Goal: finish book except last chapter, by april 1st. Work on leadership from april 1st to May 1st .

howto: Put notes on chapter in each bullet. Make two examples of real-world instances where this is useful. Make connection to worklife doc. Read one chapter each week.

1. Win people to your way of thinking: Don’t criticize, condemn, or complain
   1. Two-gun Crowley: people don’t believe they’ve done anything bad. In the extreme case, a criminal doesn’t believe he/she has done anything bad.
   2. Regular people like managers don’t criticize. Introspecting Wanamaker himself says he had trouble overcoming/fretting about his own limitations of intelligence. When he thought about himself, he realized what it meant for others.
   3. Animal learns from reward rather than through punishment.
   4. Rather than scolding, a safety coordinator asked if hats were uncomfortable or did not fit properly.
   5. Criticism breaks a Republican party, and altered the flow of history. Taft didn’t blame himself. And instead said he didn’t know how he could have done any differently.
   6. Fall had driven off industry oil for his own profit (from within government). Hoover said Harding died because of anxiety that a friend betrayed him (-- why anxiety?--). Fall’s wife said that her husband would never have betrayed.
   7. Lincoln never criticized. He had a letter to Meade criticizing why he didn’t capture Lee. Then, he decided to never send it because he thought Meade had several people dying .
   8. Lincoln criticized a lot at first, but after a possibility duel he decided to not do so – it brought more unpleasantness than good.
   9. The next time we want to criticize someone, ask how would Lincoln (or some other great figure) handle this?
   10. Mark Twain’s wife secretly takes his angry letters away.
   11. From a selfish standpoint, improving yourself is better than improving others. Richard Harding Davis told Dale that “his manners are bad”. Dale was so hurt from this criticism that when he heard of Davis’ death, the only thing he could think about was the criticism.
   12. Ben Franklin was made ambassador to France by not speaking ill of anyone. A great man shows his greatness by the way he treats little men. Quote: “ Any fool can can criticize, condemn and complain – and most fools do. But it takes character and self-control to be understanding and forgiving”.
   13. Hoover test pilot after crashing plane: To show you I’m sure you’ll never do this again, I want you to service my F-51 tomorrow.
   14. Father forgets: habit of finding fault is bad. I think you are good as you are.
2. Make people like you: Give honest and sincere appreciation.
   1. Only one way to get anybody to do something: make the other person want to do it.
   2. Freud: Everything you and I do springs from two things: sex urge and desire to be great.
   3. Many things are needed, but the desire to be great is something that is seldom gratified. The desire to be great is chief in distinguishing between humans and mammals. Hogs didn’t care about the ribbons they won, but father did. If ancestors didn’t want importance, then civilization would be impossible.
   4. Desire made famous people become famous, e.g., Lincoln. Desire also makes one want to drive the latest cars, wear the best clothes, brag about children, etc. Also, makes kids want to go in gangs.
   5. How y ou get your feeling of importance 🡪 tells about what you are. Dillinger and Rockefeller.
   6. Mannerisms: George Washington wanted to be called “mighty”. Wife of Lincoln said how dare you come to my presence until I invite you.
   7. Millionaires spent money for Admiral Byrd to name mountains in Antarctica after them. Hugo wanted to rename paris after him.
   8. People become invalids to get attention and be important. Woman took to her bed, and for 10 years the mother went to help her everyday. One day the mother died. For some days, the girl was sad. Then, she got up and did her own things.
   9. Some people become insane because they find importance that they wouldn’t have otherwise achieved in their regular lives. Woman had problems in married life. She became crazy in that everyday she believed she married a new man.
   10. How did Charles Schwab become so rich and be the first millionaire? Andrew Carnegie gave him money because he was good at dealing with people by saying: “I develop a person through appreciation and encouragement” .
       1. Average people do the opposite. If they don’t like something they bawl.
       2. Consider John Rockerfeller saying don’t worry about the loss. At least we did better than downstairs.
       3. Consider Fictitious story of a woman putting hay in front of men. The day she did that, the men noticed. For years before, none of them noticed the good in her cooking
   11. Study was made on runaway wives, the number one reason was “lack of appreciation”
   12. In class, wife asked to name 6 things to change about wife. Man couldn’t do it. Instead, he gave 6 roses.
   13. Florenz , most spectacular in show business, made girls feel appreciated. Took girls that no one looked at, and made them feel grand.
   14. People have problems not providing food for their loved ones, even for a day. But they may go years without giving appreciation.
       1. Actor said he needs nothing more for nourishment than Self-esteem.
       2. We should provide nourishment of self-esteem for kids, not just food and strength.
   15. Teacher told Stevie to look for a mouse through listening. Stevie got a sense of appreciation through this. From that time on, Stevie Wonder started playing music and became Stevie Wonder.
   16. Difference between flattery and appreciation:
       1. flatter is insincere and appreciation is sincere.
       2. Flattery comes from teeth out, and the other comes from the heart out.
       3. Appreciation is unselfish and Flattery is selfish.
       4. One is universally admired and the other is universally condemned.
   17. “Don’t be afraid of enemies who attack you. Be afraid of the friends who flatter you.”
   18. Flattery is Cheap praise. Flattery is telling the other person precisely what he/she thinks about himself. Ralph Waldo Emerson: you can never say anything but what you are.”
   19. We spend 95% time thinking about ourselves. Stop to think extra about good points, we don’t need to resort to flattery.
   20. Enjoy filet mignon at the club, tell chef it was good. When a tired salesperson shows unusual courtesy, mention it.
   21. People get frustrated when they receive no appreciatiative comment.
   22. Janitor didn’t do a good job, so lady praised him in front of everyone and then he did a very good job.
   23. Hurting people doesn’t change them; it is never called for. I pass this way only once. Let me show kindness now. Later on, I may not be able to do so.
   24. Emerson said “All men are superior to me – I learn from them. “ If Emerson said that, then it’s a 1000 times more true for you and I.
   25. Give hearty approprabation and people will remember it years later.
3. Arouse in the other person an eager want. (Change people without arousing resentment):
   1. Dale Telling kids to not break rules, by coaxing them to do something.

