
How to Win Friends and Influence People

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This study guide was developed by AffordableCeus.org for use with the textbook, *How to Win Friends and Influence People*. The content, concepts, and ideas presented in this guide are those of the author(s) and are credited as such.

HOW THIS BOOK WAS WRITTEN—AND WHY

After conducting courses in public speaking for business and professional men and women, Dale Carnegie realized that as much as these people needed training in effective speaking, they needed still more training in getting along with people in everyday business and social contacts.

This book wasn't written in the usual sense of the word. It grew and developed out of the experiences of thousands of adults. The rules set down here are not mere theories or guesswork. I have seen the application of these principles literally revolutionize the lives of many people.

Professor William James of Harvard noted that we only use a small part of our physical and mental resources; therefore, we live far within our limits. We possess all sorts of powers, which we habitually fail to use.

The sole purpose of this book is to help you discover, develop and profit by those dormant and unused "powers." As Herbert Spencer said, "the great aim of education is not knowledge but action."

This is an action book.

Nine Suggestions on How to Get the Most Out of This Book

1. Develop a deep, driving desire to master the principles of human relations.
2. Read each chapter twice before going on to the next one.
3. As you read, stop frequently to ask yourself how you can apply each suggestion.
4. Underscore each important idea.
5. Review this book each month.
6. Apply these principles at every opportunity.
7. Make a lively game out of your learning by offering some friend a dime or a dollar every time he or she catches you violating one of these principles.
8. Check up each week on the progress you are making. Ask yourself what mistakes you have made, what improvement, what lessons you have learned for the future.
9. Keep notes showing how and when you have applied these principles.

PART ONE: FUNDAMENTAL TECHNIQUES IN HANDLING PEOPLE

"IF YOU WANT TO GATHER HONEY, DON'T KICK OVER THE BEEHIVE"

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

Criticism is futile because it puts a person on the defensive and usually makes him strive to justify himself. It's dangerous because it wounds a person's precious pride, hurts his sense of importance, and arouses resentment.

Instead of condemning people, try to understand them. 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.

THE BIG SECRET OF DEALING WITH PEOPLE

Principle 2: Give honest, sincere appreciation.

Instead of thinking of your accomplishments, your wants, try to figure out the other person's good points. Then forget flattery. If you give honest, sincere appreciation, then people will cherish and treasure your words.

“HE WHO CAN DO THIS HAS THE WHOLE WORLD WITH HIM. HE WHO CANNOT WALKS A LONELY WAY”

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

Each of us is interested in our own wants; however, if you want to influence other people then start talking about what they want and show them how to get it.

PART TWO: SIX WAYS TO MAKE PEOPLE LIKE YOU

DO THIS AND YOU’LL BE WELCOMED ANYWHERE

Principle 1: Become genuinely interested in other people.

A show of interest, as with every other principle of human relations, must be sincere. It must pay off not only for the person showing the interest, but also for the person receiving the attention. It’s a two-way street—both parties benefit.

Keep this principle in mind, if you want others to like you, to develop real relationships, and to help others at the same time you are helping yourself.

A SIMPLE WAY TO MAKE A GOOD IMPRESSION

Principle 2: Smile

The effect of a smile is powerful. Your smile is a messenger of good. Your smile will brighten the lives of all who see it. A smile can help someone realize that not all is hopeless—that there is joy in the world.

IF YOU DON’T DO THIS, YOU ARE HEADED FOR TROUBLE

Principle 3: Remember that a person’s name is to that person the sweetest and 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 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.

AN EASY WAY TO BECOME A GOOD CONVERSATIONALIST

Principle 4: 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.

HOW TO INTEREST PEOPLE

Principle 5: Talk in terms of the other person’s interest.

Talking in terms of the other person’s interests pays off for both parties. Henry Z. Herzig, a leader in the field of employee communications, has always followed this principle. When asked what reward he got from it, he 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.

HOW TO MAKE PEOPLE LIKE YOU INSTANTLY

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

There is one all-important law of human conduct and it is this: *Always make the other person feel important.* If we obey that law, we shall almost never get into trouble. In fact, that law, if obeyed, will bring us countless friends and constant happiness.

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

YOU CAN'T WIN AN ARGUMENT

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

After listening to, engaging in, and watching the effect of thousands of arguments; I have concluded that there is only one way to get the best of an argument—and that is to avoid it. Nine times out of ten, an argument ends with each of the contestants more firmly convinced than ever that he is absolutely right.

