

HOW TO WIN FRIENDS & INFLUENCE PEOPLE

By Dale Carnegie



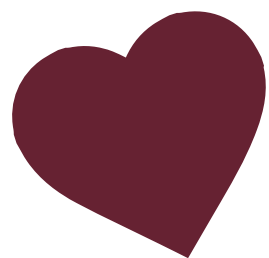
READINGGRAPHICS
Ideas Come Alive

The Big “So What”



Next to health, people’s next biggest interest is human relationships: **to understand and get along with others, be well-liked and win people to their way of thinking.** This book serves just that objective. Although it was first published in 1936, its principles and insights are timeless and are still powerful today for any situation that involves people.

Introduction



Carnegie starts by stating a pre-requisite to getting the most from this book, which is “a deep, driving desire to learn, a vigorous determination to increase your ability to deal with people.” **His methods represent a way of life that can be achieved through practice, and will only work when they are applied sincerely from the heart,** rather than used as techniques to cajole others. The core idea of his book is to always consider things from the other person’s point of view, as well as your own.

Fundamental Techniques in Handling People

1

Don’t criticize, condemn or complain



Everyone wants to feel important/ wanted. Criticizing someone is not only fruitless, it will put him on the defensive, hurt his sense of pride, and even arouse resentment. **Instead of criticizing, try to understand why people do what they do.**

KEY QUOTES

“As much as we thirst for approval, we dread condemnation.”
- Hans Seyle

Understand, not criticize
“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.”

2

Give honest and sincere appreciation



The only way to make someone do something is to make them want to do it. People want to do things because of the gratification they get, and **the need to be appreciated or feel important is one of the deepest human desires**. If you can fulfil that need, people will love you.

Constantly ask yourself: “What can I honestly admire about this person?”, and show people your appreciation, every time, everywhere. Carnegie highlights that appreciation is different from flattery - the former comes sincerely from the heart, with no selfish agenda.

3

Arouse in other person an eager want



To inspire an “eager want” in someone, **you need to first think from his perspective and put his needs before your own**. In Henry Ford’s words: “If there is any one secret of success, it lies in the ability to get the other person’s point of view and see things from that person’s angle as well as from your own.”

Talk about what they want and explicitly explain how your suggestions will accomplish their goals. Try to enjoy the feeling of unselfishly trying to serve others without any recourse to yourself.

Six ways to make people like you

1

Become genuinely interested in other people



“We are interested in others when they are interested in us”, and we tend to like people if they admire us. Greet others with enthusiasm that shows you are pleased to see and talk to them,



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KEY QUOTES

Give appreciation

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

Focus on others’ needs

“When I went fishing, I didn’t think about what I wanted. I thought about what they wanted...why not use the same common sense when fishing with people?”

Be interested in others

“One can win the attention and time and cooperation of even the most soughtafter people by becoming genuinely interested in them.”

genuinely care about them and their interests, and take time and energy to do thoughtful, selfless things that matter to them.

2 Smile



Give a real, heart-warming smile that is uplifting and shows you are happy to see the other person.

Even when you smile on the phone, your smile will come through in your voice. Insincere grins, however, have the reverse effect. If you don't feel like smiling, you can start by getting yourself in a better mood by acting as you if you were happy - force yourself to smile in private, and manage your thoughts.

3 A person's name is to that person the sweetest and most important sound in any language



People value their names, as it is the one item that they own completely, and sets them apart from others. "Make an effort to remember their names and make them feel important." This includes pronouncing and spelling it correctly.

4 Be a good listener. Encourage others to talk about themselves.



To be a good conversationalist, you need to be an attentive listener. Take genuine interest in people, ask questions that they will enjoy answering and listen attentively. Encourage people to share about themselves and their achievements; share yours only if they ask.



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KEY QUOTES

Smile

"The expression that one wears on one's face is far more important than the clothes that one wears on one's back."

Magic of the Name

"We should be aware of the magic contained in a name... The name sets the individual apart; it makes him or her unique among all others."

Be a good listener

"To be interesting, be interested... the person you are talking to are a hundred times more interested in themselves and their wants and problems than they are in you and your problems."

5

Talk in terms of the other person's interests



Focus on what the other party is interested in, and talk about it first (don't talk about your own interests unless asked). It is worthwhile to invest time and effort to do prior research on the topics of interest. Talking about what people cares about most opens the way to their heart, and also broadens your horizons.

6

Make the other person feel important – and do it sincerely



People want others' approval, they want to feel important, and they want to be recognized. "Do unto others as you would have others do unto you" - In order to feel important and appreciated, start by giving others that feeling first.

