

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

BY DALE CARNEIGE

Everyone, and I mean everyone can learn something from How to Win Friends & Influence People. The principles in the book are simple, but something a lot of us fail to use or remember. This book will help you to convince people to your way of thinking, avoid arguments and become more liked. If you're in a leadership or sales type role, I strongly recommend this book. HTWFIP was one of the first best-selling self-help books ever published. Written by Dale Carnegie and first published in 1936, it has sold 15 million copies world-wide.

FUNDAMENTAL TECHNIQUES IN HANDLING PEOPLE



Don't criticise condemn or complain

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."



Give honest and sincere appreciation

There is only one way under high heaven to get anybody to do anything. Did you ever stop to think of that? Yes, just one way. And that is by making the other person want to do it.

Give honest, sincere appreciation. Be "heartily in your approbation and lavish in your praise," and people will cherish your words and treasure them and repeat them over a lifetime repeat them years after you have forgotten them.



Arouse in the other person an eager want

William Winter once remarked that "self-expression is the dominant necessity of human nature" Why can't we adapt this same psychology to business dealings? When we have a brilliant idea, instead of making others think it is ours, why not let them cook and stir the idea themselves. They will then regard it as their own; they will like it and maybe eat a couple of helpings of it.

Remember: "First, arouse in the other person an eager want. He who can do this has the whole world with him. He who cannot walks a lonely way."

WAYS TO MAKE PEOPLE LIKE YOU



Become genuinely interested in other people

If you want others to like you, if you want to develop real friendships, if you want to help others at the same time as you help yourself, keep this principle in mind and become genuinely interested in other people.

If we want to make friends, let's put ourselves out to do things for other people things that require time, energy, unselfishness and thoughtfulness. When the Duke of Windsor was Prince of Wales, he was scheduled to tour South America, and before he started out on that tour he spent months studying Spanish so that he could make public talks in the language of the country; and the South Americans loved him for it.



Smile

Your smile is a messenger of your good will. Your smile 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. Especially when that someone is under pressure from his bosses, his customers, his teachers or parents or children, a smile can help him realize that all is not hopeless that there is joy in the world.



Remember that a person's name is to that person the most important sound in any language

We should be aware of the magic contained in a name and realize that this single item is wholly and completely owned by the person with whom we are dealing and nobody else. The name sets the individual apart; it makes him or her unique among all others. The information we are imparting or the request we are making takes on a special importance when we approach the situation with the name of the individual. From the waitress to the senior executive, the name will work magic as we deal with others.



Be a good listener. Encourage others to talk about themselves

If you aspire to be a good conversationalist, be an attentive listener. To be interesting, be interested. Ask questions that other persons will enjoy answering. Encourage them to talk about themselves and their accomplishments.

Remember that the people you are talking to are a hundred times more interested in themselves and their wants and problems than they are in you and your problems.

A person's toothache means more to that person than a famine in China which kills a million people. A boil on one's neck interests one more than forty earthquakes in Africa. Think of that the next time you start a conversation.



Talk in terms of the other person's interests

Talking in terms of the other person's interests pays off for both parties. Howard Z. Herzig, a leader in the field of employee communications, has always followed this principle. When asked what reward he got from it, Mr. Herzig responded that he not only received a different reward from each person but that in general the reward had been an enlargement of his life each time he spoke to someone.



Make the other person feel important-and do it sincerely

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

HOW TO WIN PEOPLE TO YOUR WAY OF THINKING



The only way to get the best of an argument is to avoid it

I have come to the conclusion that there is only one way under high heaven to get the best of an argument – and that is to avoid it.

Avoid it as you would avoid rattlesnakes and earthquakes.

Nine times out of ten, an argument ends with each of the contestants more firmly convinced than ever that he is absolutely right.



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

2,200 years before Christ was born, King Akhtoi of Egypt gave his son some shrewd advice – advice that is sorely needed today. "Be diplomatic," counseled the King. "It will help you gain your point."

In other words, don't argue with your customer or your spouse or your adversary. Don't tell them they are wrong, don't get them stirred up. Use a little diplomacy.



