How to Win Friends and Influence People

**Fundamental Techniques in Handling People**

1. Don’t criticize, condemn or complain.
   1. Ninety-nine times out of a hundred, people don’t criticize themselves for anything, no matter how wrong it may be.
   2. When dealing with people, let us remember that 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.
   3. Any fool can criticize, condemn and complain- and most fools do. But it takes character and self-control to be understanding and forgiving.
   4. Instead of condemning people, lets try to understand them. Let’s try to figure out why they do what they do. “To know all is to forgive all”
2. Give sincere and honest appreciation.
   1. There is only one way to get anybody to do anything. And that is by making the other person want to do it. Remember, there is no other way.
   2. Everything you and I do springs from two motives: the sex urge and the desire to be great. The desire to be important.
   3. There is nothing else that so kills the ambitions of a person as criticisms from superiors.
   4. Praise your associates publicly as well as privately.
   5. Understand the power of appreciation.
   6. Flattery is cheap praise. It is telling the other person precisely what the other person thinks of himself.
   7. Every man I meet is my superior in some way. In that, I learn of him.
3. Arouse in the other person an eager want.
   1. “Wouldn’t you like to have that?”
   2. Talk about what they want and show them how to get it.
   3. First, arouse in the other person and eager want. He who can do this has the whole world with him. He who cannot walks a lonely way.
   4. Ask yourself “how can I make this person want to do it?”
   5. If there is any one secret of success, 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.
   6. Customers like to feel that they are buying – not being sold.

**Six Ways to Make People Like You**

1. Become genuinely interested in other people.
   1. You can make more friend in two months by becoming genuinely interested in other people that you can in two years by trying to get other people interested in you.
   2. If we want to make friends, let’s put ourselves out to go things for other people – things that require time, energy, unselfishness and thoughtfulness.
   3. We are interested in others when they are interested in us.
2. Smile.
   1. Actions speak louder then words, and a smile says “I like you. You make me happy. I am glad to see you.”
   2. Eliminate criticism from your system. Give appreciation and praise instead of condemnation. Stop talking about what you want. Try to see the other person’s point of view.
   3. A man without a smiling face must not open a shop.
   4. Nobody needs a smile so much as those who have none left to give.
3. Remember that a person’s name is to that person the sweetest sound in any language.
   1. In the beginning, it was a very simple one. Whenever he met a new acquaintance, he found out his or her complete name and some facts about his or her family, business and political opinions.
   2. 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.
   3. 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?”
   4. During the conversation, he took the trouble to repeat the name several times and tried to associate it in his mind with the person’s features, expression and general appearance.
4. Be a good listener. Encourage others to talk about themselves.
   1. I had listened intently. I had listened because I was genuinely interested. And he felt it. Naturally that pleased him. That kind of listening is one of the highest compliment we can pay anyone.
   2. I really know you love me because whenever I want to talk to you about something you stop whatever you are doing and listen to me.
   3. Many people fail to make a favorable impression because they don’t listen attentively. They have been so much concerned with what they are going to say next that they do not keep their ears open… Very important people have told me that they prefer good listeners to good talkers, but the ability to listen seems rarer than almost any other good trait.
   4. To be interesting, be interested. Ask question that other persons will enjoy answering. Encourage them to talk about themselves and their accomplishments.
   5. A person’s toothache means more to that person than a famine in China that kills a million people. Think of that the next time you start a conversation.
5. Talk in terms of the other person’s interests.
   1. If I hadn’t found out what he was interested in, and got him warmed up first, I wouldn’t have found him one-tenth as easy to approach.
   2. Talking in terms of the other person’s interest pays off for both parties.
6. Make the other person feel important and do it sincerely.
   1. Do unto others as you would have done unto you. All the time, everywhere.
   2. Little phrases such as “I’m sorry to trouble you,” “Would you be so kind as to -----?” “Won’t you please?” Would you mind?” “Thank you” – Little courtesies like these oil the cogs of the monotonous grind of everyday life – and, incidentally, they are the hallmark of good breeding.
   3. YOU ARE IMPORTANT
   4. The unvarnished truth is that almost all the people you meet feel themselves superior to you in some way, and a sure way to their hearts is to let them realize in some subtle way that you recognize their importance and recognize it sincerely.
   5. Talk to people about themselves. Talk to people about themselves and they will listen for hours.