Make People like you:

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

Win people to your way of thinking:

1. Avoid argument (Saturday, feb 1st)
   1. quotation citation : usually, an argument ends with of the contestants more firmly convinced than ever that he is absolutely right .
   2. tax inspector: wanted a feeling of importance
   3. welcome the disagreement, distrust your first instinctive impression, control your temper, listen first, look for areas of agreement, be honest, promise to think over your opponents’ ideas, thank your opponents sincerely for their interest, postpone action
2. Show respect for the other person’s opinions. Never say you’re wrong. (Saturday, feb 1st)
   1. Wall street 55%
   2. Supreme Court
   3. Ben franklin
   4. Incentive system for yarn
   5. Crowley firm
   6. Draperies: can’t afford them
   7. Email to Vk saying he should have called
3. If you are wrong, admit it quickly and emphatically
   1. Admitting to policeman that bulldog without muzzle shouldn’t have been brought (policeman wanted a feeling of importance)
   2. Win the scolding buyer of art – I should have been more careful
   3. Clears the air of guilt and defensiveness, and helps solve the problem created by the error : fault of personnel dept to incorrectly authorize payment of full wages to an employee on sick leave.
   4. Raises one above herd and gives nobility: general picket saying “I and I alone have lost this battle”.
   5. Father thinks son should respect him: Too late to admit it quickly, but can admit it emphatically.
   6. Editor responding to comments: I don’t agree with it myself. Not everything I wrote yesterday appeals to me today.
   7. Admit to Vk that you were wrong about writing an angry email.
   8. If todd says to clarify, do it quickly
4. Begin in a friendly way
   1. Woodrow Wilson’s quotation : come in with fists doubled, so will I. But if you say let’s talk it out, then we will find we don’t differ.
   2. Rockefeller’s speech to connect with strikers
   3. Lincoln said: “a drop of honey catches more flies than a gallon of gall”
   4. Getting rent reduced: says good things about apartment
   5. Man with a camera, taking pictures of problem with telephone pole. Boss acts friendly to someone trying to be hostile.
   6. Basement damage
   7. Sun and wind arguing: sun makes it hot. Wind just tries to blow coat off of a man.
   8. Car service: “I thought you might want be aware of any situation that might tarnish your fine reputation.”
   9. Acknowledging reviewer’s viewpoints in a rebuttal.
5. Get the other person saying “yes, yes” immediately before starting the conversation.
   1. Once someone says no, several things happen in which that person’s pride should not be damaged
   2. Giving out information to a bank
   3. Customer says motors scalding hands
   4. Selling a bow and arrow set, rather than renting
   5. Socrates made others say “yes, yes” at the start
   6. Make sure to have date say “yes, yes” at the beginning, when they want
6. Let the other person do a great deal of talking.
   1. Others know more about their business than you do
   2. Someone lost their voice, and another person had to speak
   3. Mother asks daughter “why, Sally, why?”
   4. Successful person likes to reminisce of early struggles
   5. Convincing an employee to be hired for a position
   6. Placement counselor braggart learns to let other employees brag
   7. At NetIP event, find ways to let the girl do the talking
7. Make the other person feel that the idea is her own
   1. Sales manager to employees: what do I have a right to expect from you?
   2. No one wants to be sold something.We want to be consulted about our wishes, wants, and thoughts. Sketches: seller asks “how can we finish these in a way that you could use them? “
   3. Family life: vacation for daughter after asking daughter where she wants to go. (?)
   4. X-ray manufacturer sells his X-rays by asking buyer ideas on how to improve them . Buyer forgets his other obligations and comes.
   5. Colonel tells Woodrow Wilson ideas that he doesn’t like, and Woodrow Wilson comes up with his ideas on his own and implements them. Colonel lets Wilson take credit in public too. This is good since work gets done.
   6. Camp owner gives names of people in New York who stayed at his place. Convinces Dale by allowing Dale to sell the place himself.
   7. Chinese sage: rivers receive homage from mountain streams because they are below them. Sages receive respect because they stay below them. Though his place be before them, they do not count it as injury