How to Win People to Your Way of Thinking

1

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



You can never win an argument; even if you "win" it, you still lose because you would have embarrassed someone and lost good will.

To prevent a disagreement from becoming an argument:

- Welcome the disagreement as an opportunity to be corrected
- If you feel defensive, don't trust your first instinct
- Control your temper and listen first.
- Look for areas of agreement.
- Be honest & apologize for mistakes or errors if you made any.
- Promise to think over the person's ideas carefully (& mean it)
- Thank the person for his interest and give both sides time to study the issue



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KEY QUOTES

Talk about others' interests

"The royal road to a person's heart is to talk about the things he or she treasures most." themselves and their wants and problems than they are in you and your problems."

Make others feel important

"There is one all-important law of human conduct...Always make the other person feel important."

Avoid arguments

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

2

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



Never tell someone they are wrong, including implying it through your look, gesture or tone. Instead, take the initiative to be open-minded; learn to use phrases like these to stop arguments and inspire open-minded discussions: "I may be

wrong. I frequently am. Let's examine the facts." If you are ever going to prove something, do it so subtly that no one knows you are doing it, or you will only arouse opposition.

3

If you are wrong, admit it quickly & emphatically



If you know you will be rebuked anyway, it is much better to take the first step and do it yourself **enthusiastically**, rather than have someone do it.

Not only will this remove guilt and defensiveness, it usually address the problem caused by the mistake & encourage the other person to be open-minded too.

4

Begin with a friendly way



When people are feeling upset, no amount of logic can win them over. As Abraham Lincoln says, "If you would win a man to your cause, first convince him that you are his friend." Hence, **start handling any situation with a kind, friendly and appreciative approach.**



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KEY QUOTES

I may be wrong...

"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."

Admit to your mistake

"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."

Be gentle and friendly

"People don't want to change their minds. They can't be 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."

5

Get the other person saying “yes, yes” immediately



When someone says “No”, it triggers a series of neuro-muscular responses that puts him on the defensive, while saying “Yes” keeps him open and accepting. Hence, if possible, **keep your opponent from saying “No.”** Instead, use the Socratic approach - ask a series of questions to which your opponents will reply “yes” to.

6

Let the other person do a great deal of the talking



Allow people to talk themselves out, and share about their businesses and problems. **Ask questions and listen sincerely and patiently, with an open mind.** Do not interrupt even if you disagree with them.

To be liked by our friends, make them feel important by allowing them to excel us and share about their accomplishments (rather than boast about ours).

7

Let the other person feel that the idea is his or hers



We tend to have more faith in ideas that we discover on our own. Hence, rather than presenting an idea as your brilliant solution, **make a suggestion and allow the other person to draw his own conclusion.** If possible, even allow the other person to claim credit for the idea, as it will yield better results.



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KEY QUOTES

Getting “yeses”

“Keep emphasizing, if possible, that you are both striving for the same end and your only difference is one of method and not of purpose.”

Listen rather than talk

“(People) know more about their business and problems than you do. So ask them questions. Let them tell you a few things.”

Let people own the ideas

“No one likes to feel that he or she is being sold something 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.”

8

Try honestly to see things from the other person's point of view.



Never condemn someone for being wrong. Instead, assume the other person always has a valid reason for his/ her actions; **try to put yourself in his shoes and understand why he would do or say what he did.** Consider from the other person's point of view why he would want to hear or adapt to your point of view.

9

Be sympathetic with the other person's ideas and desires



To get others to be sympathetic to your points of view, you need to first be sympathetic with theirs. Remember that just because their views are different from yours doesn't mean they are wrong. A good line to turn hostility into friendliness and good will is this : "I don't blame you one iota for feeling as you do. **If I were you I would undoubtedly feel just as you do.**" When we are open to others, we have a better chance of winning them over.

10

Appeal to nobler motives



According to J. Pierpont Morgan, people typically have two reasons for doing anything: their real reason (which only they will know) and a reason that sounds good. Appeal to the latter, and show how your suggestion will fulfil the nobler cause. This is built on the assumption that, **if you treat people as if they are upright, fair and honest, most of them will act accordingly.**



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KEY QUOTES

See his perspective

"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, and perhaps to his personality."

Be sympathetic

"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."

Appeal to noble motives

"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."

11 Dramatize your ideas



To get attention, you need to **make the benefits of your ideas more obvious, interesting and vivid to people**. You are presenting the truth, but using drama and showmanship to capture their attention and imagination, and make your ideas more impressive.

