



# How to Win Friends And Influence People

by Dale Carnegie

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276 pages

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## Take-Aways

- Be genuinely interested in other people.
- Don't criticize, condemn or complain about people.
- Encourage others to talk about themselves.
- If you make a mistake, acknowledge it quickly.
- Before criticizing someone else, talk about your own mistakes first.
- Praise all improvements, no matter how slight.
- If you want to change others, start with yourself first.
- To feel important is one of the strongest human desires. Always make others feel important and never undermine anyone's sense of importance.
- Remember people's names. A person's name is the sweetest and most important sound in any language.
- Express your ideas in a dramatic way. Use illustrations and showmanship to get your ideas across.

## Rating (10 is best)

Overall	Applicability	Innovation	Style
<b>9</b>	<b>10</b>	<b>8</b>	<b>10</b>

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## Relevance

### What You Will Learn

In this Abstract you will learn: 1) How to modify your behavior to produce a more positive reaction from other people, thereby making them more likely to help you or to do what you ask. 2) How to generate confidence in the people you encounter, and 3) How to become a more effective leader.

### Recommendation

In the book that gave birth to the self-help genre, Dale Carnegie spells out his plan for getting what you want from other people by changing the way you behave. Carnegie developed these principles by drawing from examples of persuasive people in history, like Abraham Lincoln, and from his own experiences. Since Carnegie wrote his book in 1935, many of his examples will of course seem dated, but his basic principles are timeless, eminently useable and presented in an easy-to-read and personal style. *getAbstract.com* recommends this classic to everyone, since even in the 66 years since Carnegie published this book, no one has said it better.

## Abstract

### Give the People What They Want

In this book you'll find the basic principles for winning friends and influencing people. To get the most out of this book, constantly remind yourself about how important these principles are, review them, and think about how to apply them. Apply them whenever you can and even ask a spouse or business associate to remind you when you violate one of these principles. As you practice, review your progress and keep notes showing when you have used these methods.

The first basic principle of handling people is being nice. To this end, you shouldn't criticize, condemn, or complain about people. Instead of judging people or condemning them, you should try to understand them and why they do what they do. This way, you can better be supportive, show sympathy, be tolerant, and kind. People like people who treat them this way and will respond positively to such an approach. You may need to exercise control to hold back from expressing your negative feelings, but do so. In fact, if you have the desire to change others, it's more profitable to begin on yourself.

A second fundamental technique is recognizing what others want and giving it to them. There are many things that people want. Some of the most common include health and the preservation of life, food, sleep, money and the things money will buy: sexual gratification, the well-being of our children, and a feeling of importance. Most of these wants are usually fulfilled, except the desire to feel important, though that is a very strong basic desire. It's the desire that motivates people to want to wear the latest styles, drive the latest cars, and seek success.

The way to understand a person's basic character is to know how he gets his feeling of importance. Once you know that key, you can make that person feel important. At the same time, avoid saying or doing things that undermine feelings of importance. For example, if you have someone working for you, use incentives rather than criticism to

*"Criticism is like  
homing pigeons.  
They always  
return home."*

*"Remember that  
a person's name is  
to that person the  
sweetest and most  
important sound in  
any language."*

*“Any fool can criticize, condemn, and complain, and most fools do. But it takes character and self-control to be understanding and forgiving.”*

*“The expression one wears on one’s face is far more important than the clothes one wears on one’s back.”*

*“The only way I can get you to do anything is by giving you what you want.”*

motivate him or her, since there is nothing else that so kills the ambitions of a person as criticisms from superiors. Praise where you can and be hesitant to find fault. However, avoid insincere flattery, since that doesn’t work well. Generally, people will see it as shallow and selfish. Rather, the key is to give honest and sincere appreciation.

The third fundamental principle is to arouse an eager want in others. This principle works because we are all interested in getting what we want. So if you want influence over other people, find out what others want and how you can help them get it. In doing so, it helps to understand the other person’s point of view and see things from his perspective as well as your own.

### **They Like You! They Like You!**

There are six basic rules for getting people to like you. The underlying principle is to pay attention to others and show you are concerned.

The first rule is to become genuinely interested in other people. By doing so, you can gain the attention of others and secure their cooperation again and again. By showing this interest in others as a manager, you can develop loyalty to your company as well, since people see you as a representative of your company.

The second rule is to make a good first impression by smiling. This smile is important, since actions speak louder than words, and a smile helps to show that you like the person. It shows you are glad to see him and want to be friendly. Of course, this smile shouldn’t be an insincere grin, which looks mechanical and people resent it. But a smile that comes from within will help attract people to you.

A third rule is to remember the person’s name. A good way to do this is to fix the person’s name and some facts about his or her family, business, or interests firmly in mind when you meet. Then, when you see that person again, you will remember it. Having this recall is critical because people value their names highly, as reflected in the way that many companies are named after their founders or the way that donors give large bequests to organizations that name libraries, museums, or other buildings after them.

A fourth rule is to be a good listener and encourage others to talk about themselves. It is especially flattering to pay exclusive attention to the person who is speaking to you, rather than looking around to see who else might be there. Listening is also very important for someone in customer service. For example, if someone comes to complain, just listening attentively can help to diffuse that person’s anger. It may even make the person’s grievances disappear.