   8. Real world example: Friend giving help on a geometry problem when someone asks.
8. Try to honestly see things from the other person’s point of view .
   1. Success in dealing with people depends on a sympathetic grasp on the other person’s viewpoint: husband helping pulling weeds because wife actually enjoyed it, rather than it being a necessity in the lawn.
   2. Understand that kids want to have fun and make a fire, and not ruin that fun for those kids, and so not being bossy
   3. Person in debt for car payment say he is sorry to cause such inconvenience and might being one of the worst customers, as this is not the first time he is late on debt payments.
   4. Ask why should someone want to do what you are proposing. Dean Donham of HBS: I would rather walk two hours before an interview rather than not knowing what to say , and what that person was likely to answer based on their interests or motives.
   5. Example: Try honestly to see from Vk point of view why he didn’t call back.
9. Be sympathetic to the other person’s ideas and desires
   1. If I were you I would undoubtedly feel as you do. Al capone. Rattlesnake.
   2. Give sympathy – people are thirsting for it. Concord, New Hampshire rather than Concord, Mass. On a radio show.
   3. Lady labors for six weeks about her son being appointed to Howard Taft. Realized the disappointment under circumstances.
   4. Example: rejection letter from a university.
10. People have two reasons for doing something: sounds good and a real one
    1. Jesse James robbed and gave money to others to pay off mortgages
    2. Tenant’s lease still had four months, but tenant wanted to move. The apartment manager said that he thought tenant was a man of his word, but that if he decided to leave, then apartment manager would admit he made a mistake in judgement.
    3. Please don’t publish that picture. My mother doesn’t like it. “You’ve got children”. You know it’s not good for publicity for all children.
    4. Couldn’t afford authors large amounts of money to write for the magazine. Offering Louisa May Alcott to send a check to charity, rather than to her.
    5. Credit department took to collect bills of six customers. Told them they were wrong. All had history of paying their bills promptly. Something wasn’t right. Solution was to tell customer that they are right, Listen with sympathy. Ask the customer to adjust the bill herself. People react favorably if you make them feel you consider them honest, upright and fair. Few exceptions to this rule.
    6. to go with Torsten not being on the paper , since he’s not related to the research (rather than I’m tired of having him).
11. Dramatize your ideas: (merely stating the truth isn’t enough, but truth has to be made vivid, interesting and dramatic).
    1. Gossip that newspaper carried too much advertising and too little news. In response, they made a book to show how their newspaper was relevant and important.
    2. Add Rats to window display for rat poison
    3. TV commercial
    4. Throw pennies on the floor.
    5. Examples:

Change people to your way of thinking:

1. Begin with praise and honest appreciation:

1. Coolidge said to secretary that the dress was pretty, and the girl was attractive.
   1. Don’t get stuck up. From now on, I wish you’d be a bit more careful with your punctuation.
   2. Easier to listen to unpleasant things after we hear praise of our good points.
2. A barber lathers man before shaving him
   1. Note how adroitly he did it.
   2. Must not kill the man’s enthusiasm, and yet he had to say no.
   3. Said it could be the right thing to say in many occasions, but not here.
3. Abe Lincoln’s letter to general.
4. Wark company contracted to build and complete large office building in Philadelphia by a certain specified date.
5. Everything was going well.
6. Dentist using Novocain. Patient gets a drilling but Novocain is pain-killing.
7. Examples: HBS letter.
8. Integration to wl:

2. How to criticize – and not be hated for it:

* 1. Charles Schwab passing through one of his steel mills one day at noon. Handed men a cigar and said I appreciate if you smoke these outside.
  2. Wanamaker slid behind a counter.
  3. Mayor removes the door from his office. His administration is as open as possible. The overprotective assistants got the message, and they didn’t block outsiders and administrators after that.
  4. Chances are he will try to live up
  5. Told husband that eulogy for Beecher will make for an excellent North American Review. So, husband tore up speech and gave speech without even using notes.
  6. Examples: hbs magazine.

