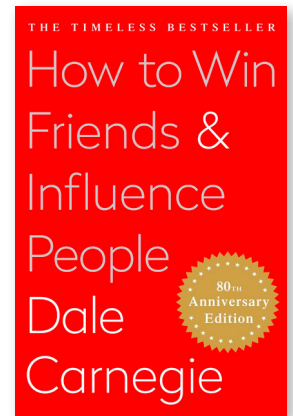




Executive Book Summaries®

How to Win Friends & Influence People

by **Dale Carnegie**



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THE SUMMARY IN BRIEF

Even now, the simple truths in Dale Carnegie's remarkable book are as fresh and vital as when they were first released in 1937. His principles for achieving success have withstood the ravages of time because they worked ... and still work!

Carnegie's advice has remained relevant for generations because he addresses timeless questions about the fine art of getting along with people: How can you make people like you instantly? How can you persuade people to agree with you? How can you speak frankly to people without giving offense?

As Carnegie, explains, the majority of our success in life depends on our ability to communicate and manage personal relationships effectively, at home and at work.

The core principles of this book, originally written as a practical, working handbook on human relations, are proven effective. *How to Win Friends and Influence People* will help you discover and develop the people skills you need to live well and prosper.

IN THIS SUMMARY, YOU WILL LEARN:

- Techniques in handling people.
- Ways to make people like you.
- How to win people to your way of thinking.
- How to change people without offending them.

Introduction

This book wasn't written in the usual sense of the word. It grew as a child grows. It grew and developed out of the reactions to my lectures, out of the experience of thousands of adults.

The rules we have set down here are not mere theories or guesswork. They work like magic. Incredible as it sounds, I have seen the application of these principles literally revolutionize the lives of many people.

“Compared to what we ought to be,” said the famous Professor William James of Harvard, “we are only half awake. We are making use of only a small part of our physical and mental resources. Stating the thing broadly, the human individual thus lives too closely within his limits. He possesses powers of various sorts which he habitually fails to use.”

Part One: Fundamental Techniques in Handling People

If You Want to Gather Honey, Don't Kick Over the Beehive

John Wanamaker, founder of the stores that bear his name, once confessed: “I learned thirty 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.”

Do you know someone you would like to change and regulate and improve? Good! I am all in favor. But why not begin on yourself? From a purely selfish standpoint, it's a lot more profitable than trying to improve others—and a lot less dangerous.

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

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.”

As Dr. Johnson said, “God Himself, sir, does not propose to judge man until the end of his days.” Why should you and I?

Principle: Don't criticize, condemn or complain.

The Big Secret of Dealing With People

The only way under heaven to get anybody to do anything is by making the other person want to do it.

Let's cease thinking of our accomplishments, our wants. Let's try to figure out the other person's good points. Then forget flattery. 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.

Principle: Give honest and sincere appreciation.

He Who Can Do This Has the Whole World With Him. He Who Cannot Walks a Lonely Way.

The only way on earth to influence other people is to talk about what they want and show them how to get it.

Tomorrow you may want to persuade somebody to do something. Before you speak, pause and ask yourself: “How can I make this person want to do it?”

“If there is any one secret of success,” said Henry Ford, “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.”

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.”

Principle: Arouse an eager want in the other person.

Part Two: Six Ways to Make People Like You

Do This and You'll Be Welcome Anywhere

All of us—workers in a factory, clerks in an office or a king on his throne—all of us like people who admire us.

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. If we want to make friends let's greet people with animation and enthusiasm.

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.

Principle: Become genuinely interested in other people.

A Simple Way to Make a Good Impression

Charles Schwab, one of the most successful men in America, told me his smile had been worth a million dollars.

And he was probably understating the truth. For Schwab's personality, his charm, his ability to make people like him, were almost wholly responsible for his extraordinary success.

Actions speak louder than words, and a smile says, "I like you. You make me happy. I am glad to see you."

Professor James V. McConnell, a psychologist at the University of Michigan, expressed his feelings about a smile. "People who smile," he said, "tend to manage, teach and sell more effectively, and to raise happier children. There's far more information in a smile than a frown. That's why encouragement is a much more effective teaching device than punishment."

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: Smile!

If You Don't Do This You Are Headed for Trouble

The average person is more interested in his or her own name than in all the other names on earth put together. Remember that name and call it easily, and you have paid a subtle and very effective compliment.

Libraries and museums owe their richest collections to people who cannot bear to think that their names might perish from the memory of the race.

Most people don't remember names, for the simple reason that they don't take the time and energy necessary to concentrate and repeat and fix names indelibly in their minds. They make excuses for themselves; they are too busy.

Napoleon the Third, Emperor of France, boasted that in spite of all his royal duties he could remember the name of every person he met. His technique? Simple. If he didn't hear the name distinctly, he said, "So sorry. I didn't get the name clearly." Then, if it was an unusual name, he would say, "How is it spelled?"

