How to Win Friends & Influence People

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DALE CARNEGIE

granted and maybe was even more demanding of her than of other employees.

"I could not, of course, accept this resignation without some explanation. I took her aside and said, 'Paulette, you must understand that I cannot accept your resignation You mean a great deal to me and to this company, and you are as important to the success of this restaurant as I am.' I repeated this in front of the entire staff, and I invited her to my home and reiterated my confidence in her with my family present.

"Paulette withdrew her resignation, and today I can rely on her as never before. I frequently reinforce this by expressing my appreciation for what she does and showing her how important she is to me and to the restaurant."

"Talk to people 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 6 - Make the other person feel important-and do it sincerely.

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In a Nutshell - Six Ways To Make People Like You

• Principle 1 - Become genuinely interested in other people.
• Principle 2 - Smile.
• Principle 3 - Remember that a person's name is to that person the sweetest and most important sound in any language.
• Principle 4 - Be a good listener. Encourage others to talk about themselves.
• Principle 5 - Talk in terms of the other person's interests.
• Principle 6 - Make the other person feel important-and do it sincerely.

Part Three - How To Win People To Your Way Of Thinking

1 You Can't Win An Argument

Shortly after the close of World War I, I learned an invaluable lesson one night in London. I was manager at the time for Sir Ross Smith. During the war, Sir Ross had been the Australian ace out in Palestine; and shortly after peace was declared, he astonished the world by flying halfway around it in thirty days. No such feat had ever been attempted before. It created a tremendous sensation. The Australian government awarded him fifty thousand dollars; the King
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of England knighted him; and, for a while, he was the most talked-about man under the Union Jack. I was attending a banquet one night given in Sir Ross's honor; and during the dinner, the man sitting next to me told a humorous story which hinged on the quotation "There's a divinity that shapes our ends, rough-hew them how we will."

The raconteur mentioned that the quotation was from the Bible. He was wrong. I knew that, I knew it positively. There couldn't be the slightest doubt about it. And so, to get a feeling of importance and display my superiority, I appointed myself as an unsolicited and unwelcome committee of one to correct him. He stuck to his guns. What? From Shakespeare? Impossible! Absurd! That quotation was from the Bible. And he knew it.

The storyteller was sitting on my right; and Frank Gammond, an old friend of mine, was seated at my left. Mr. Gammond had devoted years to the study of Shakespeare, So the storyteller and I agreed to submit the question to Mr. Gammond. Mr. Gammond listened, kicked me under the table, and then said: "Dale, you are wrong. The gentleman is right. It is from the Bible."

On our way home that night, I said to Mr. Gammond: "Frank, you knew that quotation was from Shakespeare,"

"Yes, of course," he replied, "Hamlet, Act Five, Scene Two. But 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 his face? He didn't ask for your opinion. He didn't want it. Why argue with him? Always avoid the acute angle." The man who said that taught me a lesson I'll never forget. I not only had made the storyteller uncomfortable, but had put my friend in an embarrassing situation. How much better it would have been had I not become argumentative.

It was a sorely needed lesson because I had been an inveterate arguer. During my youth, I had argued with my brother about everything under the Milky Way. When I went to college, I studied logic and argumentation and went in for debating contests. Talk about being from Missouri, I was born there. I had to be shown. Later, I taught debating and argumentation in New York; and once, I am ashamed to admit, I planned to write a book on the subject. Since then, I have listened to, engaged in, and watched the effect of thousands of arguments. 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 - and that is to avoid it .

Avoid it as you would avoid rattlesnakes and earthquakes.

Nine times out of ten, an argument ends with each of the contestants more firmly convinced than ever that he is absolutely right.

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. And -

A man convinced against his will Is of the same opinion still.

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 saving: 'I told that bird something.' Sure I had told him something, but I hadn't sold him anything."

Mv 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.

Mr. O'Haire became one of the star salesmen for the White Motor Company in New York. How did he do it? Here is his story in his own words: "If I walk into a buyer's office now and he says: 'What? A White truck?

They're no good! I wouldn't take one if you gave it to me. I'm going to buy the Whose-It truck,' I say, 'The Whose-It is a good truck. If you buy the Whose-It, you'll never make a mistake. The Whose-Its are made by a fine company and sold by good people.'

"He is speechless then. There is no room for an argument. If he says the Whose-It is best and I say sure it is, he has to stop. He can't keep on all afternoon saying, 'It's the best' when I'm agreeing with him. We then get off the subject of Whose-It and I begin to talk about the good points of the White truck.

"There was a time when a remark like his first one would have made me see scarlet and red and orange. I would start arguing against the Whose-It; and the more I argued against it, the more my prospect

argued in favor of it; and the more he argued, the more he sold himself on my competitor's product.

"As I look back now I wonder how I was ever able to sell anything. I lost years of my life in scrapping and arguing. I keep my mouth shut now. It pays."

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.

So figure it out for yourself. Which would you rather have, an academic, theatrical victory or a person's good will? You can seldom have both.

The Boston Transcript once printed this bit of significant doggerel:

Here lies the body of William Jay, . Who died maintaining his right of way-He was right, dead right, as he sped along, But he's just as dead as if he were wrong.

You may be right, dead right, as you speed along in your argument; but as far as changing another's mind is concerned, you will probably be just as futile as if you were wrong.

Frederick S. Parsons, an income tax consultant, had been disputing and wrangling for an hour with a gover-ment tax inspector. An item of nine thousand dollars was at stake. Mr. Parsons claimed that this nine thousand dollars was in reality a bad debt, that it would never be collected, that it ought not to be taxed. "Bad debt, my eye !" retorted the inspector. "It must be taxed."

"This inspector was cold, arrogant and stubborn," Mr. Parsons said as he told the story to the class. "Reason was wasted and so were facts. . . The longer we argued, the more stubborn he became. So I decided to avoid argument, change the subject, and give him appreciation.

"I said, 'I suppose this is a very petty matter in comparison with the really important and difficult decisions you're required to make. I've made a study of taxation myself. But I've had to get my knowledge from books. You are getting yours from the firing line of experience. I sometime wish I had a job like yours. It would teach me a lot.' I meant every word I said.

"Well." The inspector straightened up in his chair, leaned back, and talked for a long time about his work, telling me of the clever frauds he had uncovered. His tone gradually became friendly, and presently

he was telling me about his children. As he left, he advised me that he would consider my problem further and give me his decision in a few days.

"He called at my office three days later and informed me that he had decided to leave the tax return exactly as it was filed."

This tax inspector was demonstrating one of the most common of human frailties. He wanted a feeling of importance; and as long as Mr. Parsons argued with him, he got his feeling of importance by loudly asserting his authority. But as soon as his importance was admitted and the argument stopped and he was permitted to expand his ego, he became a sympathetic and kindly human being.

Buddha said: "Hatred is never ended by hatred but by love," and a misunderstanding is never ended by an argument but by tact, diplomacy, conciliation and a sympathetic desire to see the other person's viewpoint.

Lincoln once reprimanded a young army officer for indulging in a violent controversy with an associate. "No man who is resolved to make the most of himself," said Lincoln, "can spare time for personal contention. Still less can he afford to take the consequences, including the vitiation of his temper and the loss of self-control. Yield larger things to which you show no more than equal rights; and yield lesser ones though clearly your own. Better give your path to a dog than be bitten by him in contesting for the right. Even killing the dog would not cure the bite."

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

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?

* Bits and Pieces, published by The Economics Press, Fairfield, N.J.

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

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2 - A Sure Way Of Making Enemies -And How To Avoid It
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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?

You can tell people they are wrong by a look or an intonation or a gesture just as eloquently as you can in words - and if you tell them they are wrong, do you make them want to agree with you? Never! For you have struck a direct blow at their intelligence, judgment, pride and self-respect. That will make them want to strike back. But it will never make them want to change their minds. You may then hurl at them all the logic of a Plato or an Immanuel Kant, but you will not alter their opinions, for you have hurt their feelings.

Never begin by announcing "I am going to prove so-and-so to you." That's bad. That's tantamount to saying: "I'm smarter than you are, I'm going to tell you a thing or two and make you change your mind."

That is a challenge. It arouses opposition and makes the listener want to battle with you before you even start.

It is difficult, under even the most benign conditions, to change people's minds. So why make it harder? Why handicap yourself?

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.

Well, I can't hope to be any smarter than Socrates, so I have quit telling people they are wrong. And I find that it pays.

If a person makes a statement that you think is wrong - yes, even that you know is wrong - isn't it better to begin by saying: "Well, now, look, I thought otherwise, but I may be wrong. I frequently am. And if I am wrong, I want to be put right. Let's examine the facts."

There's magic, positive magic, in such phrases as: "I may be wrong. I frequently am. Let's examine the facts."

Nobody in the heavens above or on earth beneath or in the waters under the earth will ever object to your saying: "I may be wrong. Let's examine the facts."

One of our class members who used this approach in dealing with customers was Harold Reinke, a Dodge dealer in Billings, Montana. He reported that because of the pressures of the automobile business, he was often hard-boiled and callous when dealing with customers' complaints. This caused flared tempers, loss of business and general unpleasantness.

He told his class: "Recognizing that this was getting me nowhere fast, I tried a new tack. I would say something like this: 'Our dealership has made so many mistakes that I am frequently ashamed. We may have erred in your case. Tell me about it.'

"This approach becomes quite disarming, and by the time the customer releases his feelings, he is usually much more reasonable when it comes to settling the matter. In fact, several customers have thanked me for having such an understanding attitude. And two of them have even brought in friends to buy new cars. In this highly competitive market, we need more of this type of customer, and I believe that showing respect for all customers' opinions and treating them diplomatically and courteously will help beat the competition."

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

If you know positively that a person is wrong, and you bluntly tell him or her so, what happens? Let me illustrate. Mr. S---- a young New York attorney, once argued a rather important case before the United States Supreme Court (Lustgarten v. Fleet Corporation 280 U.S. 320). The case involved a considerable sum of money and an

important question of law. During the argument, one of the Supreme Court justices said to him: "The statute of limitations in admiralty law is six years, is it not?"

Mr. S---- stopped, stared at the Justice for a moment, and then said bluntly: "Your Honor, there is no statute of limitations in admiralty."

"A hush fell on the court," said Mr. S---- as he related his experience to one of the author's classes, "and the temperature in the room seemed to drop to zero. I was right. Justice - was wrong. And I had told him so. But did that make him friendly? No. I still believe that I had the law on my side. And I know that I spoke better than I ever spoke before. But I didn't persuade. I made the enormous blunder of telling a very learned and famous man that he was wrong."

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. So, if you are inclined to tell people they are wrong, please read the following paragraph every morning before breakfast. It is from James Harvey Robinson's enlightening book The Mind in the Making.

We sometimes find ourselves changing our minds without any resistance or heavy emotion, but if we are told we are wrong, we resent the imputation and harden our hearts. We are incredibly heedless in the formation of our beliefs, but find ourselves filled with an illicit passion for them when anyone proposes to rob us of their companionship. It is obviously not the ideas themselves that are dear to us, but our self-esteem which is threatened. ... The little word "my" is the most important one in human affairs, and properly to reckon with it is the beginning of wisdom. It has the same force whether it is "my" dinner, "my" dog, and "my" house, or "my" father, "my" country, and "my" God. We not only resent the imputation that our watch is wrong, or our car shabby, but that our conception of the canals of Mars, of the pronunciation of "Epictetus," of the medicinal value of salicin, or of the date of Sargon I is subject to revision. We like to continue to believe what we have been accustomed to accept as true, and the resentment aroused when doubt is cast upon any of our assumptions leads us to seek every manner of excuse for clinging to it. The result is that most of our so-called reasoning consists in finding arguments for going on believing as we already do.

Carl Rogers, the eminent psychologist, wrote in his book On Becoming a Person:

I have found it of enormous value when I can permit myself to understand the other person. The way in which I have worded this

statement may seem strange to you, Is it necessary to permit oneself to understand another? I think it is. Our first reaction to most of the statements (which we hear from other people) is an evaluation or judgment, rather than an understanding of it. When someone expresses some feeling, attitude or belief, our tendency is almost immediately to feel "that's right," or "that's stupid," "that's abnormal," "that's unreasonable," "that's incorrect," "that's not nice." Very rarely do we permit ourselves to understand precisely what the meaning of the statement is to the other person. (*)

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[*] Adapted from Carl R. Rogers, On Becoming a Person (Boston: Houghton Mifflin, 1961), pp. 18ff.