**How to Win People to Your Way of Thinking**

1. You can’t win an argument
   1. We were guests at a festive occasion, my dear Dale. Why prove to a man he is wrong? Is that going to make him like you? Why not let him save face? Always avoid the acute angle.
   2. As a result of all this, I have come to the conclusion that there is only one way under high heaven to get the best of an argument.
   3. A man convinced against his will is of the same opinion still.
   4. Hatred is never ended by hatred but by love.
   5. Our first natural reaction in a disagreeable situation is to be defensive. Be careful.
   6. Could my opponents be right? Party 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?
   7. When one yells, the other should listen – because when two people yell, there is no communication., just noise and bad vibrations.
2. Show respect for the other person’s opinions. Never say “You’re wrong.”
   1. Never begin by announcing “I am going to prove so and so to you.”
   2. 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.
   3. You can never teach a man anything; you can only help him find it within himself.
   4. Well, now, I thought otherwise, but I may be wrong. I often am. And if I am wrong, I want to be put right. Let’s examine the facts.
   5. You will never get in trouble admitting that you may be wrong. It will make him admit that he, too, may be wrong.
   6. I made it a rule to forbear all direct contradiction to the sentiment of others, and all positive assertion of my own.
   7. I judge people by their own principals – not by my own.
   8. Don’t tell them they are wrong. Don’t get them stirred up. Use a little diplomacy.
3. When wrong, admit it quickly and empathetically.
   1. Officer, you caught me red handed. I’m guilty. The policeman, being human, wanted a feeling of importance.
   2. 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, admit our mistakes quick and with enthusiasm.
   3. By fighting, you never get enough, but by yielding you get more than you expected.
4. Begin in a friendly way.
   1. A drop of honey catches more flies than a gallon of gull.
   2. This may, perhaps, be something worth thinking of.
   3. Here are some facts that I trust you will not lose sight of.
   4. Be hearty in your approbation and lavish in your praise.
   5. The sun then told the wind that gentleness and friendliness were always stronger than fury and force.
5. Get the other person saying “Yes, yes.”
   1. 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.
   2. Get the other person saying “Yes, yes” at the outset. Keep your opponent, if possible, from saying “No.”
   3. He who treads softly goes far.
6. Let the other person do lots of the talking.
   1. Let other people talk themselves out. They know more about their business and problems then toy do. So ask them questions. Let them tell you a few things.
   2. Almost every successful person likes to reminisce about his early struggles.
   3. Even our friends would much rather talk to us about their achievements than listen to us boast about ours.
7. Let the other person feel ownership of the idea.
   1. 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.
   2. The others had been trying to sell me on their service, but one let me sell myself. That organization won.
8. Try honestly to see things from the other person’s point of view.
   1. Remember that other people mat 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.
   2. Cooperativeness in conversation is achieved when you show that you consider the other person’s ideas and feeling as important as your own.
   3. Why should he or she want to do it.
   4. “I would rather walk the sidewalk in front of a person’s office for two hours before an interview than step into that office without a perfectly clear idea of what I was going to say and what that person – from my knowledge of his or her interests and motives – was likely to answer.
9. Be sympathetic towards the other person’s ideas and desires.
   1. “I don’t blame you one iota for feeling as you do. If I were you I would undoubtedly feel just as you do.
   2. Three-fourths of the people you will ever meet are hungering and thirsting for sympathy. Give it to them, and they will love you.
   3. Compose a response then put it in the vault. Then, after some time, take it out and when you do, you will have a different response.
   4. Sympathy the human species universally craves.
10. Appeal to the nobler motives.
    1. He appealed to the respect and love that all of us have for motherhood.
    2. He applied to the desire, deep in all of us, to refrain from harming children.
11. Dramatize your ideas.
    1. You have to use showmanship. The movies do it. Television does it. And you will have to do it if you want attention.
    2. Ms. Wolf – I will be able to see you on \_\_\_\_\_\_\_ at \_\_\_\_\_\_\_ A.M/P.M. I will give you \_\_\_\_\_\_\_\_\_\_\_ minutes of my time.
12. Throw down a challenge.
    1. The way to get things done is to stimulate competition. I do not mean in a sordid, money-getting way, but in the desire to excel.
    2. I have never found that pay and pay alone would either bring or hold good people together. I think it is the game itself.
    3. The desire to excel. The desire for a feeling of importance.

**How to Change People Without Giving Offense or Arousing Resentment**

1. Begin with praise and honest appreciation.
   1. It is always easier to listen to unpleasant things after we have heard some praise of our good points.
   2. “There are some things in regard to which I am not quite satisfied with you.”
   3. 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.
2. Call attention to people’s mistakes indirectly.
   1. This could be easily overcome by changing the word “but” to “and.”
   2. “I’m really pleased with the way the front lawn was left last night; it is nice and clean and does not offend the neighbors.
3. Talk about your own mistakes before criticizing.
   1. “You have made a mistake, Josephine, but the Lord knows, it’s no worse than many I have made.
   2. It isn’t nearly so difficult to listen to a recital of you faults if the person criticizing begins by humbly admitting that he, too, is far from impeccable.
4. Ask questions instead of giving direct orders.
   1. He always gave suggestions, not orders.
   2. “You might consider this” or “Do you think that would work?” or “What do you think of this?” or “Maybe if we were to phrase it this way it would be better.”
5. Let the other person save face.
   1. Letting one save face! How important, how vitally important that is!
   2. He assured me, in front of my colleagues, that he had faith in me and knew I had done my best, and that my lack of experience, not my lack of ability, was the reason for the failure.
   3. What matters is not what I think of him, but what he thinks of himself.
6. Praise every improvement, no matter how slight.
   1. Let us praise even the lightest improvement. That inspires the other to keep on improving.
   2. “Praise is like sunlight to the warm human spirit.
   3. The good things people do will be reinforced and the poorer things will atrophy for lack of attention.
   4. He pointed out exactly what was superior and how important the young man’s contribution was to the company.
   5. He specifically pointed out how his work was superior.
   6. Nobody wants flattery.
7. Give the person a fine reputation to live up to.
   1. The average person can be led readily if you have his or her respect and if you show that you respect that person for some kind of ability.
   2. “Marie, you do not know what treasures are within you.”
   3. I had given my charwoman a fine reputation to live up to, and because of this small gesture she outperformed all her past efforts. How much addition time did she spend on this? That’s right – none at all.
   4. Give a dog a bad name and you may as well as hang him. But give him a good name and see what happens.
   5. “Tommy, I understand you are a natural leader. I am going to depend on you to help make this class the best class ever.
8. Make a fault seem easy to correct.
   1. The first teacher had discouraged me by emphasizing my mistakes. This new teacher did the opposite. She kept praising the things I did right and minimizing my errors.
   2. That encouraged me. That gave me hope. That made me want to improve.
   3. 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.
   4. Once he found learning was easy, his whole life changed.
9. Make the other person happy about doing what you suggest.
   1. Always make the other person happy about doing the thing you suggest.
   2. Men are ruled by toys.
   3. Be sincere, know what it is you want the other person to do, and be empathetic. Consider the benefits that person will receive from doing what you suggest.