# How to Win Friends and Influence People by Dale Carnegie

## Fundamental Techniques in Handling People

* An animal rewarded for good behavior will learn much more rapidly and retain what it learns far more effectively than an animal punished for bad behavior.

*“As much as we thirst for approval, we dread condemnation”*

*“Don’t complain about the snow on your neighbor's roof, when your own doorstep is unclean.”*

* When dealing with people one is not dealing with creatures of logic but with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.
* Any fool can criticize, condemn and complain, and most fools do. But it takes character and self-control to be understanding and forgiving.

*“A great man shows his greatness by the way he treats little men.”*

*“God himself, sir, does not propose to judge a man until the end of his days. Why should you and I?”*

### I. Don’t criticize, condemn, or complain.

* The deepest urge in human nature is the “desire to be important.”
* The deepest principle in human nature is the “craving” to be appreciated
* People may actually go insane in order to find, in the dreamland of insanity, the feeling of importance that has been denied them in the harsh world of reality.
* The way to develop the best that's in a person is by appreciation and encouragement.
* There is nothing else that kills the ambitions of a person as criticisms from superiors.

*“Don’t be afraid of enemies who attack you. Be afraid of the friends who flatter you.”*

* Flattery unlike appreciation is insincere, selfish and universally condemned.

*“Flattery is telling the other person precisely what he thinks about himself.”*

*“Every man I meet my superior is in some way. In that, I learn of him.”*

### II. Give honest and sincere appreciation.

* The only way to influence people is to talk in terms of what the other person wants.

### III. Arous in the other person an eager want.

* He who can do this has the whole world with him. He who cannot, walks a lonely way.

## Ways To Make People Like You

* You can make more friends in two months by becoming genuinely interested in other people than you can in two years by trying to get other people interested in you.
* “It is the individual who is not interested in his fellow men who has the greatest difficulties in life and provides the greatest injury to others. It is from among such individuals that all human failures spring.”

### I. Become genuinely interested in other people.

### II. Smile.

### III. Remember that a person’s name is the sweetest and most important sound in any language to that person.

* To be interesting, be interested. Ask questions that other people will enjoy answering. Encourage them to talk about themselves and their accomplishments.

### IV. Be a good listener, encourage others to talk about themselves.

### V. Talk in terms of the other person’s interests.

* Talk to people about themelves and they will listen for hours.

### VI. Make the other person feel important and do it sincerely.

## How to Win People to Your Way of Thinking

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

* 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 if self-diginity and making yoursel an unwelcome part of the discussion.

### II. Show respect for the other person’s opinions. Never say, “You’re wrong.”

* 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 mistake.

### III. If you are wrong, admit it quickly and emphatically.

* Gentleness and friendliness are always stronger than fury and force.

### IV. Begin in a friendly manner.

### V. Get the other person saying “yes, yes” immediately.

*“If you want enemies, excel your friends; but if you want friends, let your friends excel you.” - Because when your friends excel you, they feel important; but when you excel them, they – or at least some of them will feel inferior and envious.*

### VI. Let the other person do a great deal of the talking.

*“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.”*

### VII. Let the other person feel that the idea is his or hers.

### VIII. Try honestly to see things from the other person’s point of view.

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

### IX. Be sympathetic with the other person’s ideas and desires.

*“The way to get things done is to stimulate competition. I do not mean in a sordid, money-getting way, but in a desire to excel.”*

### X. Throw down a challenge.

## Be a Leader: How to Change People Without Giving Offense or Arousing Resentment

* It is always easier to listen to unpleasant things after we have heard some praise for our good points.

### I. Begin with praise and honest appreciation.

### II. Call attention to people’s mistakes indirectly.

### III. Talk about your own mistakes before criticizing other people.

### IV. Ask questions instead of giving direct orders.

### V. Let the other person save face.

“Praise is like sunlight to the warm human spirit; we cannot flower and grow without it. And yet, while most of us are only too ready to apply to others the cold wind of criticism, we are somehow reluctant to give our fellow the warm sunshine of praise.”

### VI. Praise the slightest improvement and praise every improvement. Be “hearty in your approbation and lavish in your praise.”

### VII. Give the other person a fine reputation to live up to.

### VIII. Use encouragement. Make the faults seem easy to correct.

* The effective leader should keep the following guidelines in mind when it is necessary to change the attitudes or behaviors:
  + Be sincere. Do not promise anything that you cannot deliver. Forget about the benefits to yourself and concentrate on the benefits to the other person.
  + Know exactly what it is you want the other person to do.
  + Be empathetic. Ask yourself what it is the other person really wants.
  + Consider the benefits that a person will receive from doing what you suggest.
  + Match those benefits to the other person’s needs.
  + When you make a request, put it in a form that will convey to the other person the idea that he personally will benefit.

### IX. Make the other person happy about doing the thing you suggest.