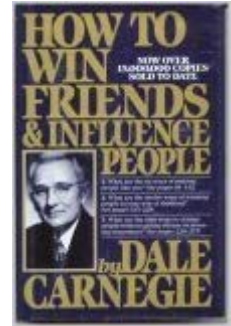


How to Win Friends & Influence People

Dale Carnegie (1936)

Notes by Bob Evely
Wilmore, Kentucky; 2019.



Criticism

Criticism is futile because it puts a man on the defensive and usually makes him strive to justify himself. Criticism is dangerous because it wounds a man's precious pride, hurts his sense of importance and arouses his resentment.

Criticism doesn't persuade a person he is wrong. It just causes them to justify their actions; to become defensive. People are not creations of logic; but emotion, prejudices, pride and vanity.

One of Abraham Lincoln's favorite quotations was, "Judge not, that ye be not judged." When people spoke harshly of the southern people, Lincoln replied: "*Don't criticize them; they are just what we would be under similar circumstances.*"

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

Ben Franklin: "*I will speak ill of no man and speak all the good I know of everybody.*"

Dr. Samuel Johnson: "*God Himself, sir, does not propose to judge man until the end of his days.*"

Getting people to do things

There is only one way to get people to do things without experiencing serious repercussions. Make the person **want** to do it.

Dr. John Dewey, America's most profound philosopher, says the deepest urge in human nature is "the desire to be important."

Abraham Lincoln: "*Everyone likes a **compliment**.*"

William James: "*The deepest **principle** in human nature is the craving to be **appreciated**.*"

Charles Schwab: "*I consider my ability to **arouse enthusiasm** among men the greatest asset I possess, and the way to develop the best that is in a man is by **appreciation** and **encouragement**. There is nothing else that so kills the ambitions of a man as criticism from his superiors ... I believe in giving a man incentive to work. So I am anxious to praise, but loath to find fault. If I like anything, I am hearty in my appreciation and lavish in my praise.*"

Appreciation must be sincere. The difference between appreciation and flattery is that one is sincere, but the other is not. Give honest, sincere, appreciation. Avoid phony flattery. General Obregon's philosophy was: "*Don't be afraid of the enemies who attack you. Be afraid of the friends who flatter you.*"

Thomas Carlyle: "*A great man shows his greatness by the way he treats little men.*"

Considering the customer's perspective ... solving problems

When I go fishing, I don't think what **I** want. I think about what **they** want. The only way to influence the other person is to talk about what **he** wants, and to show him how to get it.

Professor Harry A. Overstreet: "*First, arouse 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!*"

Henry Ford: *“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 his angle as well as from your own.”*

Neither you nor I want to buy anything. If we did, we would go out and buy it. But both of us are eternally interested in solving our problems. And if a salesman can show us how his services or his merchandise will help us solve our problems, he won’t need to sell us – We’ll buy.

Many business letters are written demanding or requesting information or action to aid the writer. If information or action is desired, the writer should stress what he has to offer to the other party. In one particular letter analyzed, the letter began by describing the writer’s difficulties. Cooperation is then requested without any thought of possible inconvenience, and finally the fact is mentioned that if the reader does cooperate it will mean more expeditious treatment to him. In other words, that in which the reader is most interested is mentioned last and the whole effect is one of raising a spirit of antagonism rather than of cooperation.

Developing people skills

We must have a deep, driving desire to learn; a vigorous determination to increase our ability to deal with people.

Six ways to make people like you

1. Become genuinely interested in other people

- ✓ You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.
- ✓ If we want to make friends, let’s greet people with **animation** and **enthusiasm**. When somebody calls you on the phone, use the same psychology. Say “hello” in tones that bespeak how pleased you are to have the person call.

2. Smile

- ✓ A real smile, a heart-warming smile, a smile that comes from within.

3. Remember, a man’s name is to him the sweetest and most important sound.

- ✓ The average man is more interested in his own name than he is in all the other names on earth put together. Remember that name, and call it easily, and you have paid him a subtle and very effective compliment. But forget it or misspell it, and you have placed yourself at a sharp disadvantage.
- ✓ Consider the technique used by Napoleon the Third, Emperor of France and nephew of the great Napoleon.
 - If he didn’t hear the name distinctly he said, “So sorry, I didn’t get the name clearly.”
 - If it was an unusual name he would say, “How is it spelled?”
 - During the conversation he repeated the name several times and tried to associate it in his mind with the person’s features, expression and general importance.
 - For the most important persons he would write the name down on a piece of paper, look at it, concentrate on it, and then tear up the paper.

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

- ✓ Carnegie was once complimented as a “most interesting conversationalist” when all he had done was to listen intently. He listened because he was genuinely interested. He gave rapt attention. And he was “heartily in my approbation and lavish in my praise.” He told him he had been immensely entertained and instructed. He was not just saying this ... he had been. He told him he wished he had his knowledge, because he truly did. He had merely been a good listener and encouraged the other person to talk.

- ✓ Charles W. Eliot: *"Exclusive attention to the person who is speaking is very important. Nothing else is so flattering as that."*
- ✓ Mrs. Charles Northam Lee: *"To be interesting, be interested."* Ask questions that the other person will enjoy answering. Encourage him to talk about himself and his accomplishments.