I once employed an interior decorator to make some draperies for my home. When the bill arrived, I was dismayed.

A few days later, a friend dropped in and looked at the draperies. The price was mentioned, and she exclaimed with a note of triumph: "What? That's awful. I am afraid he put one over on you."

True? Yes, she had told the truth, but few people like to listen to truths that reflect on their judgment. So, being human, I tried to defend myself. I pointed out that the best is eventually the cheapest, that one can't expect to get quality and artistic taste at bargain-basement prices, and so on and on.

The next day another friend dropped in, admired the draperies, bubbled over with enthusiasm, and expressed a wish that she could afford such exquisite creations for her home. My reaction was totally different. "Well, to tell the truth," I said, "I can't afford them myself. I paid too much. I'm sorry I ordered them,"

When we are wrong, we may admit it to ourselves. And if we are handled gently and tactfully, we may admit it to others and even take pride in our frankness and broad-mindedness. But not if someone else is trying to ram the unpalatable fact down our esophagus.

Horace Greeley, the most famous editor in America during the time of the Civil War, disagreed violently with Lincoln's policies. He believed that he could drive Lincoln into agreeing with him by a campaign of argument, ridicule and abuse. He waged this bitter campaign month after month, year after year. In fact, he wrote a brutal, bitter, sarcastic and personal attack on President Lincoln the night Booth shot him.

But did all this bitterness make Lincoln agree with Greeley? Not at all. Ridicule and abuse never do. If you want some excellent suggestions about dealing with people and managing yourself and improving your personality, read Benjamin Franklin's autobiography - one of the most fascinating life stories ever written, one of the classics of American literature. Ben Franklin tells how he conquered the iniquitous habit of argument and transformed himself into one of the most able, suave and diplomatic men in American history.

One day, when Ben Franklin was a blundering youth, an old Quaker friend took him aside and lashed him with a few stinging truths, something like this:

Ben, you are impossible. Your opinions have a slap in them for everyone who differs with you. They have become so offensive that nobody cares for them. Your friends find they enjoy themselves better when you are not around. You know so much that no man can tell you anything. Indeed, no man is going to try, for the effort would lead only to discomfort and hard work. So you are not likely ever to know any more than you do now, which is very little.

One of the finest things I know about Ben Franklin is the way he accepted that smarting rebuke. He was big enough and wise enough to realize that it was true, to sense that he was headed for failure and social disaster. So he made a right-about-face. He began immediately to change his insolent, opinionated ways.

"I made it a rule," said Franklin, "to forbear all direct contradiction to the sentiment of others, and all positive assertion of my own, I even forbade myself the use of every word or expression in the language that imported a fix'd opinion, such as 'certainly,' 'undoubtedly,' etc., and I adopted, instead of them, 'I conceive,' 'I apprehend, ' or 'I imagine' a thing to be so or so, or 'it so appears to me at present.' When another asserted something that I thought an error, I deny'd myself the pleasure of contradicting him abruptly, and of showing immediately some absurdity in his proposition: and in answering I began by observing that in certain cases or circumstances his opinion would be right, but in the present case there appear'd or seem'd to me some difference, etc. I soon found the advantage of this change in my manner; the conversations I engag'd in went on more pleasantly. The modest way in which I propos'd my opinions procur'd them a readier reception and less contradiction; I had less mortification when I was found to be in the wrong, and I more easily prevaile'd with others to give up their mistakes and join with me when I happened to be in the right.

"And this mode, which I at first put on with some violence to natural inclination, became at length so easy, and so habitual to me, that perhaps for these fifty years past no one has ever heard a dogmatical expression escape me. And to this habit (after my

character of integrity) I think it principally owing that I had earned so much weight with my fellow citizens when I proposed new institutions, or alterations in the old, and so much influence in public councils when I became a member; for I was but a bad speaker, never eloquent, subject to much hesitation in my choice of words, hardly correct in language, and yet I generally carried my points."

How do Ben Franklin's methods work in business? Let's take two examples.

Katherine A, Allred of Kings Mountain, North Carolina, is an industrial engineering supervisor for a yarn-processing plant. She told one of our classes how she handled a sensitive problem before and after taking our training:

"Part of my responsibility," she reported, "deals with setting up and maintaining incentive systems and standards for our operators so they can make more money by producing more yarn. The system we were using had worked fine when we had only two or three different types of yarn, but recently we had expanded our inventory and capabilities to enable us to run more than twelve different varieties. The present system was no longer adequate to pay the operators fairly for the work being performed and give them an incentive to increase production. I had worked up a new system which would enable us to pay the operator by the class of yam she was running at any one particular time. With my new system in hand, I entered the meeting determined to prove to the management that my system was the right approach. I told them in detail how they were wrong and showed where they were being unfair and how I had all the answers they needed. To say the least, I failed miserably! I had become so busy defending my position on the new system that I had left them no opening to graciously admit their problems on the old one. The issue was dead.

"After several sessions of this course, I realized all too well where I had made my mistakes. I called another meeting and this time I asked where they felt their problems were. We discussed each point, and I asked them their opinions on which was the best way to proceed. With a few low-keyed suggestions, at proper intervals, I let them develop my system themselves. At the end of the meeting when I actually presented my system, they enthusiastically accepted it.

"I am convinced now that nothing good is accomplished and a lot of damage can be done if you tell a person straight out that he or she is wrong. You only succeed in stripping that person of self-dignity and making yourself an unwelcome part of any discussion."

Let's take another example - and remember these cases I am citing are typical of the experiences of thousands of other people. R. V.

Crowley was a salesman for a lumber company in New York. Crowley admitted that he had been telling hard-boiled lumber inspectors for years that they were wrong. And he had won the arguments too. But it hadn't done any good. "For these lumber inspectors," said Mr. Crowley, "are like baseball umpires. Once they make a decision, they never change it,"

Mr. Crowley saw that his firm was losing thousands of dollars through the arguments he won. So while taking my course, he resolved to change tactics and abandon arguments. With what results? Here is the story as he told it to the fellow members of his class:

"One morning the phone rang in my office. A hot and bothered person at the other end proceeded to inform me that a car of lumber we had shipped into his plant was entirely unsatisfactory. His firm had stopped unloading and requested that we make immediate arrangements to remove the stock from their yard. After about one-fourth of the car had been unloaded, their lumber inspector reported that the lumber was running 55 percent below grade. Under the circumstances, they refused to accept it.

"I immediately started for his plant and on the way turned over in my mind the best way to handle the situation. Ordinarily, under such circumstances, I should have quoted grading rules and tried, as a result of my own experience and knowledge as a lumber inspector, to convince the other inspector that the lumber was actually up to grade, and that he was misinterpreting the rules in his inspection. However, I thought I would apply the principles learned in this training.

"When I arrived at the plant, I found the purchasing agent and the lumber inspector in a wicked humor, both set for an argument and a fight. We walked out to the car that was being unloaded, and I requested that they continue to unload so that I could see how things were going. I asked the inspector to go right ahead and lay out the rejects, as he had been doing, and to put the good pieces in another pile.

"After watching him for a while it began to dawn on me that his inspection actually was much too strict and that he was misinterpreting the rules. This particular lumber was white pine, and I knew the inspector was

thoroughly schooled in hard woods but not a competent, experienced inspector on white pine. White pine happened to be my own strong suit, but did I offer any objection to the way he was grading the lumber? None whatever. I kept on watching and gradually began to ask questions as to why certain pieces were not satisfactory. I didn't for one instant insinuate that the inspector was

wrong. I emphasized that my only reason for asking was in order that we could give his firm exactly what they wanted in future shipments. wanted in future shipments.

"By asking questions in a very friendly, cooperative spirit, and insisting continually that they were right in laying out boards not satisfactory to their purpose, I got him warmed up, and the strained relations between us began to thaw and melt away. An occasional carefully put remark on my part gave birth to the idea in his mind that possibly some of these rejected pieces were actually within the grade that they had bought, and that their requirements demanded a more expensive grade. I was very careful, however, not to let him think I was making an issue of this point.

"Gradually his whole attitude changed. He finally admitted to me that he was not experienced on white pine and began to ask me questions about each piece as it came out of the car, I would explain why such a piece came within the grade specified, but kept on insisting that we did not want him to take it if it was unsuitable for their purpose. He finally got to the point where he felt guilty every time he put a piece in the rejected pile. And at last he saw that the mistake was on their part for not having specified as good a grade as they needed.

"The ultimate outcome was that he went through the entire carload again after I left, accepted the whole lot, and we received a check in full.

"In that one instance alone, a little tact, and the determination to refrain from telling the other man he was wrong, saved my company a substantial amount of cash, and it would be hard to place a money value on the good will that was saved."

Martin Luther King was asked how, as a pacifist, he could be an admirer of Air Force General Daniel "Chappie" James, then the nation's highest-ranking black officer. Dr. King replied, "I judge people by their own principles - not by my own."

In a similar way, General Robert E. Lee once spoke to the president of the Confederacy, Jefferson Davis, in the most glowing terms about a certain officer under his command. Another officer in attendance was astonished. "General," he said, " do you not know that the man of whom you speak so highly is one of your bitterest enemies who misses no opportunity to malign you?" "Yes," replied General Lee, "but the president asked my opinion of him; he did not ask for his opinion of me."

By the way, I am not revealing anything new in this chapter. Two thousand years ago, Jesus said: "Agree with thine adversary quickly."

And 2,200 years before Christ was born, King Akhtoi of Egypt gave his son some shrewd advice - advice that is sorely needed today. "Be diplomatic," counseled the King. "It will help you gain your point."

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

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3 - If You're Wrong, Admit It

Within a minute's walk of my house there was a wild stretch of virgin timber, where the blackberry thickets foamed white in the springtime, where the squirrels nested and reared their young, and the horseweeds grew as tall as a horse's head. This unspoiled woodland was called Forest Park - and it was a forest, probably not much different in appearance from what it was when Columbus discovered America. I frequently walked in this park with Rex, my little Boston bulldog. He was a friendly, harmless little hound; and since we rarely met anyone in the park, I took Rex along without a leash or a muzzle.

One day we encountered a mounted policeman in the park, a policeman itching to show his authority.

"'What do you mean by letting that dog run loose in the park without a muzzle and leash?" he reprimanded me. "Don't you know it's against the law?"

"Yes, I know it is," I replied softy, "but I didn't think he would do any harm out here."

"You didn't think! You didn't think! The law doesn't give a tinker's damn about what you think. That dog might kill a squirrel or bite a child. Now, I'm going to let you off this time; but if I catch this dog out here again without a muzzle and a leash, you'll have to tell it to the judge ."

I meekly promised to obey.

And I did obey - for a few times. But Rex didn't like the muzzle, and neither did I; so we decided to take a chance. Everything was lovely for a while, and then we struck a snag. Rex and I raced over the brow of a hill one afternoon and there, suddenly - to my dismay - I
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saw the majesty of the law, astride a bay horse. Rex was out in front, heading straight for the officer.

I was in for it. I knew it. So I didn't wait until the policeman started talking. I beat him to it. I said: "Officer, you've caught me red-handed. I'm guilty. I have no alibis, no excuses. You warned me last week that if I brought the dog out here again without a muzzle you would fine me."

"Well, now," the policeman responded in a soft tone. "I know it's a temptation to let a little dog like that have a run out here when nobody is around."

"Sure it's a temptation," I replied, "but it is against the law."

"Well, a little dog like that isn't going to harm anybody," the policeman remonstrated.

"No, but he may kill squirrels," I said.

"Well now, I think you are taking this a bit too seriously," he told me. "I'll tell you what you do. You just let him run over the hill there where I can't see him - and we'll forget all about it."

That policeman, being human, wanted a feeling of importance; so when I began to condemn myself, the only way he could nourish his self-esteem was to take the magnanimous attitude of showing mercy.

But suppose I had tried to defend myself - well, did you ever argue with a policeman?