An article in *Bits and Pieces* made some suggestions on how to keep a disagreement from becoming an argument:

- Welcome the disagreement
- Distrust your first instinctive impression
- Control your temper
- Listen first
- Look for areas of agreement
- Be honest
- Promise to think over your opponents' ideas and study them carefully
- Thank your opponents sincerely for their interest
- Postpone action to give both sides time to think through the problem

A SURE WAY OF MAKING ENEMIES –AND HOW TO AVOID IT

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

Telling someone they are wrong arouses opposition and makes the listener want to do battle with you. It is difficult under even the most benign conditions to change people's minds and nearly impossible if you start by telling them they are wrong. When you tell someone they are wrong, you deliver a direct blow at their intelligence, judgment, pride, and self-respect. This will make them want to strike back, not change their mind.

If a person makes a statement that you know is wrong, isn't it better to begin by saying: "I may be wrong. I frequently am. Let's examine the facts." There is magic, positive magic in such a phrase.

IF YOU'RE WRONG, ADMIT IT

Principle 3: 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.

A DROP OF HONEY

Principle 4: Begin in a friendly way.

The sun can make you take your coat off 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."

THE SECRET OF SOCRATES

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

Socrates, "the gadfly of Athens," was one of the greatest philosophers the world has ever known. He did something that only a handful of men in all history have been able to do: he sharply changed the whole course of human thought; and now, long after his death, he is honored as one of the wisest persuaders whoever influenced this wrangling world. His whole technique, now called the "Socratic Method," was based upon getting a "yes, yes" response.

The Chinese have spent over five thousand years studying human nature, those cultured Chinese, and they have garnered a lot of perspicacity: *“He who treads softly goes far.”*

THE SAFETY VALVE IN HANDLING COMPLAINTS

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

Many people, when trying to win others over to their way of thinking, do too much talking. Let the other people talk. They know more about their business and problems than you do. Ask them questions. Let them tell you a few things.

HOW TO GET COOPERATION

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

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

A FORMULA THAT WILL WORK WONDERS FOR YOU

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

Remember that other people may be totally wrong. However, 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.

If, as a result of reading this book, you get only one thing—an increased tendency to always think in terms of the other person’s point of view, and see things from that person’s angle as well as your own—if you get only that one thing from this book, it may easily prove to be one of the stepping-stones of your career.

WHAT EVERYBODY WANTS

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

Three-fourths of the people you will ever meet are hungering and thirsting for sympathy. Give it to them and they will love you.

AN APPEAL THAT EVERYBODY LIKES

Principle 10: Appeal to the nobler motives.

J.P. Morgan observed that a person usually has two reasons for doing a thing: one that sounds good and a real one. The person himself will think of the real reason. You don’t need to emphasize that. However, all of us, being idealists at heart, like to think of motives that sound good. So, in order to change people, appeal to the nobler motives.

THE MOVIES DO IT. TV DOES IT. WHY DON’T YOU DO IT?

Principle 11: Dramatize your ideas.

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

WHEN NOTHING ELSE WORKS, TRY THIS

Principle 12: Throw down a challenge.

What does every successful person love? The game. The chance for self-expression. The chance to prove his or her worth, to excel, to win. The desire for a feeling of importance.

PART FOUR: BE A LEADER: HOW TO CHANGE PEOPLE WITHOUT GIVING OFFENSE OR AROUSING RESENTMENT

IF YOU MUST FIND FAULT, THIS IS THE WAY TO BEGIN

Principle 1: Begin with praise and honest appreciation.

It is always easier to listen to unpleasant things after we have heard some praise of our good points. 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.

HOW TO CRITICIZE—AND NOT BE HATED FOR IT

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

This principle is best demonstrated by how Charles Schwab handled the situation of his employees breaking the "no smoking" rule. Mr. Schwab was passing through one of his steel mills one day at noon when he came across some of his employees smoking. Immediately above their heads was a sign that read "No Smoking." Instead of pointing at the sign and asking whether they could read, he opted to give them each a cigar, and said, "I'd appreciate it, boys, if you would smoke these on the outside."

Another point to consider is the use of the word "but." Many people begin their criticism with sincere praise followed by the "but" and ending with a critical statement. The listener might feel encouraged until they hear the "but," which could leave them feeling the praise was contrived and insincere. One can overcome this problem by changing the "but" to "and." Simply changing one three-letter word can often spell the difference between failure and success in changing people without giving offense or arousing resentment.