If you are wrong, admit it quickly and emphatically

When we are right, let's try to win people gently and tactfully to our way of thinking, and when we are wrong – and that will be surprisingly often, if we are honest with ourselves – let's admit our mistakes quickly and with enthusiasm. Not only will that technique produce astonishing results; but, believe it or not, it is a lot more fun, under the circumstances, than trying to defend oneself. Remember the old proverb: "By fighting you never get enough, but by yielding you get more than you expected."



Begin in a friendly way

Aesop was a Greek slave who lived at the court of Croesus and spun immortal fables six hundred years before Christ. Yet the truths he taught about human nature are just as true in Boston and Birmingham now as they were twenty-six centuries ago in Athens. The sun can make you take off your coat more quickly than the wind; and kindness, the friendly approach and appreciation can make people change their minds more readily than all the bluster and storming in the world.

Remember what Lincoln said: "A drop of honey catches more flies than a gallon of gall."



Get the other person saying "yes, yes" immediately

Recall the "Socratic Method". Did Socrates tell people they were wrong? Oh, no. He was far too adroit for that. His whole technique, was based upon getting a "yes, yes" response. He asked questions with which his opponent would have to agree. He kept on winning one admission after another until he had an armful of yeses. He kept on asking questions until finally, almost without realizing it, his opponents found themselves embracing a conclusion they would have bitterly denied a few minutes previously. The next time we are tempted to tell someone he or she is wrong, let's remember old Socrates and ask a gentle question – a question that will get the "yes, yes" response.



Let the other person do a great deal of the talking

Most people trying to win others to their way of thinking do too much talking themselves. Let the other people talk themselves out. They know more about their business and problems than you do. So ask them questions. Let them tell you a few things.

If you disagree with them you may be tempted to interrupt. But 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. So listen patiently and with an open mind. Be sincere about it. Encourage them to express their ideas fully.



Let the other person feel that the idea is his or hers

Don't you have much more faith in ideas that you discover for yourself than in ideas that are handed to you on a silver platter? If so, isn't it bad judgment to try to ram your opinions down the throats of other people?

Isn't it wiser to make suggestions – and let the other person think out the conclusion?



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

Remember that other people may be totally wrong. But they don't think so. Don't condemn them. Any fool can do that. Try to understand them. Only wise, tolerant, exceptional people even try to do that.

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. Try honestly to put yourself in his place.



Be sympathetic with the other person's ideas and desires

Wouldn't you like to have a magic phrase that would stop arguments, eliminate ill feeling, create good will, and make the other person listen attentively?

Yes? All right. Here it is: "I don't blame you one iota for feeling as you do. If I were you I would undoubtedly feel just as you do."

An answer like that will soften the most cantankerous old cuss alive. And you can say that and be 100 percent sincere, because if you were the other person you, of course, would feel just as he does.



Appeal to the nobler motives

Experience has taught me," says Mr. Thomas, "that when no information can be secured about the customer, the only sound basis on which to proceed is to assume that he or she is sincere, honest, truthful and willing and anxious to pay the charges, once convinced they are correct.

To put it differently and perhaps more clearly, people are honest and want to discharge their obligations.

The exceptions to that rule are comparatively few, and I am convinced that the individuals who are inclined to chisel will in most cases react favorably if you make them feel that you consider them honest, upright and fair.



Dramatise your ideas

This is the day of dramatization. Merely stating a truth isn't enough. The truth has to be made vivid, interesting, dramatic. You have to use showmanship. The movies do it. Television does it. And you will have to do it if you want attention.



Throw down a challenge

Frederic Herzberg, one of the great behavioral scientists, concurred. He studied in depth the work attitudes of thousands of people ranging from factory workers to senior executives. What do you think he found to be the most motivating factor – the one facet of the jobs that was most stimulating? Money? Good working conditions? Fringe benefits? No – not any of those. The one major factor that motivated people was the work itself. If the work was exciting and interesting, the worker looked forward to doing it and was motivated to do a good job.

