**How to Win Friends and Influence People**

1. **Fundamental Techniques in Handling People**
2. **Don't Criticize, Condemn, or Complain**

* People don't criticize themselves for anything, no matter how wrong they may be.
* Remember that people are creatures of emotion and they are motivated by their ego and pride.

**Note: Criticizing people nearly always puts them on the defensive, and they find ways for rationalizing their actions.**

* Criticism hurts a person's pride and sense of importance.
* Remember, people can hold hatred for insults that can last a lifetime.
* Any weak person can criticize or complain; it takes real character to understand and forgive.

1. **Give Honest and Sincere Appreciation**

* One of the strongest drivers of human behavior is the desire to be appreciated by others.
* We all like being complimented and hearing that we're doing a good job.
* Some people even claim that all civilization ultimately rests upon the human desire to be important.

**Note: Our craving for approval and praise makes us climb the highest mountains.**

* You don't need to give someone a fancy title to show your appreciation; it's enough to use simple phrases like "thank you" and "I'm sorry" while also giving sincere, honest praise.

**Listen: Also, be sure to make the other person feel important.**

* Leave little sparks of appreciation everyday.
* You'll be surprised to see how positively people react when their hunger for recognition is fed.
* You'll soon become someone whom others like and enjoy working with, and best of all, you'll have a positive impact on the lives of those around you.

1. **Appeal to Another Person's Interest**

* Why do you treat people any differently?
* Of course, you're interested in what you want, but no one else is.

**Listen: Everyone else is just like you; we all want what we want.**

* The only way to influence other people is to talk about what they want and show them how to get it.
* Before you speak, pause and ask, "Well, what can the other person get out of this?"
* Even challenge yourself to not say anything about what you want.
* Show other people relentlessly that you want to help them.
* The world is full of people who are self-seeking, so the rare person who unselfishly serves others has an enormous advantage.

1. **Six Ways to Make People Like You**
2. **Become Genuinely Interested in Other People**

* Who is universally loved as friendly and approachable? A dog.
* They're always excited to see you and seem like you're the most important thing in their world.

**Note: Showing interest in other people makes them feel important.**

* All of us like people who admire us.
* People aren't interested in you or me; they're interested in themselves every day for their entire life.
* When you see a group photo, whose face do you look at first?
* Remember, you make friends much more easily by being interested in them than by trying to get them interested in you.
* Ask people about their background and their goals.
* Remember problems people are having, and when you come across a solution, share it with the person.
* Go out of your way to talk to people who are beneath your level—employees who don't report to you, service people, etc.
* For people above your level, express a genuine interest in them, their work, and their advice.
* They feel important when they can pass on the secrets of their success.

1. **Smile**

* A smile says, "I like you. You make me happy. I'm glad to see you."
* It's a message of goodwill.
* The result? People began smiling back.
* What's more, he found that at work, complaints and grievances were easier to deal with, winning him more revenue than previously.
* As the story shows, a smile can go a long way.
* If someone we've just met smiles at us, we tend to automatically like them.
* The smile of a baby, for instance, immediately makes us feel warm and fuzzy inside, as does seeing a dog wagging its tail out of sheer delight at seeing us.
* So, if you want to make yourself instantly likable to someone, show them that you're happy to see them by smiling.
* When they see how happy you are to meet them, they can't help but be happy to see you too.

1. **Remember That a Person's Name Is**

* To that person, the sweetest and most important sound in any language is their name.
* A name is a person's identity; it makes her unique among all others.
* When you remember another person's name, it shows that you really listened and cared when you were talking.
* Using names reduces the barrier and makes other people feel more close to you.  
  It is a crippling mistake that suggests you don't care enough to get it right.
* People pay loads of money to have their names remembered after they die, naming buildings and having parks dedicated to their names, etc.
* A businessperson who can't remember the names of his important clients is simply saying that he doesn't care about a big portion of his business.

1. **Be a Good Listener. Encourage Others to Talk About Themselves**

* A person's life is the most important life for that person.
* A person's headache means more to him than a famine that kills a million people.
* Allowing someone to talk makes that person feel important and flattered.
* Everyone has gone through what they feel to be tough times, and they like to talk about them if they've overcome them.
* Ask about this. Even better, combine this with another tip which was to give sincere appreciation and praise.
* Tell them how fascinating their stories are and how you wished you had their knowledge or experience.
* When having a conversation, most people are so preoccupied with what they themselves want to say next that they barely listen to the other person at all.
* Truly listening means making a conscious effort to give the other person your full attention, and the benefits of this approach are substantial.

1. **Talk in Terms of the Other Person's Interest**

* Using an earlier analogy, why fish with cheesecake? Fish with the bait that the partner wants.
* People are usually far more enthusiastic about topics they care about than ones only you care about.
* Before meeting someone, research their interests thoroughly so you have a working knowledge of the field.
* Identify someone's major goals, then talk about how you'll help them get closer to their goals.

1. **Make the Other Person Feel Important and Do It Sincerely**

* Almost all the people you meet feel superior to you in some way.
* Let them realize in some subtle way that you recognize their importance.
* Inversely, avoid doing things that demean the other person and make them feel small or unimportant.
* Give praise without wanting anything from them, merely to radiate happiness and lift them up.
* This principle is a kind of recap of previous principles, so I won't spend too much time on it.