The fifth rule is to talk in a way that interests others. Learn what they care about and talk about that.

The sixth and final rule says to find a sincere way to make others feel important. For example, ask yourself what is it about the other person that you can honestly admire. Remember that the psychologist William James said that, “the deepest principle in human nature is the craving to be appreciated.” By showing you appreciate another person in some way, you help nurture their feelings of self-importance. However, you need to be sincere when you show your appreciation, so compliments don’t come across as insincere flattery.

*"Instead of condemning people, let's try to understand them. Let's try to figure out why they do what they do. That's a lot more profitable and intriguing than criticism; and it breeds sympathy, tolerance, and kindness."*

*"One can win the attention and time and cooperation of even the most sought-after people by becoming genuinely interested in them."*

*"It isn't what you have or who you are or where you are or what you are doing that makes you happy or unhappy. It is what you think about it."*

## Make Them Believe It

There are 12 techniques for convincing other people to believe what you are telling them. Consciously try to apply each of the following methods in your conversations:

1. Avoid arguments, since this is the only way to win an argument. Generally, arguments only make others defensive, and if a person feels he has lost an argument, he loses face. Once you get drawn into an argument, you can't win, because if you lose it, you lose it, and if you win it, you lose it.
2. Show respect for the other people's opinions. You don't want to make people think you disagree with them with careless words, looks, intonations or gestures. When you challenge other people's opinions, you make them want to strike back, not change their mind.
3. Admit when you are wrong. If you make a mistake, acknowledge it quickly. Making such an admission is especially helpful when you know the other person is thinking or wants to say that you are wrong. It is much easier to listen to self-criticism than criticism from others, and generally when you admit a mistake, the other person is more likely to be forgiving and supportive. When you don't, they are apt to be more critical.
4. Even if you are angry, begin in a friendly way. Use honey to make the medicine go down. You can't win over someone who is feeling negative towards you. But if you begin to soothe that person's feeling, you can start to persuade them to your point of view.
5. Get the other person to say "yes" in the beginning. Once you get a "no" response, you have a handicap to overcome, since the person you're talking to wants to remain consistent. Thus, it helps to start off with questions that will evoke a "yes" or a statement that will bring about agreement. Once the person is in the habit of saying yes, you can ask the harder questions.
6. In the case of complaints, let the other person do the talking. Let the other person talk himself out. As he does, you will learn more about his business and his problems, so you are in a better position to help. The key is to listen patiently with an open mind, be sincere, and encourage the other person to express his ideas fully.
7. If you are seeking cooperation, let the other person feel the idea is his. People have more faith in the ideas that they discover for themselves.
8. See things from the other person's point of view. The technique here is to put yourself in the other person's place, so you can better understand what he wants and needs. This can be especially helpful if you are trying to sell someone a product or a course of action. This will help you understand what motivates the other person.
9. Show your sympathy to what the other person thinks or wants. This way, even if you disagree or would do something differently, you show that you understand and empathize. Say something like: "I don't blame you one iota for feeling as you do. If I were you I would undoubtedly feel just as you do."
10. Appeal to people's higher aspirations and nobler motives. People usually have two reasons for doing something: the real reason and one that sounds good. Since people

*"Make the other person feel important, and do it sincerely."*

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

are idealists at heart and like to think they are led to act out of good motives, you will have better luck in changing people by appealing to these better motives.

11. Express your ideas in a dramatic way. By dramatizing your ideas you make them more powerful and persuasive. Use strong illustrations and showmanship to get your ideas across. This approach works well because merely stating a truth isn't enough. The truth has to be made vivid.
12. Use a challenge to motivate others. This technique works because every successful person loves the chance to prove his or her worth. For example, the industrialist Charles Schwab once drew a big "6" on the floor of a mill to mark down how many items the day shift made. The next day when the night shift came in, they drew a "7" on the floor to show they had done even better. That inspired the day shift to work even harder and place a "10" on the floor when they left. By expressing what he wanted, Schwab encouraged the men to work harder and was more effective if he just asked for improved work.

### Be a Better Leader

Finally, if you are in a leadership position, there are some techniques that you can use to get people to change without giving offense or arousing resentment. The eight most important leadership principles are the following:

1. If you have to find fault with someone, start with praise and honest appreciation.
2. If someone makes a mistake, call attention to his mistakes indirectly.
3. Before criticizing someone else, talk about your own mistakes first.
4. Instead of giving a direct order, ask questions, such as "What do you think of this?"
5. Praise every improvement, no matter how slight.
6. Give the other person a fine reputation to live up to.
7. Use encouragement and make the fault seem easy to correct.
8. Make the other person happy about doing the things you suggest.

## About the Author

**Dale Carnegie** is a well-known inspirational teacher and writer who wrote a series of popular self-help books that sold millions of copies in the 1930s and 1940s. His books became the basis for a series of seminars and training programs for people in business, especially in sales. His other books include *How to Stop Worrying and Start Living*, *How to Develop Self-Confidence and Influence People by Public Speaking*, *How to Enjoy Your Life and Your Job*, and *The Quick and Easy Way to Effective Speaking*.

## Buzz-Words

Eager want / Higher Aspiration / Leadership principles