But instead of breaking lances with him, I admitted that he was absolutely right and I was absolutely wrong; I admitted it quickly, openly, and with enthusiasm. The affair terminated graciously in my taking his side and his taking my side. Lord Chesterfield himself could hardly have been more gracious than this mounted policeman, who, only a week previously, had threatened to have the law on me.

If we know we are going to be rebuked anyhow, isn't it far better to beat the other person to it and do it ourselves? Isn't it much easier to listen to self-criticism than to bear condemnation from alien lips?

Say about yourself all the derogatory things you know the other person is thinking or wants to say or intends to say - and say them before that person has a chance to say them. The chances are a hundred to one that a generous, forgiving attitude will be taken and your mistakes will be minimized just as the mounted policeman did with me and Rex.

Ferdinand E. Warren, a commercial artist, used this technique to win the good will of a petulant, scolding buyer of art.

"It is important, in making drawings for advertising and publishing purposes, to be precise and very exact," Mr. Warren said as he told the story.

"Some art editors demand that their commissions be executed immediately; and in these cases, some slight error is liable to occur. I knew one art director in particular who was always delighted to find fault with some little thing. I have often left his office in disgust, not because of the criticism, but because of his method of attack. Recently I delivered a rush job to this editor, and he phoned me to call at his office immediately. He said something was wrong. When I arrived, I found just what I had anticipated - and dreaded. He was hostile, gloating over his chance to criticize. He demanded with heat why I had done so and so. My opportunity had come to apply the self-criticism I had been studying about. So I said: "Mr. So-and-so, if what you say is true, I am at fault and there is absolutely no excuse for my blunder. I have been doing drawings for you long enough to know bet-ter. I'm ashamed of myself.'

"Immediately he started to defend me. 'Yes, you're right, but after all, this isn't a serious mistake. It is only -'

"I interrupted him. 'Any mistake,' I said, 'may be costly and they are all irritating.'

"He started to break in, but I wouldn't let him. I was having a grand time. For the first time in my life, I was criticizing myself - and I loved it.

" 'I should have been more careful,' I continued. 'You give me a lot of work, and you deserve the best; so I'm going to do this drawing all over.'

" 'No! No!' he protested. 'I wouldn't think of putting you to all that trouble.' He praised my work, assured me that he wanted only a minor change and that my slight error hadn't cost his firm any money; and, after all, it was a mere detail - not worth worrying about.

"My eagerness to criticize myself took all the fight out of him. He ended up by taking me to lunch; and before we parted, he gave me a check and another commission"

There is a certain degree of satisfaction in having the courage to admit one's errors. It not only clears the air of guilt and defensiveness, but often helps solve the problem created by the error.

Bruce Harvey of Albuquerque, New Mexico, had incorrectly authorized payment of full wages to an employee on sick leave. When he discovered his error, he brought it to the attention of the employee and explained that to correct the mistake he would have to reduce his next paycheck by the entire amount of the overpayment. The employee pleaded that as that would cause him a serious financial problem, could the money be repaid over a period of time? In order to do this, Harvey explained, he would have to obtain his supervisor's approval. "And this I knew," reported Harvey, "would result in a boss-type explosion, While trying to decide how to handle this situation better, I realized that the whole mess was my fault and I would have to admit I it to my boss.

"I walked into his office, told him that I had made a mistake and then informed him of the complete facts. He replied in an explosive manner that it was the fault of the personnel department. I repeated that it was my fault. He exploded again about carelessness in the accounting department. Again I explained it was my fault. He blamed two other people in the office. But each time I reiterated it was my fault. Finally, he looked at me and said, 'Okay, it was your fault. Now straighten it out.' The error was corrected and nobody got into trouble. I felt great because I was able to handle a tense situation and had the courage not to seek alibis. My boss has had more respect for me ever since."

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. For example, one of the most beautiful things that history records about Robert E. Lee is the way he blamed himself and only himself for the failure of Pickett's charge at Gettysburg.

Pickett's charge was undoubtedly the most brilliant and picturesque attack that ever occurred in the Western world. General George E. Pickett himself was picturesque. He wore his hair so long that his auburn locks almost touched his shoulders; and, like Napoleon in his Italian campaigns, he wrote ardent love-letters almost daily while on the battlefield. His devoted troops cheered him that tragic July afternoon as he rode off jauntily toward the Union lines, his cap set at a rakish angle over his right ear. They cheered and they followed him, man touching man, rank pressing rank, with banners flying and bayonets gleaming in the sun. It was a gallant sight. Daring. Magnificent. A murmur of admiration ran through the Union lines as they beheld it.

Pickett's troops swept forward at any easy trot, through orchard and cornfield, across a meadow and over a ravine. All the time, the enemy's cannon was tearing ghastly holes in their ranks, But on they pressed, grim, irresistible.

Suddenly the Union infantry rose from behind the stone wall on Cemetery Ridge where they had been hiding and fired volley after volley into Pickett's onrushing troops. The crest of the hill was a sheet of flame, a slaughterhouse, a blazing volcano. In a few minutes, all of Pickett's brigade commanders except one were down, and four-fifths of his five thousand men had fallen.

General Lewis A. Armistead, leading the troops in the final plunge, ran forward, vaulted over the stone wall, and, waving his cap on the top of his sword, shouted: "Give 'em the steel, boys!"

They did. They leaped over the wall, bayoneted their enemies, smashed skulls with clubbed muskets, and planted the battleflags of the South on Cemetery Ridge. The banners waved there only for a moment. But that moment, brief as it was, recorded the high-water mark of the Confederacy.

Pickett's charge - brilliant, heroic - was nevertheless the beginning of the end. Lee had failed. He could not penetrate the North. And he knew it.

The South was doomed.

Lee was so saddened, so shocked, that he sent in his resignation and asked Jefferson Davis, the president of the Confederacy, to appoint "a younger and abler man." If Lee had wanted to blame the disastrous failure of Pickett's charge on someone else, he could have found a score of alibis. Some of his division commanders had failed him. The cavalry hadn't arrived in time to support the infantry attack. This had gone wrong and that had gone awry.

But Lee was far too noble to blame others. As Pickett's beaten and bloody troops struggled back to the Confederate lines, Robert E. Lee rode out to meet them all alone and greeted them with a self-condemnation that was little short of sublime. "All this has been my fault," he confessed. "I and I alone have lost this battle."

Few generals in all history have had the courage and character to admit that.

Michael Cheung, who teaches our course in Hong Kong, told of how the Chinese culture presents some special problems and how sometimes it is necessary to recognize that the benefit of applying a principle may be more advantageous than maintaining an old tradition. He had one middle-aged class member who had been estranged from his son for many years. The father had been an opium addict, but was now cured. In Chinese tradition an older person cannot take the first step. The father felt that it was up to his son to take the initiative toward a reconciliation. In an early session,

he told the class about the grandchildren he had never seen and how much he desired to be reunited with his son. His classmates, all Chinese, understood his conflict between his desire and long-established tradition. The father felt that young people should have respect for their elders and that he was right in not giving in to his desire, but to wait for his son to come to him.

Toward the end of the course the father again addressed his class. "I have pondered this problem," he said. "Dale Carnegie says, 'If you are wrong, admit it quickly and emphatically.' It is too late for me to admit it quickly, but I can admit it emphatically. I wronged my son. He was right in not wanting to see me and to expel me from his life. I may lose face by asking a younger person's forgiveness, but I was at fault and it is my responsibility to admit this." The class applauded and gave him their full support. At the next class he told how he went to his son's house, asked for and received forgiveness and was now embarked on a new relationship with his son, his daughter-in-law and the grandchildren he had at last met.

Elbert Hubbard was one of the most original authors who ever stirred up a nation, and his stinging sentences often aroused fierce resentment. But Hubbard with his rare skill for handling people frequently turned his enemies into friends.

For example, when some irritated reader wrote in to say that he didn't agree with such and such an article and ended by calling Hubbard this and that, Elbert Hubbard would answer like this:

Come to think it over, I don't entirely agree with it myself. Not everything I wrote yesterday appeals to me today. I am glad to learn what you think on the subject. The next time you are in the neighborhood you must visit us and we'll get this subject threshed out for all time. So here is a handclasp over the miles, and I am,

Yours sincerely,

What could you say to a man who treated you like that?

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.

Remember the old proverb: "By fighting you never get enough, but by yielding you get more than you expected."

• Principle 3 - If you are wrong, admit it quickly and emphatically.

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4 - A Drop Of Honey

If your temper is aroused and you tell 'em a thing or two, you will have a fine time unloading your feelings. But what about the other person? Will he share your pleasure? Will your belligerent tones, your hostile attitude, make it easy for him to agree with you?

"If you come at me with your fists doubled," said Woodrow Wilson, "I think I can promise you that mine will double as fast as yours; but if you come to me and say, 'Let us sit down and take counsel together, and, if we differ from each other, understand why it is that we differ, just what the points at issue are,' we will presently find that we are not so far apart after all, that the points on which we differ are few and the points on which we agree are many, and that if we only have the patience and the candor and the desire to get together, we will get together."

Nobody appreciated the truth of Woodrow Wilson's statement more than John D. Rockefeller, Jr. Back in 1915, Rockefeller was the most fiercely despised man in Colorado, One of the bloodiest strikes in the history of American industry had been shocking the state for two terrible years. Irate, belligerent miners were demanding higher wages from the Colorado Fuel and Iron Company; Rockefeller controlled that company. Property had been destroyed, troops had been called out. Blood had been shed. Strikers had been shot, their bodies riddled with bullets.

At a time like that, with the air seething with hatred, Rockefeller wanted to win the strikers to his way of thinking. And he did it. How? Here's the story. After weeks spent in making friends, Rockefeller addressed the representatives of the strikers. This speech, in its entirety, is a masterpiece. It produced astonishing results. It calmed the tempestuous waves of hate that threatened to engulf Rockefeller. It won him a host of admirers. It presented facts in such a friendly manner that the strikers went back to work without saying another word about the increase in wages for which they had fought so violently.

The opening of that remarkable speech follows. Note how it fairly glows with friendliness. Rockefeller, remember, was talking to men who, a few days previously, had wanted to hang him by the neck to a sour apple tree; yet he couldn't have been more gracious, more friendly if he had addressed a group of medical missionaries. His speech was radiant with such phrases as I am proud to be here, having visited in your homes, met many of your wives and children, we meet here not as strangers, but as friends ... spirit of mutual friendship, our common interests, it is only by your courtesy that I am here.
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"This is a red-letter day in my life," Rockefeller began. "It is the first time I have ever had the good fortune to meet the representatives of the employees of this great company, its officers and superintendents, together, and I can assure you that I am proud to be here, and that I shall remember this gathering as long as I live. Had this meeting been held two weeks ago, I should have stood here a stranger to most of you, recognizing a few faces. Having had the opportunity last week of visiting all the camps in the southern coal field and of talking individually with practically all of the representatives, except those who were away; having visited in your homes, met many of your wives and children, we meet here not as strangers, but as friends, and it is in that spirit of mutual friendship that I am glad to have this opportunity to discuss with you our common interests.

"Since this is a meeting of the officers of the company and the representatives of the employees, it is only by your courtesy that I am here, for I am not so fortunate as to be either one or the other; and yet I feel that I am intimately associated with you men, for, in a sense, I represent both the stockholders and the directors."

Isn't that a superb example of the fine art of making friends out of enemies?

Suppose Rockefeller had taken a different tack. Suppose he had argued with those miners and hurled devastating facts in their faces. Suppose he had told them by his tones and insinuations that they were wrong Suppose that, by all the rules of logic, he had proved that they were wrong. What would have happened? More anger would have been stirred up, more hatred, more revolt.

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 Christendom. 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 he 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.

Lincoln said that, in effect, over a hundred years ago. Here are his words:

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 you 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 his reason.

Business executives have learned that it pays to be friendly to strikers. For example, when 2,500 employees in the White Motor Company's plant struck for higher wages and a union shop, Robert F. Black, then president of the company, didn't lose his temper and condemn and threaten and talk of tryanny and Communists. He actually praised the strikers. He published an advertisement in the Cleveland papers, complimenting them on "the peaceful way in which they laid down their tools." Finding the strike pickets idle, he bought them a couple of dozen baseball bats and gloves and invited them to play ball on vacant lots. For those who preferred bowling, he rented a bowling alley.

