

# How To Win Friends and Influence People

Dale Carnegie - 1936

- ❑ Highest-paid personnel in engineering are frequently not those who know the most about engineering. One can, for example, hire mere technical ability in engineering, accountancy, architecture or any other profession at nominal salaries. But the person who has technical knowledge plus the ability to express ideas, to assume leadership, and to arouse enthusiasm among people—that person is headed for higher earning power.
- ❑ “Education,” said Dr. John G. Hibben, former president of Princeton University, “is the ability to meet life’s situations.”
- ❑ Bernard Shaw once remarked: “If you teach a man anything, he will never learn.” Shaw was right. Learning is an active process. We learn by doing.
- ❑ Criticism is futile because it puts a person on the defensive and usually makes him strive to justify himself. Criticism is dangerous, because it wounds a person’s precious pride, hurts his sense of importance, and arouses resentment. B.
- ❑ 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.
- ❑ Any fool can criticize, condemn and complain—and most fools do. But it takes character and self-control to be understanding and forgiving.
- ❑ “A great man shows his greatness,” said Carlyle, “by the way he treats little men.”
- ❑ 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.”

- ❑ Sigmund Freud said that everything you and I do springs from two motives: the sex urge and the desire to be great.
- ❑ Dr. Dewey said that the deepest urge in human nature is “the desire to be important.”
- ❑ Some of the things most people want include:
  - ❑ Health and the preservation of life
  - ❑ Food
  - ❑ Sleep
  - ❑ Money and the things money will buy
  - ❑ Life in the hereafter
  - ❑ Sexual gratification
  - ❑ The well-being of our children
  - ❑ A feeling of importance
- ❑ Lincoln once began a letter saying: “Everybody likes a compliment.” William James said: “The deepest principle in human nature is the craving to be appreciated.”
- ❑ The desire for a feeling of importance is one of the chief distinguishing differences between mankind and the animals.
- ❑ consider my ability to arouse enthusiasm among my people,” said Schwab, “the greatest asset I possess, and the way to develop the best that is in a person is by appreciation and encouragement.
- ❑ The difference between appreciation and flattery? That is simple. One is sincere and the other insincere. One comes from the heart out; the other from the teeth out. One is unselfish; the other selfish. One is universally admired; the other universally condemned.
- ❑ General Obregon’s philosophy: “Don’t be afraid of enemies who attack you. Be afraid of the friends who flatter you.” No! No! No! I am not suggesting
- ❑ So the only way on earth to influence other people is to talk about what they want and show them how to get 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.”
- ❑ You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.
- ❑ If we merely try to impress people and get people interested in us, we will never have many true, sincere friends. Friends, real friends, are not made that way.
- ❑ “It is the individual who is not interested in his fellow men who has the greatest difficulties in life and provides the greatest injury to others. It is from among such individuals that all human failures spring.”
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- ❑ you have to be interested in people if you want to be a successful writer of stories.”
- ❑ Everybody in the world is seeking happiness—and there is one sure way to find it. That is by controlling your thoughts. Happiness doesn’t depend on outward conditions. It depends on inner conditions.