TALK ABOUT YOUR OWN MISTAKES FIRST

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

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

NO ONE LIKES TO TAKE ORDERS

Principle 4: Ask questions instead of giving direct orders.

Owen D. Young was a master at asking questions instead of giving direct orders. A man who, for three years, sat in the same office with Mr. Owen stated that during that entire time he never once heard him give a direct order to anyone. He always gave suggestions, not orders. For instance, he would say, "You might consider this" or "Do you think that would work?" 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, saves a person's pride, and gives him or her a feeling of importance. It encourages cooperation instead of rebellion.

LET THE OTHER PERSON SAVE FACE

Principle 5: Let the other person save face.

A real leader will always 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. Antoine de Saint-Exupery, legendary French aviation pioneer and author, 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."

HOW TO SPUR PEOPLE ON TO SUCCESS

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

We all crave appreciation and recognition, and will do almost anything to get it. However, no one wants insincerity; no one wants flattery. If we inspire the people with whom we come in contact with a realization of the hidden treasures they possess, we can do far more than change people. We literally can transform them.

The principles in this book will work only when they come from the heart. I am not advocating a bag of tricks. I am talking about a new way of life.

Abilities wither under criticism; they blossom under encouragement.

GIVE A DOG A GOOD NAME

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

If you want to excel in that difficult leadership role of changing the attitude or behavior of others, then give the other person a reputation to live up to.

MAKE THE FAULT SEEM EASY TO CORRECT

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

If you tell someone he is stupid or dumb at a certain thing, has no gift for it, and is doing it all wrong, then you have destroyed almost every incentive to try to improve. However, if you are liberal with your encouragement, make the thing seem easy to do, let him know you have faith in his ability to do it, that he has an undeveloped flair for it—then he will practice until the dawn comes in the window in order to excel.

You can help others improve by practicing Principle 8.

MAKING PEOPLE GLAD TO DO WHAT YOU WANT

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

The effective leader should keep the following guidelines in mind when it is necessary to change attitudes or behaviors:

1. Be sincere. Don't promise things you can't deliver. Forget about the benefits to yourself and focus on the benefits to the other person.
2. Know exactly what it is you want the other person to do.
3. Be empathetic. Ask yourself what it is the other person really wants.
4. Consider the benefits that a person will receive from doing what you suggest.
5. Match those benefits to the other person's wants.
6. When you make your request, put it in a form that will convey to the other person the idea that he personally will benefit.

People are more likely to do what you would like them to do when you make them happy about doing what you suggest.

CONCLUSION

A SHORTCUT TO DISTINCTION BY LOWELL THOMAS

Born on a Missouri farm, the lad, who had once picked strawberries and cut cockleburs for five cents an hour, became the highest-paid trainer of the executives of large corporations in the art of self-expression.

A survey, conducted over a two-year period by the University of Chicago, the American Association for Adult Education, and the United Y.M.C.A. Schools, revealed that health was the prime interest of adults, and developing skills in human relationships was second. By hearing and acting on the wants expressed in that survey, Carnegie became the most spectacular force in the adult education movement that swept the nation during that time. According to a cartoon by "Believe-It-or-Not" Ripley, he had criticized 150,000 speeches.

Dale Carnegie claimed that all people can talk when they get mad. He said that if you hit the most ignorant man in the town on the jaw and knock him down, he would get on his feet and talk with an eloquence, heat, and emphasis that would have rivaled that world-famous orator William Jennings Bryan at the height of his career.

He claimed that almost any person can speak acceptably in public if he or she has self-confidence and an idea that is boiling and stewing within. 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 DALE CARNEGIE COURSES

Effective Speaking and Human Relations Course

Probably the most popular program ever offered in developing better interpersonal relations. This course is designed to develop self-confidence, the ability to get along with others in social and occupational relations, increase the ability to communicate ideas, and increase one's enjoyment of life by building positive attitudes, increasing enthusiasm, and reducing tension and anxiety.

Sales Course

This in-depth participative program is designed to help persons currently engaged in sales or sales management to become more successful in their careers. It covers the vital but little understood element of customer motivation and its application to any product or service that is being sold.

Management Seminar

This program sets forth the Dale Carnegie principles of human relations and applies them to business. The course is designed to help participants stimulate creativity in their employees, motivate, delegate and communicate, as well as solve problems and make decisions in a systematic manner.