12 Throw down a challenge



People are motivated by opportunities to prove themselves and to win. Stimulate competition or throw a challenge to **appeal to people's desire to be important, to excel and win**.

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

1 Begin with praise & honest appreciation



Praising someone sincerely builds their confidence and sets a positive foundation for them to receive feedback on potential areas of improvement. It is like the dentist administering local anaesthetics before drilling, to dull the pain.

2 Call attention to people's mistakes indirectly



Rather than criticize someone directly, **call indirectly to his attention the behaviour that you wish him to change**. This helps people – especially sensitive ones – to realize their mistake without resentment. If you praise someone before



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KEY QUOTES

Dramatization

"Merely stating a truth isn't enough. The truth has to be made vivid, interesting, dramatic. You have to use showmanship."

The challenge

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

Praise before correction

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

criticizing them, also be conscious to **avoid the word “but” and replace it with “and”**, e.g. “I’m so proud that you completed the task on time, and it would be even better if...” This makes your praise seem sincere, rather than a manipulative way to criticize.



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3 Talk about your own mistakes first



When you talk about your mistakes before criticizing others, you bring yourself to their level and make yourself more relatable. Regardless of whether you have already corrected your mistakes, it makes it easier for the other person to hear his faults if you start with yours.

4 Ask questions instead of giving direct orders



No one likes to take direct orders. Asking questions help people to feel that they are a part of the decision-making process, improve buy-in and can stimulate creativity.

5 Let the other person save face



Rather than threatening, belittling or directly finding fault, make an effort to protect the other person’s dignity with kind and understanding words. Assure them of their value and give them the confidence to do better next time.

KEY QUOTES

Start with your mistakes

“It isn’t nearly so difficult to listen to a recital of your faults in the person criticizing begins by humbly admitting that he, to, is far from impeccable.”

6

Praise every improvement and praise the slightest improvement



Praise works better than criticism because people would do almost anything to get appreciation and recognition. When we help people to realize the true potential they possess, they will be inspired to transform for the better.

7

Give the other person a fine reputation to live up to

88.8%



When we respect people for their ability, they are more ready to be led. **To improve someone, act as if he or she is already outstanding in that particular desired trait or virtue.** Give someone a big reputation to live up to, to inspire change in his attitude or behaviour.

8

Encourage. Make the fault seem easy to correct



To help people get over the obstacle of change, we should **let them know we have faith in their abilities and their chances of success.** Praise their good points, minimise their faults, and be generous with our encouragement so they will practise the necessary skills and excel.



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KEY QUOTES

Praise improvements

"Abilities wither under criticism; they blossom under encouragement."

"You who are reading these lines possess powers of various sorts which you habitually fail to use; and one of these powers...is your magic ability to praise people and inspire them with a realization of their latent possibilities."

9 Help them see their benefits



To make someone glad to do your suggestion:

- Be sincere and focus on the benefits to the other person
- Know exactly what you want the other person to do
- Focus on what the other person really wants and consider the benefits he will receive from doing what you suggest; then match these benefits to his wants.
- When you make your request, clearly **convey the benefits to that person**.

For example, you can offer someone a good title for his work, or offer a substitute immediately after turning down an offer.

Other Useful Details in the Book to Look Out For



Carnegie conveys his ideas using examples and stories from English kings, Civil War generals, and other famous personalities like Franklin and Teddy Roosevelt, Abraham Lincoln, John D. Rockefeller. There are many powerful situation-specific tips and useful phrases embedded in his case studies that can be applied in our day-to-day dealings with people. He suggests 9 ways to get the most from his book:

- Develop a keen desire to master human relationship
- Read each chapter twice before going on to the next one
- As you read, stop often to consider how to apply the suggestions
- Underline important ideas
- Apply the principles whenever possible, to solve your daily problems
- Create a game: Give a friend a dollar each time he catches you violating the principles
- Review your progress and learning points weekly
- Keep notes of how and when you have applied the principles



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About the Author



Dale Breckenridge Carnegie (1888–1955) was an American writer, lecturer and thought leader on personal improvement, interpersonal skills, sales, public speaking and corporate training. Carnegie was born into poverty on a farm in Maryville, Missouri, and worked his way through college. By 1912, he had

successfully developed his Dale Carnegie Course, focusig on developing self-confidence and public speaking skills.

Besides publishing this book in 1936, he has also written other books such as How to Stop Worrying and Start Living (1948) and Lincoln the Unknown (1932).

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