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

An Easy Way to Become a Good Conversationalist

The secret, the mystery, of a successful business interview? Well, according to former Harvard president Charles W. Eliot, "There is no mystery about successful business intercourse ... Exclusive attention to the person who is speaking to you is very important. Nothing else is so flattering as that."

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.

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

How to Interest People

The royal road to a person's heart is to talk about the things he or she treasures most.

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.

Principle: Talk in terms of the

other person's interests.

How to Make People Like You Instantly

Always make the other person feel important! You want the approval of those with whom you come in contact. You want recognition of your true worth. You want a feeling that you are important in your little world. You don't want to listen to cheap, insincere flattery, but you do crave sincere appreciation. All of us want that.

“Talk to men 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.”

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

Part Three: How to Win People to Your Way of Thinking

You Can't Win an Argument

You can't because if you lose it, you lose it; if you win it, you lose it. Why? Well, suppose you triumph over the other man and shoot his argument full of holes and prove that he is non compos mentis? Then what? You will feel fine. But what about him? You have made him feel inferior. You have hurt his pride. He will resent your triumph, and he will still believe that he was right.

Which would you rather have, an academic, theatrical victory or a person's good will? You can seldom have both.

Opera tenor Jan Peerce, after he was married nearly fifty years, once said: “My wife and I made a pact a long time ago, and we've kept it no matter how angry we've grown with each other. When one yells, the other should listen—because when two people yell, there is no communication, just noise and bad vibrations.”

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

A Sure Way of Making Enemies—and How to Avoid It

If you are going to prove anything, don't let anybody know it. Do it so subtly, so adroitly, that no one will feel that you are doing it.

As Lord Chesterfield said to his son: “Be wiser than other people if you can; but do not tell them so.”

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

Two thousand years ago, Jesus said: “Agree with thine adversary quickly.”

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.

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

If You're Wrong Admit It

Any fool can try to defend his or her mistakes—and most fools do but it raises one above the herd and gives one a feeling of nobility and exultation to admit one's mistakes.

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.

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

A Drop of Honey

If a man's heart is rankling with discord and ill-feeling toward you, you can't win him to your way of thinking with all the logic in the world. Scolding parents and domineering bosses and husbands and nagging wives ought to realize that people don't want to change their minds. They can't be forced or driven to agree with you or me. But they may possibly be led to, if we are gentle and friendly, ever so gentle and ever so friendly.

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 Abraham Lincoln said: “A drop of honey catches more flies than a gallon of gall.”

Principle: Begin in a friendly way.

The Secret of Socrates

In talking with people, don't begin by discussing the things on which you differ. Begin by emphasizing—and keep on emphasizing—the things on which you agree. Keep emphasizing, if possible, that you are both striving for the same end and that your only difference is one of method and not of purpose.

Get the other person saying “Yes, yes” at the outset. Keep your opponent, if possible, from saying “No.”

It is a very simple technique—this yes response. And yet, how much it is neglected! It often seems as if people get a sense of their own importance by antagonizing others at the outset.

The Chinese have a wise proverb: “He who treads softly goes far.”

Principle: Get the other person saying “yes, yes” immediately.

The Safety Valve in Handling Complaints

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.

Listen patiently and with an open mind. Be sincere about it. Encourage them to express their ideas fully.

Even our friends would much rather talk to us about their achievements than listen to us boast about ours.

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

How to Get Cooperation

Don't you have much more faith in ideas that you discovered for yourself than in ideas that are handed to you on a silver platter? If so, isn't it bad judgement 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?

Twenty-five centuries ago, Lao-tse, a Chinese sage, said some things that readers of this book might use today:

“The reason why rivers and seas receive the homage of a hundred mountain streams is that they keep below them. Thus they are able to reign over all the mountain streams. So the sage, wishing to be before them, he putteth himself behind them. Thus, though his place be above men, they do not feel his weight; though his place be before them, they do not count it an injury.”

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

A Formula That Will Work Wonders for You

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 his personality.

Try honestly to put yourself in his place.

If, as a result of reading this, you get only one thing—an increased tendency to 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—if you get only that one thing from this book, it may easily prove to be one of the stepping-stones of your career.

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

What Everybody Wants

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

“The human species universally craves sympathy,” said Dr. Arthur Gates in his splendid book Educational Psychology. “The child eagerly displays his injury; or even inflicts a cut or bruise in order to reap abundant sympathy. For the same purpose adults show their bruises, relate accidents, illness,

especially details of a surgical operation.”

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

An Appeal That Everybody Likes

J. Pierpont Morgan observed that a person usually has two reasons for doing a thing: one that sounds good and the real one.

The person himself will think of the real reason. You don't need to emphasize that. But 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.

When John D. Rockefeller, Jr., wished to stop newspaper photographers from snapping pictures of his children, he too appealed to the nobler motives. He didn't say, "I don't want their pictures published." No, he appealed to the desire, deep in all of us, to refrain from harming children. He said: "You know how it is, boys. You've got children yourselves, some of you. And you know it's not good for youngsters to get too much publicity."

Principle: Appeal to the nobler motives.

The Movies Do It. TV Does It. Why Don't You Do It?

This is the day of dramatization. Merely stating a truth isn't enough. The truth has to be made vivid, interesting, dramatic.

You can dramatize your ideas in business or in any other aspect of your life.

James B. Boynton had to present a lengthy market report to one of the biggest—and most formidable—men in the advertising business.

"I didn't bother with tabulations of figures and data. I went to see this man, I dramatized my facts.

As I entered his office he was busy on the phone. While he finished his conversation, I opened a suitcase and dumped thirty-two jars of cold cream on top of his desk—all products he knew all competitors of his cream.

On each jar I had a tag itemizing the results of the trade investigation. And each tag told its story briefly, dramatically."

"I was presenting the usual dry facts, but this time I was using dramatization, showmanship—and what a difference

it made."

Principle: Dramatize your ideas.

When Nothing Else Works Try This

The way to get things done is to stimulate competition—stimulate the desire to excel.

"I have never found," said Harvey Firestone, founder of the Firestone Tire and Rubber Co., "that pay and pay alone would either bring together or hold good people. I think it was the game itself."

This is what every successful person loves: the game. The chance for self-expression. The chance to prove his or her worth, to excel, to win. That is what makes foot-races and hog-calling and pie-eating contests. The desire to excel. The desire to feel important.

Principle: Throw down a challenge.

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

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 the drilling, but the Novocain kills the pain.

Principle: Begin with praise and honest appreciation.

How to Criticize—and Not Be Hated for It

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

On March 8, 1887, the eloquent preacher Henry Ward Beecher died. The following Sunday, Lyman Abbott was invited to speak in the pulpit left silent by Beecher's passing. Eager to do his best, he wrote, rewrote and polished his sermon with the meticulous care of a Flaubert. Then he read it to his wife. It was poor as most written speeches are. She

might have said, if she had less judgement, “Lyman, this is terrible. That’ll never do. You’ll put people to sleep.”

That’s what she might have said. And, if she had, you know what would have happened. And she knew too. So, she merely remarked that it would make an excellent article for the North American Review. In other words, she praised it and at the same time subtly suggested that it wouldn’t do as a speech. Lyman Abbott saw the point, tore up his carefully prepared manuscript and preached without even using notes.

Principle: Call attention to people’s mistakes indirectly.

Talk About Your Own Mistakes First

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

No One Likes to Take Orders

Resentment caused by a brash order may last a long time—even if the order was given to correct an obviously bad situation.

Asking questions not only makes an order more palatable; it often stimulates the creativity of the persons who you ask. People are more likely to accept an order if they have a part in the decision that caused the order to be issued.

For example, Ian MacDonald, general manager of a small manufacturing plant had the opportunity to accept a very large order, but he was convinced that he would not meet the promised delivery date unless his workers made an extreme extra effort.

Instead of pushing his people to accelerate their work and rush the order through, he called everybody together, and explained the situation to them. Then he started asking questions.

“Is there any way we can handle this order?”

“Can anyone think of different ways to process it through

the shop that will make it possible to take the order?”

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.

Principle: Ask questions instead of giving direct orders.

Let the Other Person Save Face

Letting one save face! How important, how vitally important that is!

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-Exupery 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.”

Principle: Let the other person save face.

How to Spur People On to Success

I can look back at my own life and see where a few words of praise have sharply changed my entire future.

You 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.

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

Give a Dog a Good Name

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.

Give them a fine reputation to live up to, and they will make

prodigious efforts rather than see you disillusioned. There is an old saying: “Give a dog a bad name and you may as well hang him.” But give a good name—and see what happens!

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

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 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.

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

Making People Glad to Do What You Want

Always make the other person happy about doing the thing you suggest.

I knew a man who had to refuse many invitations to speak, invitations extended by friends, invitations coming from people to whom he was obligated; and yet he did it so adroitly that the other person was at least contented with his refusal. How did he do it? Not by merely talking about the fact that he was too busy and too-this or too-that. No, after expressing his appreciation for the invitation and regretting his inability to accept it, he suggested a substitute speaker.

In other words, he didn't give the other person any time to feel unhappy about the refusal. He immediately changed the other person's thoughts to some other speaker who could accept the invitation.

It is naive to believe you will always get the 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.

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



Dale Carnegie was born in 1888 in Missouri and educated at State Teachers College at Warrensburg. As a salesman and aspiring actor, he traveled to New York and began teaching communications classes to adults at the YMCA. In 1912, the world-famous Dale Carnegie Course was born. Dale Carnegie's company became incorporated as Dale Carnegie & Associates, Inc. in 1954. He passed away a year later, leaving his legacy and a set of core principles to be disseminated for decades to come.

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