- ❑ “There is nothing either good or bad,” said Shakespeare, “but thinking makes it so.”
- ❑ Peruse this bit of sage advice from the essayist and publisher Elbert Hubbard—but remember, perusing it won’t do you any good unless you apply it: Whenever you go out-of-doors, draw the chin in, carry the crown of the head high, and fill the lungs to the utmost; drink in the sunshine; greet your friends with a smile, and put soul into every handclasp. Do not fear being misunderstood and do not waste a minute thinking about your enemies. Try to fix firmly in your mind what you would like to do; and then, without veering off direction, you will move straight to the goal. Keep your mind on the great and splendid things you would like to do, and then, as the days go gliding away, you will find yourself unconsciously seizing upon the opportunities that are required for the fulfillment of your desire, just as the coral insect takes from the running tide the element it needs. Picture in your mind the able, earnest, useful person you desire to be, and the thought you hold is hourly transforming you into that particular individual. ... Thought is supreme. Preserve a right mental attitude—the attitude of courage, frankness, and good cheer. To think rightly is to create. All things come through desire and every sincere prayer is answered. We become like that on which our hearts are fixed. Carry your chin in and the crown of your head high. We are gods in the chrysalis.
- ❑ The ancient Chinese were a wise lot—wise in the ways of the world; and they had a proverb that you and I ought to cut out and paste inside our hats. It goes like this: “A man without a smiling face must not open a shop.”
- ❑ The Value of a Smile at Christmas:
  - ❑ It costs nothing, but creates much.
  - ❑ It enriches those who receive, without impoverishing those who give.
  - ❑ It happens in a flash and the memory of it sometimes lasts forever.
  - ❑ None are so rich they can get along without it, and none so poor but are richer for its benefits.
  - ❑ It creates happiness in the home, fosters good will in a business, and is the countersign of friends.
  - ❑ It is rest to the weary, daylight to the discouraged, sunshine to the sad, and Nature’s best antidote for trouble.
  - ❑ Yet it cannot be bought, begged, borrowed, or stolen, for it is something that is no earthly good to anybody till it is given away.
  - ❑ And if in the last-minute rush of Christmas buying some of our salespeople should be too tired to give you a smile, may we ask you to leave one of yours? For nobody needs a smile so much as those who have none left to give!
- ❑ All this takes time, but “Good manners,” said Emerson, “are made up of petty sacrifices.”
- ❑ “Few human beings,” wrote Jack Woodford in *Strangers in Love*, “few human beings are proof against the implied flattery of rapt attention.”
- ❑ If you want to know how to make people shun you and laugh at you behind your back and even despise you, here is the recipe: Never listen to anyone for long. Talk incessantly about yourself. If you have an idea while the other person is talking, don’t wait for him or her to finish: bust right in and interrupt in the middle of a sentence. Do you know people like that?

I do, unfortunately; and the astonishing part of it is that some of them are prominent. Bores, that is all they are—bores intoxicated with their own egos, drunk with a sense of their own importance.

- ❑ So 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.
- ❑ “When I was eight years old and was spending a weekend visiting my Aunt Libby Linsley at her home in Stratford on the Housatonic,” he wrote in his essay on Human Nature, “a middle-aged man called one evening, and after a polite skirmish with my aunt, he devoted his attention to me. At that time, I happened to be excited about boats, and the visitor discussed the subject in a way that seemed to me particularly interesting. After he left, I spoke of him with enthusiasm. What a man! My aunt informed me he was a New York lawyer, that he cared nothing whatever about boats—that he took not the slightest interest in the subject. ‘But why then did he talk all the time about boats?’ “‘Because he is a gentleman. He saw you were interested in boats, and he talked about the things he knew would interest and please you. He made himself agreeable.’” And William Lyon Phelps added: “I never forgot my aunt’s remark.”
- ❑ There is one all-important law of human conduct. 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. But the very instant we break the law, we shall get into endless trouble. The law is this: Always make the other person feel important.
- ❑ 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.
- ❑ You can’t win an argument. You can’t because if you lose it, you lose it; and 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.
- ❑ Years ago Patrick J. O’Haire joined one of my classes. He had had little education, and how he loved a scrap! He had once been a chauffeur, and he came to me because he had been trying, without much success, to sell trucks. A little questioning brought out the fact that he was continually scrapping with and antagonizing the very people he was trying to do business with. If a prospect said anything derogatory about the trucks he was selling, Pat saw red and was right at the customer’s throat. Pat won a lot of arguments in those days. As he said to me afterward, “I often walked out of an office saying: ‘I told that bird something.’ Sure I had told him something, but I hadn’t sold him anything.” My first problem was not to teach Patrick J. O’Haire to talk. My immediate task was to train him to refrain from talking and to avoid verbal fights.
- ❑ As wise old Ben Franklin used to say: If you argue and rankle and contradict, you may achieve a victory sometimes; but it will be an empty victory because you will never get your opponent’s good will.