This friendliness on Mr. Black's part did what friendliness always does: it begot friendliness. So the strikers borrowed brooms, shovels, and rubbish carts, and began picking up matches, papers, cigarette stubs, and cigar butts around the factory. Imagine it! Imagine strikers tidying up the factory grounds while battling for higher wages and recognition of the union. Such an event had never been heard of before in the long, tempestuous history of American labor wars. That strike ended with a compromise settlement within a week-ended without any ill feeling or rancor.

Daniel Webster, who looked like a god and talked like Jehovah, was one of the most successful advocates who ever pleaded a case; yet he ushered in his most powerful arguments with such friendly remarks as: "It will be for the jury to consider," "This may perhaps be worth thinking of," " Here are some facts that I trust you will not lose sight of," or "You, with your knowledge of human nature, will easily see the significance of these facts." No bulldozing. No high-pressure methods. No attempt to force his opinions on others. Webster used the soft-spoken, quiet, friendly approach, and it helped to make him famous.

You may never be called upon to settle a strike or address a jury, but you may want to get your rent reduced. Will the friendly approach help you then? Let's see.

0. L. Straub, an engineer, wanted to get his rent reduced. And he knew his landlord was hard-boiled. "I wrote him," Mr. Straub said in a speech before the class, "notifying him that I was vacating my apartment as soon as my lease expired. The truth was, I didn't want to move. I wanted to stay if I could get my rent reduced. But the situation seemed hopeless. Other tenants had tried - and failed. Everyone told me that the landlord was extremely difficult to deal with. But I said to myself, 'I am studying a course in how to deal with people, so I'll try it on him - and see how it works.'

"He and his secretary came to see me as soon as he got my letter. I met him at the door with a friendly greeting. I fairly bubbled with good will and enthusiasm. I didn't begin talking about how high the

rent was. I began talking about how much I liked his apartment house. Believe me, I was 'hearty in my approbation and lavish in my praise.' I complimented him on the way he ran the building and told him I should like so much to stay for another year but I couldn't afford it.

"He had evidently never had such a reception from a tenant. He hardly knew what to make of it.

"Then he started to tell me his troubles. Complaining tenants. One had written him fourteen letters, some of them positively insulting. Another threatened to break his lease unless the landlord kept the man on the floor above from snoring. 'What a relief it is,' he said, 'to have a satisfied tenant like you.' And then, without my even asking him to do it, he offered to reduce my rent a little. I wanted more, so I named the figure I could afford to pay, and he accepted without a word.

"As he was leaving, he turned to me and asked, 'What decorating can I do for you?'

"If I had tried to get the rent reduced by the methods the other tenants were using, I am positive I should have met with the same failure they encountered. It was the friendly, sympathetic, appreciative approach that won."

Dean Woodcock of Pittsburgh, Pennsylvania, is the superintendent of a department of the local electric company. His staff was called upon to repair some equipment on top of a pole. This type of work had formerly been performed by a different department and had only recently been transferred to Woodcock's section Although his people had been trained in the work, this was the first time they had ever actually been called upon to do it. Everybody in the organization was interested in seeing if and how they could handle it. Mr. Woodcock, several of his subordinate managers, and members of other departments of the utility went to see the operation. Many cars and trucks were there, and a number of people were standing around watching the two lone men on top of the pole.

Glancing around, Woodcock noticed a man up the street getting out of his car with a camera. He began taking pictures of the scene. Utility people are extremely conscious of public relations, and suddenly Woodcock realized what this setup looked like to the man with the camera - overkill, dozens of people being called out to do a two-person job. He strolled up the street to the photographer.

"I see you're interested in our operation."

"Yes, and my mother will be more than interested. She owns stock in your company. This will be an eye-opener for her. She may even

decide her investment was unwise. I've been telling her for years there's a lot of waste motion in companies like yours. This proves it. The newspapers might like these pictures, too."

"It does look like it, doesn't it? I'd think the same thing in your position. But this is a unique situation, . . ." and Dean Woodcock went on to explain how this was the first job of this type for his department and how everybody from executives down was interested. He assured the man that under normal conditions two people could handle the job. The photographer put away his camera, shook Woodcock's hand, and thanked him for taking the time to explain the situation to him.

Dean Woodcock's friendly approach saved his company much embarrassment and bad publicity.

Another member of one of our classes, Gerald H. Winn of Littleton, New Hampshire, reported how by using a friendly approach, he obtained a very satisfactory settlement on a damage claim.

"Early in the spring," he reported, "before the ground had thawed from the winter freezing, there was an unusually heavy rainstorm and the water, which normally would have run off to nearby ditches and storm drains along the road, took a new course onto a building lot where I had just built a new home.

"Not being able to run off, the water pressure built up around the foundation of the house. The water forced itself under the concrete basement floor, causing it to explode, and the basement filled with water. This ruined the furnace and the hot-water heater. The cost to repair this damage was in excess of two thousand dollars. I had no insurance to cover this type of damage.

"However, I soon found out that the owner of the subdivision had neglected to put in a storm drain near the house which could have prevented this problem I made an appointment to see him. During the twenty-five-mile trip to his office, I carefully reviewed the situation and, remembering the principles I learned in this course, I decided that showing my anger would not serve any worthwhile purpose, When I arrived, I kept very calm and started by talking about his recent vacation to the West Indies; then, when I felt the timing was right, I mentioned the 'little' problem of water damage. He quickly agreed to do his share in helping to correct the problem.

"A few days later he called and said he would pay for the damage and also put in a storm drain to prevent the same thing from happening in the future.

"Even though it was the fault of the owner of the subdivision, if I had not begun in a friendly way, there would have been a great deal of difficulty in getting him to agree to the total liability."

Years ago, when I was a barefoot boy walking through the woods to a country school out in northwest Missouri, I read a fable about the sun and the wind. They quarreled about which was the stronger, and the wind said, "I'll prove I am. See the old man down there with a coat? I bet I can get his coat off him quicker than you can."

So the sun went behind a cloud, and the wind blew until it was almost a tornado, but the harder it blew, the tighter the old man clutched his coat to him.

Finally, the wind calmed down and gave up, and then the sun came out from behind the clouds and smiled kindly on the old man. Presently, he mopped his brow and pulled off his coat. The sun then told the wind that gentleness and friendliness were always stronger than fury and force.

The use of gentleness and friendliness is demonstrated day after day by people who have learned that a drop of honey catches more flies than a gallon of gall. F. Gale Connor of Lutherville, Maryland, proved this when he had to take his four-month-old car to the service department of the car dealer for the third time. He told our class: "It was apparent that talking to, reasoning with or shouting at the service manager was not going to lead to a satisfactory resolution of my problems.

"I walked over to the showroom and asked to see the agency owner, Mr. White. After a short wait, I was ushered into Mr. White's office. I introduced myself and explained to him that I had bought my car from his dealership because of the recommendations of friends who had had previous dealings with him. I was told that his prices were very competitive and his service was outstanding. He smiled with satisfaction as he listened to me. I then explained the problem I was having with the service department. 'I thought you might want to be aware of any situation that might tarnish your fine reputation,' I added. He thanked me for calling this to his attention and assured me that my problem would be taken care of. Not only did he personal get involved, but he also lent me his car to use while mine was being repaired."

Aesop was a Greek slave who lived at the court of Croesus and spun immortal fables six hundred years before Christ. Yet the truths he taught about human nature are just as true in Boston and Birmingham now as they were twenty-six centuries ago in Athens. The sun can make you take off your coat more quickly than the wind; and kindliness, 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."

• Principle 4 - Begin in a friendly way.

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5 - 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." A "No" response, according to Professor Overstreet, (*) is a most difficult handicap to overcome. When you have said "No," all your pride of personality demands that you remain consistent with yourself. You may later feel that the "No" was ill-advised; nevertheless, there is your precious pride to consider! Once having said a thing, you feel you must stick to it. Hence it is of the very greatest importance that a person be started in the affirmative direction.

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[*] Harry A. Overstreet, lnfluencing Humun Behavior (New York: Norton, 1925).

The skillful speaker gets, at the outset, a number of "Yes" responses. This sets the psychological process of the listeners moving in the affirmative direction. It is like the movement of a billiard ball. Propel in one direction, and it takes some force to deflect it; far more force to send it back in the opposite direction.

The psychological patterns here are quite clear. 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
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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.

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.

Get a student to say "No" at the beginning, or a customer, child, husband, or wife, and it takes the wisdom and the patience of angels to transform that bristling negative into an affirmative.

The use of this "yes, yes" technique enabled James Eberson, who was a teller in the Greenwich Savings Bank, in New York City, to secure a prospective customer who might otherwise have been lost.

"This man came in to open an account," said Mr. Eberson, "and I gave him our usual form to fill out. Some of the questions he answered willingly, but there were others he flatly refused to answer.

"Before I began the study of human relations, I would have told this prospective depositor that if he refused to give the bank this information, we should have to refuse to accept this account. I am ashamed that I have been guilty of doing that very thing in the past. Naturally, an ultimatum like that made me feel good. I had shown who was boss, that the bank's rules and regulations couldn't be flouted. But that sort of attitude certainly didn't give a feeling of welcome and importance to the man who had walked in to give us his patronage.

"I resolved this morning to use a little horse sense. I resolved not to talk about what the bank wanted but about what the customer wanted. And above all else, I was determined to get him saying 'yes, yes' from the very start. So I agreed with him. I told him the information he refused to give was not absolutely necessary.

" 'However,' I said, 'suppose you have money in this bank at your death. Wouldn't you like to have the bank transfer it to your next of kin, who is entitled to it according to law?'

" 'Yes, of course,' he replied.

" 'Don't you think,' I continued, 'that it would be a good idea to give us the name of your next of kin so that, in the event of your death, we could carry out your wishes without error or delay?'

"Again he said, 'Yes.'

"The young man's attitude softened and changed when he realized that we weren't asking for this information for our sake but for his

sake. Before leaving the bank, this young man not only gave me complete information about himself but he opened, at my suggestion, a trust account, naming his mother as the beneficiary for his account, and he had gladly answered all the questions concerning his mother also.

"I found that by getting him to say 'yes, yes' from the outset, he forgot the issue at stake and was happy to do all the things I suggested."

Joseph Allison, a sales representative for Westinghouse Electric Company, had this story to tell: "There was a man in my territory that our company was most eager to sell to. My predecessor had called on him for ten years without selling anything When I took over the territory, I called steadily for three years without getting an order. Finally, after thirteen years of calls and sales talk, we sold him a few motors. If these proved to be all right, an order for several hundred more would follow. Such was my expectation,

"Right? I knew they would be all right. So when I called three weeks later, I was in high spirits.

"The chief engineer greeted me with this shocking announcement: 'Allison, I can't buy the remainder of the motors from you.'

" 'Why?' I asked in amazement. 'Why?'

" 'Because your motors are too hot. I can't put my hand on them,'

"I knew it wouldn't do any good to argue. I had tried that sort of thing too long. So I thought of getting the 'yes, yes' response.

" 'Well, now look, Mr. Smith,' I said. 'I agree with you a hundred percent; if those motors are running too hot, you ought not to buy any more of them. You must have motors that won't run any hotter than standards set by the National Electrical Manufacturers Association. Isn't that so?'

"He agreed it was. I had gotten my first 'yes.'

" 'The Electrical Manufacturers Association regulations say that a properly designed motor may have a temperature of 72 degrees Fahrenheit above room temperature. Is that correct?'

" 'Yes,' he agreed. 'That's quite correct. But your motors are much hotter.'

"I didn't argue with him. I merely asked: 'How hot is the mill room?'

" 'Oh,' he said, 'about 75 degrees Fahrenheit.'

" 'Well,' I replied, 'if the mill room is 75 degrees and you add 72 to that, that makes a total of 147 degrees Fahrenheit. Wouldn't you scald your hand if you held it under a spigot of hot water at a temperature of 147 degrees Fahrenheit?'

"Again he had to say 'yes.'

" 'Well,' I suggested, 'wouldn't it he a good idea to keep your hands off those motors?'