3. Talk about your own mistakes first

a. Josephine makes a mistake:

i. dale told neice Josephine , you’re better than I was at your age,. Little inclinanation tocriticize you or anyone. Don’t you think it would have been wiser if you had done so and so?

ii. Isn’t difficult to hear a recital of your faults if the person criticizing begins by humbly admitting that he, too, is not impeccable.

b. Letters dictated by engineer had several spelling mistakes

i. Letters dictated by engineer had mistakes in spelling .

ii. Became apparent that pointing out the erros wasn’t going to cause my secretary to do more proofreading and dictionary work

1) Engineers have bad spelling. Black thumb index for words I had difficulty spelling.

2) That’s the reason I started this spelling book.

2) I’m conscious of my spelling now because people judge us by our letters and misspellings make us look less professional.’

iii. example : Amanda – criticizing.

TODO: add examples, connect with others

4. No one likes to take orders. ->

interviewed : could change by appreciation.

ask questions instead of taking direct orders.

5. Let the other person save face.

a. GE. Steinmetz was valuable person for the company, but bad manager.

i. Company couldn’t dare offend the man . indispensable and highly sensitive.

ii. Gave a new title. Made him Consulting Engineer of the general electric company.

iii. Ride roughshod over the feelings of others, getting our own way, without considering the hurt to the other person’s pride. Finding fault, issuing threats, criticizing child or an employee in front of others. Without even considering the hurt to the other person’s pride.

A few minutes thought, a considerate word or two, a genuine understanding of the other person’s attitude, would go so far toward alleviating the sting! Remember that the next faced with distasteful necessity.

Up: I want the best for youall.

b. No one likes wielding the ax.

i. let people go after tax rush is over

ii. accounting field for life, retain no love for the

ii. sit down mr. smith, the season’s over and we don’t seem to see any more assignments for you.

iii. Manager decided to let them go with more tact. Carefully think about each ones work over the winter. You did a good job on that one assigmnment. We don’t have work for you. We’re rooting for you.

iv. Result? They don’t feel ‘let down’. They don’t have negative feelings for us. They know if we had work for them, we’d keep them on. And when we need them again, they come to us with a keen personal affection.

A real leader will follow – let the other person save face.

6. How to spur people on to success

What do you do when a person who has been a good worker begins to turn in shoddy work? Fire him or her, but that doesn’t solve anything. Berate

Henry Henke , Service manager for a large truck dealership in Lowell had a mechanic whose work had become less than satisfactory. Instead of bawling him out or threatening. Mr. Henke called him into his office and had a heart-to-heart talk with him .

You’ve done a good job in the past. Yet, the time you take to finish a job has been increasing, and you’re work hasn’t been up to your own old standards.

Because you’ve been such an outstanding mechanic in the past, I felt sure you’d want to know I’m not happy with this situation, and perhaps jointly we could find some way to correct the problem.

Bill responded saying he didn’t realize he was falling in his duties and assured his boss that the work we was getting not out of his range of expertise and he would try to improve in the future.

Did he do it? You can be sure he did. He once again became a fast and thorough mechanic. With that reputation Mr. Henke *had given him to live up to, how could he do anything else but turn out work comparable to that which he’d done in the past.*

TODO: check highlight methodology for logical structure

Praise the slightest improvement and praise every improvement. Be “hearty in your

Approbation and lavish in your praise”.

Example: Bronis telling me at first I’m doing good, and then saying that I haven’t done. Toddd .. I know you’re smart, why aren’t you working hard?(?) [Find something else]. You did a good job earlier, I []

7. Give a dog a good name.

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

Example: Tope/friend saying extra credit let’s do it ?

8. Make the fault seem easy to correct.

If you want to help others improve, remember…

Use encouragement. Make the fault seem easy to correct.

Example:

Related:

9. Make people glad to do what you want.

People are more likely to do what you’d like them to do when you use Principle 9: Make the other person happy about doing the thing you suggest.

Example:

Related: