep it out, put the stock in neat piles on the shelves, and polish the counter, it would make us look professional and you will have done your part to create a good company image.'