" 'Well, I guess you're right,' he admitted. We continued to chat for a while. Then he called his secretary and lined up approximately $35,000 worth of business for the ensuing month.

"It took me years and cost me countless thousands of dollars in lost business before I finally learned that it doesn't pay to argue, that it is much more profitable and much more interesting to look at things from the other person's viewpoint and try to get that person saying 'yes, yes.' "

Eddie Snow, who sponsors our courses in Oakland, California, tells how he became a good customer of a shop because the proprietor got him to say "yes, yes." Eddie had become interested in bow hunting and had spent considerable money in purchasing equipment and supplies from a local bow store. When his brother was visiting him he wanted to rent a bow for him from this store. The sales clerk told him they didn't rent bows, so Eddie phoned another bow store. Eddie described what happened:

"A very pleasant gentleman answered the phone. His response to my question for a rental was completely different from the other place. He said he was sorry but they no longer rented bows because they couldn't afford to do so. He then asked me if I had rented before. I replied, 'Yes, several years ago.' He reminded me that I probably paid $25 to $30 for the rental. I said 'yes' again. He then asked if I was the kind of person who liked to save money. Naturally, I answered 'yes.' He went on to explain that they had bow sets with all the necessary equipment on sale for $34.95. I could buy a complete set for only $4.95 more than I could rent one. He explained that is why they had discontinued renting them. Did I think that was reasonable? My 'yes' response led to a purchase of the set, and when I picked it up I purchased several more items at this shop and have since become a regular customer."

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.

The next time we are tempted to tell someone he or she is wrong, let's remember old Socrates and ask a gentle question - a question that will get the "yes, yes" response.

The Chinese have a proverb pregnant with the age-old wisdom of the Orient: "He who treads softly goes far."

They have spent five thousand years studying human nature, those cultured Chinese, and they have garnered a lot of perspicacity: "He who treads softly goes far."

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

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6 - The Safety Valve In Handling Complaints

Must 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.

If you disagree with them you may be tempted to interrupt. But don't. It is dangerous. They won't pay attention to you while they still have a lot of ideas of their own crying for expression. So listen patiently and with an open mind. Be sincere about it. Encourage them to express their ideas fully.

Does this policy pay in business? Let's see. Here is the story of a sales representative who was forced to try it.

One of the largest automobile manufacturers in the United States was negotiating for a year's requirements of upholstery fabrics. Three important manufacturers had worked up fabrics in sample bodies. These had all been inspected by the executives of the motor company, and notice had been sent to each manufacturer saying
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that, on a certain day, a representative from each supplier would be given an opportunity to make a final plea for the contract.

G.B.R., a representative of one manufacturer, arrived in town with a severe attack of laryngitis. "When it came my turn to meet the executives in conference," Mr. R---- said as he related the story before one of my classes, "I had lost my voice. I could hardly whisper. I was ushered into a room and found myself face to face with the textile engineer, the purchasing agent, the director of sales and the president of the company. I stood up and made a valiant effort to speak, but I couldn't do anything more than squeak.

"They were all seated around a table, so I wrote on a pad of paper: 'Gentlemen, I have lost my voice. I am speechless.'

" 'I'll do the talking for you,' the president said. He did. He exhibited my samples and praised their good points. A lively discussion arose about the merits of my goods. And the president, since he was talking for me, took the position I would have had during the discussion My sole participation consisted of smiles, nods and a few gestures.

"As a result of this unique conference, I was awarded the contract, which called for over half a million yards of upholstery fabrics at an aggregate value of $1,600,000 -the biggest order I had ever received.

"I know I would have lost the contract if I hadn't lost my voice, because I had the wrong idea about the whole proposition. I discovered, quite by accident, how richly it sometimes pays to let the other person do the talking.'

Letting the other person do the talking helps in family situations as well as in business. Barbara Wilson's relationship with her daughter, Laurie, was deteriorating rapidly. Laurie, who had been a quiet, complacent child, had grown into an uncooperative, sometimes belligerent teenager. Mrs. Wilson lectured her, threatened her and punished her, but all to no avail.

"One day," Mrs. Wilson told one of our classes, "I just gave up. Laurie had disobeyed me and had left the house to visit her girl friend before she had completed her chores. When she returned I was about to scream at her for the ten-thousandth time, but I just didn't have the strength to do it. I just looked at her and said sadly, 'Why, Laurie, Why?'

"Laurie noted my condition and in a calm voice asked, 'Do you really want to know?' I nodded and Laurie told me, first hesitantly, and then it all flowed out. I had never listened to her. I was always telling her to do this or that. When she wanted to tell me her

thoughts, feelings, ideas, I interrupted with more orders. I began to realize that she needed me - not as a bossy mother, but as a confidante, an outlet for all her confusion about growing up. And all I had been doing was talking when I should have been listening. I never heard her.

"From that time on I let her do all the talking she wanted. She tells me what is on her mind, and our relationship has improved immeasurably. She is again a cooperative person."

A large advertisement appeared on the financial page of a New York newspaper calling for a person with unusual ability and experience. Charles T. Cubellis answered the advertisement, sending his reply to a box number. A few days later, he was invited by letter to call for an interview. Before he called, he spent hours in Wall Street finding out everything possible about the person who had founded the business. During the interview, he remarked: "I should be mighty proud to be associated with an organization with a record like yours. I understand you started twenty-eight years ago with nothing but desk room and one stenographer. Is that true?"

Almost every successful person likes to reminisce about his early struggles. This man was no exception. He talked for a long time about how he had started with $450 in cash and an original idea. He told how he had fought against discouragement and battled against ridicule, working Sundays and holidays, twelve to sixteen hours a day; how he had finally won against all odds until now the most important executives on Wall Street were coming to him for information and guidance. He was proud of such a record. He had a right to be, and he had a splendid time telling about it. Finally, he questioned Mr. Cubellis briefly about his experience, then called in one of his vice presidents and said: "I think this is the person we are looking for."

Mr. Cubellis had taken the trouble to find out about the accomplishments of his prospective employer. He showed an interest in the other person and his problems. He encouraged the other person to do most of the talking - and made a favorable impression.

Roy G. Bradley of Sacramento, California, had the opposite problem. He listened as a good prospect for a sales position talked himself into a job with Bradley's firm, Roy reported:

"Being a small brokerage firm, we had no fringe benefits, such as hospitalization, medical insurance and pensions. Every representative is an independent agent. We don't even provide leads for prospects, as we cannot advertise for them as our larger competitors do.

"Richard Pryor had the type of experience we wanted for this position, and he was interviewed first by my assistant, who told him

about all the negatives related to this job. He seemed slightly discouraged when he came into my office. I mentioned the one benefit of being associated with my firm, that of being an independent contractor and therefore virtually being self-employed.

"As he talked about these advantages to me, he talked himself out of each negative thought he had when he came in for the interview. Several times it seemed as though he was half talking to himself as he was thinking through each thought. At times I was tempted to add to his thoughts; however, as the interview came to a close I felt he had convinced himself, very much on his own, that he would like to work for my firm.

"Because I had been a good listener and let Dick do most of the talking, he was able to weigh both sides fairly in his mind, and he came to the positive conclusion, which was a challenge he created for himself. We hired him and he has been an outstanding representative for our firm,"

Even our friends would much rather talk to us about their achievements than listen to us boast about ours. La Rochefoucauld, the French philosopher, said: "If you want enemies, excel your friends; but if you want friends, let your friends excel you."

Why is that true? Because when our friends excel us, they feel important; but when we excel them, they - or at least some of them - will feel inferior and envious.

By far the best-liked placement counselor in the Mid-town Personnel Agency in New York City was Henrietta G ---- It hadn't always been that way. During the first few months of her association with the agency, Henrietta didn't have a single friend among her colleagues. Why? Because every day she would brag about the placements she had made, the new accounts she had opened, and anything else she had accomplished.

"I was good at my work and proud of it," Henrietta told one of our classes. " But instead of my colleagues sharing my triumphs, they seemed to resent them. I wanted to be liked by these people. I really wanted them to be my friends. After listening to some of the suggestions made in this course, I started to talk about myself less and listen more to my associates. They also had things to boast about and were more excited about telling me about their accomplishments than about listening to my boasting. Now, when we have some time to chat, I ask them to share their joys with me, and I only mention my achievements when they ask."

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

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7 - How To Get Cooperation

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? If so, isn't it bad judgment 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?

Adolph Seltz of Philadelphia, sales manager in an automobile showroom and a student in one of my courses, suddenly found himself confronted with the necessity of injecting enthusiasm into a discouraged and disorganized group of automobile salespeople. Calling a sales meeting, he urged his people to tell him exactly what they expected from him. As they talked, he wrote their ideas on the blackboard. He then said: "I'll give you all these qualities you expect from me. Now I want you to tell me what I have a right to expect from you." The replies came quick and fast: loyalty, honesty, initiative, optimism, teamwork, eight hours a day of enthusiastic work, The meeting ended with a new courage, a new inspiration - one salesperson volunteered to work fourteen hours a day - and Mr. Seltz reported to me that the increase of sales was phenomenal.

"The people had made a sort of moral bargain with me, " said Mr. Seltz, "and as long as I lived up to my part in it, they were determined to live up to theirs. Consulting them about their wishes and desires was just the shot in the arm they needed."

No one likes to feel that he or she is being sold some-thing 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, our thoughts.

Take the case of Eugene Wesson. He lost countless thousands of dollars in commissions before he learned this truth. Mr. Wesson sold sketches for a studio that created designs for stylists and textile manufacturers. Mr. Wesson had called on one of the leading stylists in New York once a week, every week for three years. "He never refused to see me," said Mr. Wesson, "but he never bought. He always looked over my sketches very carefully and then said: 'No, Wesson, I guess we don't get together today.' "

After 150 failures, Wesson realized he must be in a mental rut, so he resolved to devote one evening a week to the study of influencing human behavior, to help him develop new ideas and generate new enthusiasm.

He decided on this new approach. With half a dozen unfinished artists' sketches under his arm, he rushed over to the buyer's office. "I want you to do me a little favor, if you will," he said. "'Here are

some uncompleted sketches. Won't you please tell me how we could finish them up in such a way that you could use them?"

The buyer looked at the sketches for a while without uttering a word. Finally he said: "Leave these with me for a few days, Wesson, and then come back and see me."

Wesson returned three davs later, got his suggestions, took the sketches back to the studio and had them finished according to the buyer's ideas. The result? All accepted.

After that, this buyer ordered scores of other sketches from Wesson, all drawn according to the buyer's ideas. "I realized why I had failed for years to sell him," said Mr. Wesson. " I had urged him to buy what I thought he ought to have. Then I changed my approach completely. I urged him to give me his ideas. This made him feel that he was creating the designs. And he was. I didn't have to sell him. He bought."

Letting the other person feel that the idea is his or hers not only works in business and politics, it works in family life as well. Paul M. Davis of Tulsa, Oklahoma, told his class how he applied this principle:

"My family and I enjoyed one of the most interesting sightseeing vacation trips we have ever taken. I had long dreamed of visiting such historic sites as the Civil War battlefield in Gettysburg, Independence Hall in Philadelphia, and our nation's capital. Valley Forge, James-town and the restored colonial village of Williamsburg were high on the list of things I wanted to see.

"In March my wife, Nancy, mentioned that she had ideas for our summer vacation which included a tour of the western states, visiting points of interest in New Mexico, Arizona, California and Nevada. She had wanted to make this trip for several years. But we couldn't obviously make both trips.

"Our daughter, Anne, had just completed a course in U.S. history in junior high school and had become very interested in the events that had shaped our country's growth. I asked her how she would like to visit the places she had learned about on our next vacation. She said she would love to.

"Two evenings later as we sat around the dinner table, Nancy announced that if we all agreed, the summer's vacation would be to the eastern states, that it would he a great trip for Anne and thrilling for all of us. We all concurred."

This same psychology was used by an X-ray manufacturer to sell his equipment to one of the largest hospitals in Brooklyn This hospital

was building an addition and preparing to equip it with the finest X-ray department in America. Dr. L----, who was in charge of the X-ray department, was overwhelmed with sales representatives, each caroling the praises of his own company's equipment.