BE A LEADER

HOW TO CHANGE PEOPLE WITHOUT GIVING OR AROUSING RESENTMENT



Begin with praise and honest appreciation

Beginning with praise is like the dentist who begins his work with Novocain. The patient still gets a drilling, but the Novocain is pain-killing. A leader will use ...



Call attention to people's mistakes indirectly

Many people begin their criticism with sincere praise followed by the word "but" and ending with a critical statement. This eliminates all credibility in what you're saying.

Calling attention to one's mistakes indirectly works wonders with sensitive people who may resent bitterly any direct criticism.



Talk about your own mistakes before criticising the other person.

Admitting one's own mistakes – even when one hasn't corrected them – can help convince somebody to change his behavior.



Ask questions instead of giving direct orders.

Instead of pushing his people to accelerate their work and rush the order through, the manager of a small manufacturing plant called everybody together, explained the situation to them, and told them how much it would mean to the company and to them if they could make it possible to produce the order on time. Then he started asking questions:

"Is there anything we can do to handle this order?"

"Can anyone think of different ways to process it through the shop that will make it possible to take the order?"

"Is there any way to adjust our hours or personnel assignments that would help?"

The employees came up with many ideas and insisted that he take the order. They approached it with a "We can do it" attitude, and the order was accepted, produced and delivered on time.



Let the other person save face.

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



Praise the slightest improvement and praise every improvement.

Talk about changing people. If you and I will inspire the people with whom we come in contact to a realization of the hidden treasures they possess, we can do far more than change people. We can literally transform them.

Yes, you who are reading these lines possess powers of various sorts which you habitually fail to use; and one of these powers you are probably not using to the fullest extent is your magic ability to praise people and inspire them with a realization of their latent possibilities.

Abilities wither under criticism; they blossom under encouragement. To become a more effective leader of people, apply ...



Give the other person a fine reputation to live up to.

If you want to improve a person in a certain spect, act as though that particular trait were already one of his or her outstanding characteristics. Shakespeare said "Assume a virtue, if you have it not." And it might be well to assume and state openly that other people have the virtue you want them to develop. Give them a fine reputation to live up to, and they will make prodigious efforts rather than see you disillusioned.



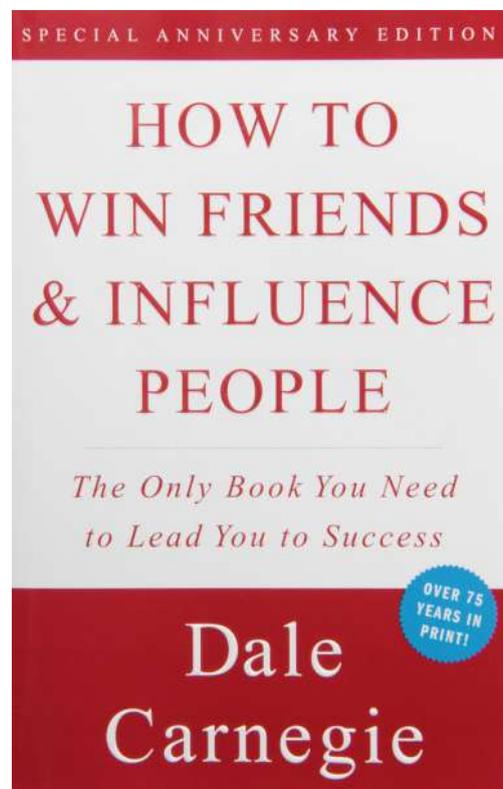
Use encouragement. Make the fault seem easy to correct.

Tell your child, your spouse, or your employee that he or she is stupid or dumb at a certain thing, has no gift for it, and is doing it all wrong, and you have destroyed almost every incentive to try to improve. But use the opposite technique 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.



Make the other person happy about doing the thing you suggest.

It is naïve to believe you will always get a favorable reaction from other persons when you use these approaches, but the experience of most people shows that you are more likely to change attitudes this way than by not using these principles and if you increase your successes by even a mere 10 percent, you have become 10 percent more effective as a leader than you were before and that is your benefit.



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