- ❑ Welcome the disagreement. Remember the slogan, “When two partners always agree, one of them is not necessary.” If there is some point you haven’t thought about, be thankful if it is brought to your attention. Perhaps this disagreement is your opportunity to be corrected before you make a serious mistake. Distrust your first instinctive impression. Our first natural reaction in a disagreeable situation is to be defensive. Be careful. Keep calm and watch out for your first reaction. It may be you at your worst, not your best. Control your temper. Remember, you can measure the size of a person by what makes him or her angry. Listen first. Give your opponents a chance to talk. Let them finish. Do not resist, defend or debate. This only raises barriers. Try to build bridges of understanding. Don’t build higher barriers of misunderstanding. Look for areas of agreement. When you have heard your opponents out, dwell first on the points and areas on which you agree. Be honest. Look for areas where you can admit error and say so. Apologize for your mistakes. It will help disarm your opponents and reduce defensiveness. Promise to think over your opponents’ ideas and study them carefully. And mean it. Your opponents may be right. It is a lot easier at this stage to agree to think about their points than to move rapidly ahead and find yourself in a position where your opponents can say: “We tried to tell you, but you wouldn’t listen.” Thank your opponents 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 may be brought to bear. In preparation for this meeting, ask yourself some hard questions: Could my opponents be right? Partly right? Is there truth or merit in their position or argument? Is my reaction one that will relieve the problem or will it just relieve any frustration? Will my reaction drive my opponents further away or draw them closer to me? Will my reaction elevate the estimation good people have of me? Will I win or lose? What price will I have to pay if I win? If I am quiet about it, will the disagreement blow over? Is this difficult situation an opportunity for me?
- ❑ When Theodore Roosevelt was in the White House, he confessed that if he could be right 75 percent of the time, he would reach the highest measure of his expectation. If that was the highest rating that one of the most distinguished men of the twentieth century could hope to obtain, what about you and me? If you can be sure of being right only 55 percent of the time, you can go down to Wall Street and make a million dollars a day. If you can’t be sure of being right even 55 percent of the time, why should you tell other people they are wrong?
- ❑ 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. This was expressed succinctly by Alexander Pope: Men must be taught as if you taught them not And things unknown proposed as things forgot. Over three hundred years ago Galileo said: You cannot teach a man anything; you can only help him to find it within himself. As Lord Chesterfield said to his son: Be wiser

than other people if you can; but do not tell them so. Socrates said repeatedly to his followers in Athens: One thing only I know, and that is that I know nothing.

- ❑ Few people are logical. Most of us are prejudiced and biased. Most of us are blighted with preconceived notions, with jealousy, suspicion, fear, envy and pride. And most citizens don't want to change their minds about their religion or their haircut or communism or their favorite movie star.
- ❑ It is an old and true maxim that "a drop of honey catches more flies than a gallon of gall." So with men, if you would win a man to your cause, first convince him that you are his sincere friend. Therein is a drop of honey that catches his heart; which, say what you will, is the great high road to reason.
- ❑ When a person says "No" and really means it, he or she is doing far more than saying a word of two letters. The entire organism—glandular, nervous, muscular—gathers itself together into a condition of rejection. There is, usually in minute but sometimes in observable degree, a physical withdrawal or readiness for withdrawal. The whole neuromuscular system, in short, sets itself on guard against acceptance. When, to the contrary, a person says "Yes," none of the withdrawal activities takes place. The organism is in a forward-moving, accepting, open attitude. Hence the more "Yeses" we can, at the very outset, induce, the more likely we are to succeed in capturing the attention for our ultimate proposal.
- ❑ 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, twenty-four centuries after his death, he is honored as one of the wisest persuaders who ever influenced this wrangling world. His method? Did he tell people they were wrong? Oh, no, not Socrates. He was far too adroit for that. His whole technique, now called the "Socratic method," 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.
- ❑ La Rochefoucauld, the French philosopher, said: "If you want enemies, excel your friends; but if you want friends, let your friends excel you."
- ❑ Ralph Waldo Emerson in his essay "Self-Reliance" stated: "In every work of genius we recognize our own rejected thoughts; they come back to us with a certain alienated majesty."
- ❑ "Cooperativeness in conversation is achieved when you show that you consider the other person's ideas and feelings as important as your own. Starting your conversation by giving the other person the purpose or direction of your conversation, governing what you say by what you would want to hear if you were the listener, and accepting his or her viewpoint will encourage the listener to have an open mind to your ideas."



- ❑ Three-fourths of the people you will ever meet are hungering and thirsting for sympathy. Give it to them, and they will love you.
- ❑ “Sympathy the human species universally craves. 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 their accidents, illness, especially details of surgical operations. ‘Self-pity’ for misfortunes real or imaginary is, in some measure, practically a universal practice.”
- ❑ J. Pierpont Morgan observed, in one of his analytical interludes, 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. 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.
- ❑ That 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 footraces and hog-calling and pie-eating contests. The desire to excel. The desire for a feeling of importance.
- ❑ “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.”
- ❑ 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.