One manufacturer, however, was more skillful. He knew far more about handling human nature than the others did. He wrote a letter something like this:

Our factory has recently completed a new line of X-ray equipment. The first shipment of these machines has just arrived at our office. They are not perfect. We know that, and we want to improve them. So we should be deeply obligated to you if you could find time to look them over and give us your ideas about how they can be made more serviceable to your profession. Knowing how occupied you are, I shall be glad to send my car for you at any hour you specify.

"I was surprised to get that letter," Dr. L ---- said as he related the incident before the class. "I was both surprised and complimented. I had never had an X-ray manufacturer seeking my advice before. It made me feel important. I was busy every night that week, but I canceled a dinner appointment in order to look over the equipment. The more I studied it, the more I discovered for myself how much I liked it.

"Nobody had tried to sell it to me. I felt that the idea of buying that equipment for the hospital was my own. I sold myself on its superior qualities and ordered it installed."

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."

Colonel Edward M. House wielded an enormous influence in national and international affairs while Woodrow Wilson occupied the White House. Wilson leaned upon Colonel House for secret counsel and advice more than he did upon even members of his own cabinet.

What method did the Colonel use in influencing the President? Fortunately, we know, for House himself revealed it to Arthur D. Howden Smith, and Smith quoted House in an article in The Saturday Evening Post.

" 'After I got to know the President,' House said, 'I learned the best way to convert him to an idea was to plant it in his mind casually, but so as to interest him in it - so as to get him thinking about it on his own account. The first time this worked it was an accident. I had been visiting him at the White House and urged a policy on him which he appeared to disapprove. But several days later, at the

dinner table, I was amazed to hear him trot out my suggestion as his own.' "

Did House interrupt him and say, "That's not your idea. That's mine" ? Oh, no. Not House. He was too adroit for that. He didn't care about credit. He wanted results. So he let Wilson continue to feel that the idea was his. House did even more than that. He gave Wilson public credit for these ideas.

Let's remember that everyone we come in contact with is just as human as Woodrow Wilson. So let's use Colonel House's technique.

A man up in the beautiful Canadian province of New Brunswick used this technique on me and won my patronage. I was planning at the time to do some fishing and canoeing in New Brunswick. So I wrote the tourist bureau for information. Evidently my name and address were put on a mailing list, for I was immediately overwhelmed with scores of letters and booklets and printed testimonials from camps and guides. I was bewildered. I didn't know which to choose. Then one camp owner did a clever thing. He sent me the names and telephone numbers of several New York people who had stayed at his camp and he invited me to telephone them and discover for myself what he had to offer.

I found to my surprise that I knew one of the men on his list. I telephoned him, found out what his experience had been, and then wired the camp the date of my arrival.

The others had been trying to sell me on their service, but one let me sell myself. That organization won. 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 above men, putteth himself below them; 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 7 - Let the other person feel that the idea is his or hers.

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8 - 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
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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 to his personality. Try honestly to put yourself in his place.

If you say to yourself, "How would I feel, how would I react if I were in his shoes?" you will save yourself time and irritation, for "by becoming interested in the cause, we are less likely to dislike the effect." And, in addition, you will sharply increase your skill in human relationships.

"Stop a minute," says Kenneth M. Goode in his book How to Turn People Into Gold, "stop a minute to contrast your keen interest in your own affairs with your mild concern about anything else. Realize then, that everybody else in the world feels exactly the same way! Then, along with Lincoln and Roosevelt, you will have grasped the only solid foundation for interpersonal relationships; namely, that success in dealing with people depends on a sympathetic grasp of the other persons' viewpoint."

Sam Douglas of Hempstead, New York, used to tell his wife that she spent too much time working on their lawn, pulling weeds, fertilizing, cutting the grass twice a week when the lawn didn't look any better than it had when they moved into their home four years earlier. Naturally, she was distressed by his remarks, and each time he made such remarks the balance of the evening was ruined.

After taking our course, Mr. Douglas realized how foolish he had been all those years. It never occurred to him that she enjoyed doing that work and she might really appreciate a compliment on her diligence.

One evening after dinner, his wife said she wanted to pull some weeds and invited him to keep her company. He first declined, but then thought better of it and went out after her and began to help her pull weeds. She was visibly pleased, and together they spent an hour in hard work and pleasant conversation.

After that he often helped her with the gardening and complimented her on how fine the lawn looked, what a fantastic job she was doing with a yard where the soil was like concrete. Result: a happier life for both because he had learned to look at things from her point of view - even if the subject was only weeds.

In his book Getting Through to People, Dr. Gerald S. Nirenberg commented: "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." (*)

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[*] Dr Gerald S. Nirenberg, Getting Through to People (Englewood Cliffs, N.J.: Prentice-Hall, 1963), p. 31.

I have always enjoyed walking and riding in a park near my home. Like the Druids of ancient Gaul, I all but worship an oak tree, so I was distressed season after season to see the young trees and shrubs killed off by needless fires. These fires weren't caused by careless smokers. They were almost all caused by youngsters who went out to the park to go native and cook a frankfurter or an egg under the trees. Sometimes, these fires raged so fiercely that the fire department had to be called out to fight the conflagration.

There was a sign on the edge of the park saying that anyone who started a fire was liable to fine and imprisonment, but the sign stood in an unfrequented part of the park, and few of the culprits ever saw it. A mounted policeman was supposed to look after the park; but he didn't take his duties too seriously, and the fires continued to spread season after season. On one occasion, I rushed up to a policeman and told him about a fire spreading rapidly through the park and wanted him to notify the fire department, and he nonchalantly replied that it was none of his business because it wasn't in his precinct! I was desperate, so after that when I went riding, I acted as a self-appointed committee of one to protect the public domain. In the beginning, I am afraid I didn't even attempt to see the other people's point of view. When I saw a fire blazing under the trees, I was so unhappy about it, so eager to do the right thing, that I did the wrong thing. I would ride up to the boys, warn them that they could be jailed for starting a fire, order with a tone of authority that it be put out; and, if they refused, I would threaten to have them arrested. I was merely unloading my feelings without thinking of their point of view.

The result? They obeyed - obeyed sullenly and with resentment. After I rode on over the hill, they probably rebuilt the fire and longed to burn up the whole park.

With the passing of the years, I acquired a trifle more knowledge of human relations, a little more tact, a somewhat greater tendency to see things from the other person's standpoint. Then, instead of giving orders, I would ride up to a blazing fire and begin something like this:

"Having a good time, boys? What are you going to cook for supper? ... I loved to build fires myself when I was a boy - and I still love to. But you know they are very dangerous here in the park. I know you boys don't mean to do any harm, but other boys aren't so careful. They come along and see that you have built a fire; so they build one and don't put it out when they go home and it spreads among the dry leaves and kills the trees. We won't have any trees here at all if we aren't more careful, You could be put in jail for building this fire. But I don't want to be bossy and interfere with your pleasure. I like to see you enjoy yourselves; but won't you please rake all the leaves away from the fire right now - and you'll be careful to cover it with dirt, a lot of dirt, before you leave, won't you? And the next time you want to have some fun, won't you please build your fire over the hill there in the sandpit? It can't do any harm there.. . . Thanks so much, boys. Have a good time."

What a difference that kind of talk made! It made the boys want to cooperate. No sullenness, no resentment. They hadn't been forced to obey orders. They had saved their faces. They felt better and I felt better because I had handled the situation with consideration for their point of view.

Seeing things through another person's eyes may ease tensions when personal problems become overwhelming. Elizabeth Novak of New South Wales, Australia, was six weeks late with her car payment. "On a Friday," she reported, "I received a nasty phone call from the man who was handling my account informing me if I did not come up with $122 by Monday morning I could anticipate further action from the company. I had no way of raising the money over the weekend, so when I received his phone call first thing on Monday morning I expected the worst. Instead of becoming upset I looked at the situation from his point of view. I apologized most sincerely for causing him so much inconvenience and remarked that I must be his most troublesome customer as this was not the first time I was behind in my payments. His tone of voice changed immediately, and he reassured me that I was far from being one of his really troublesome customers. He went on to tell me several examples of how rude his customers sometimes were, how they lied to him and often tried to avoid talking to him at all. I said nothing. I listened and let him pour out his troubles to me. Then, without any suggestion from me, he said it did not matter if I couldn't pay all the money immediately. It would be all right if I paid him $20 by the end of the month and made up the balance whenever it was convenient for me to do so."

Tomorrow, before asking anyone to put out a fire or buy your product or contribute to your favorite charity, why not pause and close your eyes and try to think the whole thing through from another person's point of view? Ask yourself: "Why should he or she

want to do it?" True, this will take time, but it will avoid making enemies and will get better results - and with less friction and less shoe leather.

"I would rather walk the sidewalk in front of a person's office for two hours before an interview," said Dean Donham of the Harvard business school, "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."

That is so important that I am going to repeat it in italics for the sake of emphasis.

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 persob - from my knowledge of his or her interests and motives - was likely to answer.

If, as a result of reading this book, 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 8 - Try honestly to see things from the other person's point of view.

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9 - What Everybody Wants

Wouldn't you like to have a magic phrase that would stop arguments, eliminate ill feeling, create good will, and make the other person listen attentively?

Yes? All right. Here it is: "I don't blame you one iota for feeling as you do. If I were you I would undoubtedly feel just as you do."

An answer like that will soften the most cantankerous old cuss alive. And you can say that and be 100 percent sincere, because if you were the other person you, of course, would feel just as he does. Take Al Capone, for example. Suppose you had inherited the same body and temperament and mind that Al Capone had. Suppose you had had his environment and experiences. You would then be precisely what he was - and where he was. For it is those things - and only those things - that made him what he was. The only reason, for example, that you are not a rattlesnake is that your mother and father weren't rattlesnakes.
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You deserve very little credit for being what you are - and remember, the people who come to you irritated, bigoted, unreasoning, deserve very little discredit for being what they are. Feel sorry for the poor devils. Pity them. Sympathize with them. Say to yourself: "There, but for the grace of God, go I."

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

I once gave a broadcast about the author of Little Women, Louisa May Alcott. Naturally, I knew she had lived and written her immortal books in Concord, Massachusetts. But, without thinking what I was saying, I spoke of visiting her old home in Concord. New Hampshire. If I had said New Hampshire only once, it might have been forgiven. But, alas and alack! I said it twice, I was deluged with letters and telegrams, stinging messages that swirled around my defenseless head like a swarm of hornets. Many were indignant. A few insulting. One Colonial Dame, who had been reared in Concord, Massachusetts, and who was then living in Philadelphia, vented her scorching wrath upon me. She couldn't have been much more bitter if I had accused Miss Alcott of being a cannibal from New Guinea. As I read the letter, I said to myself, "Thank God, I am not married to that woman." I felt like writing and telling her that although I had made a mistake in geography, she had made a far greater mistake in common courtesy. That was to be just my opening sentence. Then I was going to roll up my sleeves and tell her what I really thought. But I didn't. I controlled myself. I realized that any hotheaded fool could do that - and that most fools would do just that.

I wanted to be above fools. So I resolved to try to turn her hostility into friendliness. It would be a challenge, a sort of game I could play. I said to myself, "After all, if I were she, I would probably feel just as she does." So, I determined to sympathize with her viewpoint. The next time I was in Philadelphia, I called her on the telephone. The conversation went something like this:

ME: Mrs. So-and-So, you wrote me a letter a few weeks ago, and I want to thank you for it.

SHE: (in incisive, cultured, well-bred tones): To whom have I the honor of speaking?

ME: I am a stranger to you. My name is Dale Carnegie. You listened to a broadcast I gave about Louisa May Alcott a few Sundays ago, and I made the unforgivable blunder of saying that she had lived in Concord, New Hampshire. It was a stupid blunder, and I want to apologize for it. It was so nice of you to take the time to write me.

SHE : I am sorry, Mr. Carnegie, that I wrote as I did. I lost my temper. I must apologize.

ME: No! No! You are not the one to apologize; I am. Any school child would have known better than to have said what I said. I apologized over the air the following Sunday, and I want to apologize to you personally now.

SHE : I was born in Concord, Massachusetts. My family has been prominent in Massachusetts affairs for two centuries, and I am very proud of my native state. I was really quite distressed to hear you say that Miss Alcott had lived in New Hampshire. But I am really ashamed of that letter.

ME: I assure you that you were not one-tenth as distressed as I am. My error didn't hurt Massachusetts, but it did hurt me. It is so seldom that people of your standing and culture take the time to write people who speak on the radio, and I do hope you will write me again if you detect an error in my talks.

SHE: You know, I really like very much the way you have accepted my criticism. You must be a very nice person. I should like to know you better.

So, because I had apologized and sympathized with her point of view, she began apologizing and sympathizing with my point of view, I had the satisfaction of controlling my temper, the satisfaction of returning kindness for an insult. I got infinitely more real fun out of making her like me than I could ever have gotten out of telling her to go and take a jump in the Schuylkill River,

Every man who occupies the White House is faced almost daily with thorny problems in human relations. President Taft was no exception, and he learned from experience the enormous chemical value of sympathy in neutralizing the acid of hard feelings. In his book Ethics in Service, Taft gives rather an amusing illustration of how he softened the ire of a disappointed and ambitious mother.

"A lady in Washington," wrote Taft, "whose husband had some political influence, came and labored with me for six weeks or more to appoint her son to a position. She secured the aid of Senators and Congressmen in formidable number and came with them to see that they spoke with emphasis. The place was one requiring technical qualification, and following the recommendation of the head of the Bureau, I appointed somebody else. I then received a letter from the mother, saying that I was most ungrateful, since I declined to make her a happy woman as I could have done by a turn of my hand. She complained further that she had labored with her state delegation and got all the votes for an administration bill in which I was especially interested and this was the way I had rewarded her.

"When you get a letter like that, the first thing you do is to think how you can be severe with a person who has committed an impropriety, or even been a little impertinent. Then you may compose an answer. Then if you are wise, you will put the letter in a drawer and lock the drawer. Take it out in the course of two days - such communications will always bear two days' delay in answering - and when you take it out after that interval, you will not send it. That is just the course I took. After that, I sat down and wrote her just as polite a letter as I could, telling her I realized a mother's disappointment under such circumstances, but that really the appointment was not left to my mere personal preference, that I had to select a man with technical qualifications, and had, therefore, to follow the recommendations of the head of the Bureau. I expressed the hope that her son would go on to accomplish what she had hoped for him in the position which he then had. That mollified her and she wrote me a note saying she was sorry she had written as she had.

"But the appointment I sent in was not confirmed at once, and after an interval I received a letter which purported to come from her husband, though it was in the the same handwriting as all the others. I was therein advised that, due to the nervous prostration that had followed her disappointment in this case, she had to take to her bed and had developed a most serious case of cancer of the stomach. Would I not restore her to health by withdrawing the first name and replacing it by her son's? I had to write another letter, this one to the husband, to say that I hoped the diagnosis would prove to be inaccurate, that I sympathized with him in the sorrow he must have in the serious illness of his wife, but that it was impossible to withdraw the name sent in. The man whom I appointed was confirmed, and within two days after I received that letter, we gave a musicale at the White House. The first two people to greet Mrs. Taft and me were this husband and wife, though the wife had so recently been in articulo mortis."

Jay Mangum represented an elevator-escalator main-tenance company in Tulsa, Oklahoma, which had the maintenance contract for the escalators in one of Tulsa's leading hotels. The hotel manager did not want to shut down the escalator for more than two hours at a time because he did not want to inconvenience the hotel's guests. The repair that had to be made would take at least eight hours, and his company did not always have a specially qualified mechanic available at the convenience of the hotel.

When Mr. Mangum was able to schedule a top-flight mechanic for this job, he telephoned the hotel manager and instead of arguing with him to give him the necessary time, he said:

"Rick, I know your hotel is quite busy and you would like to keep the escalator shutdown time to a minimum. I understand your concern

about this, and we want to do everything possible to accommodate you. However, our diagnosis of the situation shows that if we do not do a complete job now, your escalator may suffer more serious damage and that would cause a much longer shutdown. I know you would not want to inconvenience your guests for several days."

The manager had to agree that an eight-hour shut down was more desirable than several days'. By sympathizing with the manager's desire to keep his patrons happy, Mr. Mangum was able to win the hotel manager to his way of thinking easily and without rancor.

Joyce Norris, a piano teacher in St, Louis, Missouri, told of how she had handled a problem piano teachers often have with teenage girls. Babette had exceptionally long fingernails. This is a serious handicap to anyone who wants to develop proper piano-playing habits.

Mrs. Norris reported: "I knew her long fingernails would be a barrier for her in her desire to play well. During our discussions prior to her starting her lessons with me, I did not mention anything to her about her nails. I didn't want to discourage her from taking lessons, and I also knew she would not want to lose that which she took so much pride in and such great care to make attractive.

"After her first lesson, when I felt the time was right, I said: 'Babette, you have attractive hands and beautiful fingernails. If you want to play the piano as well as you are capable of and as well as you would like to, you would be surprised how much quicker and easier it would be for you, if you would trim your nails shorter. Just think about it, Okay?' She made a face which was definitely negative. I also talked to her mother about this situation, again mentioning how lovely her nails were. Another negative reaction. It was obvious that Babette's beautifully manicured nails were important to her.

"The following week Babette returned for her second lesson. Much to my surprise, the fingernails had been trimmed. I complimented her and praised her for making such a sacrifice. I also thanked her mother for influencing Babette to cut her nails. Her reply was 'Oh, I had nothing to do with it. Babette decided to do it on her own, and this is the first time she has ever trimmed her nails for anyone.' "

Did Mrs. Norris threaten Babette? Did she say she would refuse to teach a student with long fingernails? No, she did not. She let Babette know that her finger-nails were a thing of beauty and it would be a sacrifice to cut them. She implied, "I sympathize with you - I know it won't be easy, but it will pay off in your better musical development."

Sol Hurok was probably America's number one impresario. For almost half a century he handled artists - such world-famous artists as Chaliapin, Isadora Duncan, and Pavlova. Mr. Hurok told me that

one of the first lessons he had learned in dealing with his temperamental stars was the' necessity for sympathy, sympathy and more sympathy with their idiosyncrasies.

For three years, he was impresario for Feodor Chaliapin -one of the greatest bassos who ever thrilled the ritzy boxholders at the Metropolitan, Yet Chaliapin was a constant problem. He carried on like a spoiled child. To put it in Mr. Hurok's own inimitable phrase: "He was a hell of a fellow in every way."

For example, Chaliapin would call up Mr. Hurok about noun of the day he was going to sing and say, "Sol, I feel terrible. My throat is like raw hamburger. It is impossible for me to sing tonight." Did Mr. Hurok argue with him? Oh, no. He knew that an entrepreneur couldn't handle artists that way. So he would rush over to Chaliapin's hotel, dripping with sympathy. "What a pity, " he would mourn. "What a pity! My poor fellow. Of course, you cannot sing. I will cancel the engagement at once. It will only cost you a couple of thousand dollars, but that is nothing in comparison to your reputation."

Then Chaliapin would sigh and say, "Perhaps you had better come over later in the day. Come at five and see how I feel then."

At five o'clock, Mr. Hurok would again rush to his hotel, dripping with sympathy. Again he would insist on canceling the engagement and again Chaliapin would sigh and say, "Well, maybe you had better come to see me later. I may be better then."

At seven-thirty the great basso would consent to sing, only with the understanding that Mr. Hurok would walk out on the stage of the Metropolitan and announce that Chaliapin had a very bad cold and was not in good voice. Mr. Hurok would lie and say he would do it, for he knew that was the only way to get the basso out on the stage.

Dr. Arthur I. Gates said in his splendid book Educational Psychology: "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."

So, if you want to win people to your way of thinking, put in practice ...

• Principle 9 - Be sympathetic with the other person's ideas and desires.

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10 - An Appeal That Everybody Likes

I was reared on the edge of the Jesse James country out in Missouri, and I visited the James farm at Kearney, Missouri, where the son of Jesse James was then living.

His wife told me stories of how Jesse robbed trains and held up banks and then gave money to the neighboring farmers to pay off their mortgages.

Jesse James probably regarded himself as an idealist at heart, just as Dutch Schultz, "Two Gun" Crowley, Al Capone and many other organized crime "godfathers" did generations later. The fact is that all people you meet have a high regard for themselves and like to be fine and unselfish in their own estimation.

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.

Is that too idealistic to work in business? Let's see. Let's take the case of Hamilton J. Farrell of the Farrell-Mitchell Company of Glenolden, Pennsylvania. Mr. Farrell had a disgruntled tenant who threatened to move. The tenant's lease still had four months to run; nevertheless, he served notice that he was vacating immediately, regardless of lease.

"These people had lived in my house all winter - the most expensive part of the year," Mr. Farrell said as he told the story to the class, "and I knew it would be difficult to rent the apartment again before fall. I could see all that rent income going over the hill and believe me, I saw red.

"Now, ordinarily, I would have waded into that tenant and advised him to read his lease again. I would have pointed out that if he moved, the full balance of his rent would fall due at once - and that I could, and would, move to collect.

"However, instead of flying off the handle and making a scene, I decided to try other tactics. So I started like this: 'Mr. Doe,' I said, 'I have listened to your story, and I still don't believe you intend to move. Years in the renting business have taught me something about human nature, and I sized you up in the first place as being a

man of your word. In fact, I'm so sure of it that I'm willing to take a gamble.

" 'Now, here's my proposition. Lav your decision on the table for a few days and think it over. If you come back to me between now and the first of the month, when your rent is due, and tell me you still intend to move, I give you my word I will accept your decision as final. I will privilege you to move and admit to myself I've been wrong in my judgment. But I still believe you're a man of your word and will live up to your contract. For after all, we are either men or monkeys - and the choice usually lies with ourselves!'

"Well, when the new month came around, this gentleman came to see me and paid his rent in person. He and his wife had talked it over, he said - and decided to stay. They had concluded that the only honorable thing to do was to live up to their lease."

When the late Lord Northcliffe found a newspaper using a picture of him which he didn't want published, he wrote the editor a letter. But did he say, "Please do not publish that picture of me any more; I don't like it"? No, he appealed to a nobler motive. He appealed to the respect and love that all of us have for motherhood. He wrote, "Please do not publish that picture of me any more. My mother doesn't like it."

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."

When Cyrus H. K. Curtis, the poor boy from Maine, was starting on his meteoric career, which was destined to make him millions as owner of The Saturday Evening Post and the Ladies' Home Journal, he couldn't afford to pay his contributors the prices that other magazines paid. He couldn't afford to hire first-class authors to write for money alone. So he appealed to their nobler motives. For example, he persuaded even Louisa May Alcott, the immortal author of Little Women, to write for him when she was at the flood tide of her fame; and he did it by offering to send a check for a hundred dollars, not to her, but to her favorite charity.

Right here the skeptic may say: "Oh, that stuff is all right for Northcliffe and Rockefeller or a sentimental novelist. But, I'd like to see you make it work with the tough babies I have to collect bills from!"

You may be right. Nothing will work in all cases - and nothing will work with all people. If you are satisfied with the results you are now getting, why change? If you are not satisfied, why not experiment?

At any rate, I think you will enjoy reading this true story told by James L. Thomas, a former student of mine:

Six customers of a certain automobile company refused to pay their bills for servicing. None of the customers protested the entire bill, but each claimed that some one charge was wrong. In each case, the customer had signed for the work done, so the company knew it was right - and said so. That was the first mistake.

Here are the steps the men in the credit department took to collect these overdue bills. Do you suppose they succeeded?

- 1. They called on each customer and told him bluntly that they had come to collect a bill that was long past due.
- 2. They made it very plain that the company was absolutely and unconditionally right; therefore he, the customer, was absolutely and unconditionally wrong.
- 3. They intimated that they, the company, knew more about automobiles than he could ever hope to know. So what was the argument about?
- 4. Result: They argued.

Did any of these methods reconcile the customer and settle the account? You can answer that one yourself.

At this stage of affairs, the credit manager was about to open fire with a battery of legal talent, when fortunately the matter came to the attention of the general manager. The manager investigated these defaulting clients and discovered that they all had the reputation of paying their bills promptly, Something was wrong here - something was drastically wrong about the method of collection. So he called in James L. Thomas and told him to collect these "uncollectible" accounts.

Here, in his words, are the steps Mr. Thrrmas took:

1. My visit to each customer was likewise to collect a bill long past due - a bill that we knew was absolutely right. But I didn't say a word about that. I explained I had called to find out what it was the company had done, or failed to do.

2. I made it clear that, until I had heard the customer's story, I had no opinion to offer. I told him the company made no claims to being infallible.

3. I told him I was interested only in his car, and that he knew more about his car than anyone else in the world; that he was the authority on the subject.

4. I let him talk, and I listened to him with all the interest and sympathy that he wanted - and had expected.

5. Finally, when the customer was in a reasonable mood, I put the whole thing up to his sense of fair play. I appealed to the nobler motives. "First," I said, "I want you to know I also feel this matter has been badly mishandled. You've been inconvenienced and annoyed and irritated by one of our representatives. That should never have happened. I'm sorry and, as a representative of the company, I apologize. As I sat here and listened to your side of the story, I could not help being impressed by your fairness and patience. And now, because you are fair - minded and patient, I am going to ask you to do something for me. It's something that you can do better than anyone else, something you know more about than anyone else. Here is your bill; I know it is safe for me to ask you to adjust it, just as you would do if you were the president of my company. I am going to leave it all up to you. Whatever you say goes."

Did he adjust the bill? He certainly did, and got quite a kick out of it, The bills ranged from $150 to $400 - but did the customer give himself the best of it? Yes, one of them did! One of them refused to pay a penny of the disputed charge; but the other five all gave the company the best of it! And here's the cream of the whole thing: we delivered new cars to all six of these customers within the next two years!

"Experience has taught me," says Mr. Thomas, "that when no information can be secured about the customer, the only sound basis on which to proceed is to assume that he or she is sincere, honest, truthful and willing and anxious to pay the charges, once convinced they are correct. To put it differently and perhaps mare clearly, people are honest and want to discharge their obligations. The exceptions to that rule are comparatively few, and I am convinced that the individuals who are inclined to chisel will in most cases react favorably if you make them feel that you consider them honest, upright and fair."

• Principle 10 - Appeal to the nobler motives.

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11 - The Movies Do It. Tv Does It. Why Don't You Do It?

Many years ago, the Philadelphia Evening Bulletin was being maligned by a dangerous whispering campaign. A malicious rumor
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was being circulated. Advertisers were being told that the newspaper was no longer attractive to readers because it carried too much advertising and too little news. Immediate action was necessary. The gossip had to be squelched.

But how?

This is the way it was done.

The Bulletin clipped from its regular edition all reading matter of all kinds on one average day, classified it, and published it as a book. The book was called One Day. It contained 307 pages - as many as a hard-covered book; yet the Bulletin had printed all this news and feature material on one day and sold it, not for several dollars, but for a few cents.

The printing of that book dramatized the fact that the Bulletin carried an enormous amount of interesting reading matter. It conveyed the facts more vividly, more interestingly, more impressively, than pages of figures and mere talk could have done.

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

Experts in window display know the power of dramazation. For example, the manufacturers of a new rat poison gave dealers a window display that included two live rats. The week the rats were shown, sales zoomed to five times their normal rate.

Television commercials abound with examples of the use of dramatic techniques in selling products. Sit down one evening in front of your television set and analyze what the advertisers do in each of their presentations. You will note how an antacid medicine changes the color of the acid in a test tube while its competitor doesn't, how one brand of soap or detergent gets a greasy shirt clean when the other brand leaves it gray. You'll see a car maneuver around a series of turns and curves - far better than just being told about it. Happy faces will show contentment with a variety of products. All of these dramatize for the viewer the advantages offered by whatever is being sold - and they do get people to buy them.

You can dramatize your ideas in business or in any other aspect of your life. It's easy. Jim Yeamans, who sells for the NCR company (National Cash Register) in Richmond, Virginia, told how he made a sale by dramatic demonstration.

"Last week I called on a neighborhood grocer and saw that the cash registers he was using at his checkout counters were very old-

fashioned. I approached the owner and told him: 'You are literally throwing away pennies every time a customer goes through your line.' With that I threw a handful of pennies on the floor. He quickly became more attentive. The mere words should have been of interest to him, but the sound of Pennies hitting the floor really stopped him. I was able to get an order from him to replace all of his old machines."

It works in home life as well. When the old-time lover Proposed to his sweetheart, did he just use words of love? No! He went down on his knees. That really showed he meant what he said. We don't propose on our knees any more, but many suitors still set up a romantic atmosphere before they pop the question.

Dramatizing what you want works with children as well. Joe B. Fant, Jr., of Birmingham, Alabama, was having difficulty getting his five-year-old boy and three-year-old daughter to pick up their toys, so he invented a "train." Joey was the engineer (Captain Casey Jones) on his tricycle. Janet's wagon was attached, and in the evening she loaded all the "coal" on the caboose (her wagon) and then jumped in while her brother drove her around the room. In this way the room was cleaned up - without lectures, arguments or threats.

Mary Catherine Wolf of Mishawaka, Indiana, was having some problems at work and decided that she had to discuss them with the boss. On Monday morning she requested an appointment with him but was told he was very busy and she should arrange with his secretary for an appointment later in the week. The secretary indicated that his schedule was very tight, but she would try to fit her in.

Ms. Wolf described what happened:

"I did not get a reply from her all week long. Whenever I questioned her, she would give me a reason why the boss could not see me. Friday morning came and I had heard nothing definite. I really wanted to see him and discuss my problems before the weekend, so I asked myself how I could get him to see me.

"What I finally did was this. I wrote him a formal letter. I indicated in the letter that I fully understood how extremely busy he was all week, but it was important that I speak with him. I enclosed a form letter and a self-addressed envelope and asked him to please fill it out or ask his secretary to do it and return it to me. The form letter read as follows:

Ms. Wolf - I will be able to see you on _____ a t _____A.M/P.M. I will give you _____minutes of my time.

"I put this letter in his in-basket at 11 A.M. At 2 P.M. I checked my mailbox. There was my self-addressed envelope. He had answered my form letter himself and indicated he could see me that afternoon and could give me ten minutes of his time. I met with him, and we talked for over an hour and resolved my problems.

"If I had not dramatized to him the fact that I really wanted to see him, I would probably be still waiting for an appointment."

James B. Boynton had to present a lengthy market report. His firm had just finished an exhaustive study for a leading brand of cold cream. Data were needed immediately about the competition in this market; the prospective customer was one of the biggest - and most formidable - men in the advertising business.

And his first approach failed almost before he began.

"The first time I went in," Mr. Boynton explains, "I found myself sidetracked into a futile discussion of the methods used in the investigation. He argued and I argued. He told me I was wrong, and I tried to prove that I was right.

"I finally won my point, to my own satisfaction - but my time was up, the interview was over, and I still hadn't produced results.

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

"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.

"What happened?

"There was no longer an argument. Here was something new, something different. He picked up first one and then another of the jars of cold cream and read the information on the tag. A friendly conversation developed. He asked additional questions. He was intensely interested. He had originally given me only ten minutes to present my facts, but ten minutes passed, twenty minutes, forty minutes, and at the end of an hour we were still talking.

"I was presenting the same facts this time that I had presented previously. But this time I was using dramatization, showmanship - and what a difference it made."

• Principle 11 - Dramatize your ideas.

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12 - When Nothing Else Works, Try This

Charles Schwab had a mill manager whose people weren't producing their quota of work.

"How is it," Schwab asked him, "that a manager as capable as you can't make this mill turn out what it should?"

"I don't know," the manager replied. "I've coaxed the men, I've pushed them, I've sworn and cussed, I've threatened them with damnation and being fired. But nothing works. They just won't produce."

This conversation took place at the end of the day, just before the night shift came on. Schwab asked the manager for a piece of chalk, then, turning to the nearest man, asked: "How many heats did your shift make today?"

"Six."

Without another word, Schwab chalked a big figure six on the floor, and walked away.

When the night shift came in, they saw the "6" and asked what it meant.

"The big boss was in here today," the day people said. "He asked us how many heats we made, and we told him six. He chalked it down on the floor."

The next morning Schwab walked through the mill again. The night shift had rubbed out "6" and replaced it with a big "7."

When the day shift reported for work the next morning, they saw a big "7" chalked on the floor. So the night shift thought they were better than the day shift did they? Well, they would show the night shift a thing or two. The crew pitched in with enthusiasm, and when they quit that night, they left behind them an enormous, swaggering "10." Things were stepping up.

Shortly this mill, which had been lagging way behind in production, was turning out more work than any other mill in the plant.

The principle?
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Let Charles Schwab say it in his own words: "The way to get things done," say Schwab, "is to stimulate competition. I do not mean in a sordid, money-getting way, but in the desire to excel."

The desire to excel! The challenge! Throwing down the gauntlet! An infallible way of appealing to people of spirit.

Without a challenge, Theodore Roosevelt would never have been President of the United States. The Rough Rider, just back from Cuba, was picked for governor of New York State. The opposition discovered he was no longer a legal resident of the state, and Roosevelt, frightened, wished to withdraw. Then Thomas Collier Platt, then U.S. Senator from New York, threw down the challenge. Turning suddenly on Theodore Roosevelt, he cried in a ringing voice: "Is the hero of San Juan Hill a coward?"

Roosevelt stayed in the fight - and the rest is history. A challenge not only changed his life; it had a real effect upon the future of his nation.

"All men have fears, but the brave put down their fears and go forward, sometimes to death, but always to victory" was the motto of the King's Guard in ancient Greece. What greater challenge can be offered than the opportunity to overcome those fears?

When Al Smith was governor of New York, he was up against it. Sing Sing, at the time the most notorious pen-itentiary west of Devil's Island, was without a warden. Scandals had been sweeping through the pristin walls, scandals and ugly rumors. Smith needed a strong man to rule Sing Sing - an iron man. But who? He sent for Lewis E. Lawes of New Hampton.

"How about going up to take charge of Sing Sing?" he said jovially when Lawes stood before him. "They need a man up there with experience."

Lawes was flabbergasted. He knew the dangers of Sing Sing. It was a political appointment, subject to the vagaries of political whims. Wardens had come and gone - one had lasted only three weeks. He had a career to consider. Was it worth the risk?

Then Smith, who saw his hesitation, leaned back in his chair and smiled. "Young fellow," he said, "I don't blame you for being scared. It's a tough spot. It'll take a big person to go up there and stay."

So Smith was throwing down a challenge, was he? Lawes liked the idea of attempting a job that called for someone "big."

So he went. And he stayed. He stayed, to become the most famous warden of his time. His book 20,000 Years in Sing Sing sold into the

hundred of thousands of copies. His broadcasts on the air and his stories of prison life have inspired dozens of movies. His "humanizing" of criminals wrought miracles in the way of prison reform.

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

Frederic Herzberg, one of the great behavorial scientists, concurred. He studied in depth the work attitudes of thousands of people ranging from factory workers to senior executives. What do you think he found to be the most motivating factor - the one facet of the jobs that was most stimulating? Money? Good working conditions? Fringe benefits? No - not any of those. The one major factor that motivated people was the work itself. If the work was exciting and interesting, the worker looked forward to doing it and was motivated to do a good job.

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 foot-races and hog-calling and pie-eating contests. The desire to excel. The desire for a feeling of importance.

• Principle 12 - Throw down a challenge.

In A Nutshell - Win People To Your Way Of Thinking

• Principle 1 The only way to get the best of an argument is to avoid it.
• Principle 2 Show respect for the other person's opinions. Never say, "You're wrong."
• Principle 3 If you are wrong, admit it quickly and emphatically.
• Principle 4 Begin in a friendly way.
• Principle 5 Get the other person saying "yes, yes" immediately.
• Principle 6 Let the other person do a great deal of the talking.
• Principle 7 Let the other person feel that the idea is his or hers.
• Principle 8 Try honestly to see things from the other person's point of view.
• Principle 9 Be sympathetic with the other person's ideas and desires.
• Principle 10 Appeal to the nobler motives.
• Principle 11 Dramatize your ideas.
• Principle 12 Throw down a challenge.

Part Four - Be a Leader: How to Change People Without Giving Offense or Arousing Resentment