5. Talk in terms of the other man's interests

- ✓ When Theodore Roosevelt expected a visitor, he sat up late the night before reading up on the subject in which he knew his guest was particularly interested. He knew that the royal road to a man's heart is to talk to him about the things he treasures most.
- ✓ Henry G. Duvernoy of Duvernoy & Sons, one of the highest class baking firms in New York, had been trying to sell bread to a certain hotel for four years. Then he decided to find out about the manager's interests. The next time he called on the manager he discussed that interest, and ended up making a sale.

6. Make the other person feel important – and do it sincerely

- ✓ Emerson: *"Every man I meet is in some way my superior; and in that I can learn of him."*

Twelve Ways to Win People to Your Way of Thinking

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

- ✓ If a person doesn't ask for your opinion, don't start an argument.
- ✓ How a sales manager turned an angry man into a satisfied customer:
 - He listened to my story from beginning to end without saying a word.
 - When the story was finished and the salesman started critiquing the story, he argued from my point of view.
 - He admitted that he didn't know the cause of the problem, and offered to solve the problem in any way I saw fit.

2. Show respect for the other man's opinions. Never tell a man he is wrong.

- ✓ There is magic in such phrases as *"I may be wrong. I frequently am. Let's examine the facts."*
- ✓ Admit that you may be wrong. That will stop all argument and inspire the other person to be just as fair and open and broadminded as you are.
- ✓ If we are told we are wrong, we resent the imputation and harden our hearts.
- ✓ It is not the ideas themselves that are dear to us, but our self-esteem which is threatened.

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

- ✓ By fighting you never get enough, and by yielding you get more than you expected.

4. Begin in a friendly way.

- ✓ Woodrow Wilson: *"If you come to me and say, 'Let us sit down and take counsel together, and, if we differ from one another, understand why it is that we differ from one another, just what the points at issue are,' we will presently find that we are not so far apart after all."*
- ✓ Lincoln: *"If you would win a man to your cause, first convince him that you are his sincere friend. Therein is a drop of honey that catches the heart."*

5. Get the other person saying "yes, yes" immediately.

- ✓ Professor Overstreet: *"A 'NO' response is a most difficult handicap to overcome. When a person has said 'NO' all his pride of personality demands that he remain consistent with*

himself. He may later feel that the 'NO' was ill-advised; nevertheless, there is his precious pride to consider. Once having said a thing, he must stick to it. Hence it is of the very greatest importance that we start a person in the affirmative direction."

- ✓ Socrates 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 opponent found himself embracing a conclusion that he would have bitterly denied a few minutes previously.

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

- ✓ Even our friends would rather talk to us about their achievements, than listen to us boast about ours. When our friends excel us, that gives them a feeling of importance. But when we excel them, that gives them a feeling of inferiority and arouses envy and jealousy.
- ✓ Let's minimize our achievements. Let's be modest. Life is too short to bore other people with talk of our petty accomplishments. Let's encourage them to talk instead.

7. Let the other person feel that the idea is his.

- ✓ When we ask another person for their advice, it makes them feel important. They come to believe the product or service is their own idea. Nobody needs to sell it to them.
- ✓ Theodore Roosevelt went to great lengths to consult the other man and show respect for his advice. When Roosevelt made an important appointment, he let the political bosses feel that they had selected the candidate; that the idea was theirs.
- ✓ Colonel Edward M. House on his dealings with President Woodrow Wilson: "*After I got to know the President, 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.*"

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

- ✓ Remember that the other man may be totally wrong, but he doesn't think so. Don't condemn him. Any fool can do that. Try to understand him. Only wise, tolerant, exceptional men even try to do that.
- ✓ There is a reason why the other person thinks and acts as he does. Ferret out that hidden reason.

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

- ✓ Suppose you had had Al Capone's environment and experiences. You would then be precisely what he was.

10. Appeal to the nobler motives.

- ✓ People are basically honest and want to discharge their obligations. The exceptions to this rule are comparatively few, and the individual who is inclined to chisel will in most cases react favorably if you make him feel that you consider him honest, upright and fair.
- ✓ Example: A couple had refused to pay their rent over a minor issue and said they were moving out. Instead of using threats the landlord appealed to their sense of fairness, telling them they could leave if they like after thinking it over ... but that he believed they would be good for their word and would honor the contract. The couple concluded that the only honorable thing to do was to live up to their lease.
- ✓ A system that worked in collecting overdue bills.
 - I called to find out what our company had done or failed to do.
 - 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.

- I told him I was interested only in his car, and that he knew more about his car than anyone else.
 - I let him talk, and I listened to him with all the interest and sympathy that he wanted.
 - Finally, when the customer was in a reasonable mood, I put the whole thing up to his sense of fair play. *"I feel the matter was badly mishandled. You have been inconvenienced, 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. Here is this bill of yours. I know that 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."*
- ✓ Most came back with reasonable adjustments, and also went on to buy again from the company.

11. Dramatize your ideas

- ✓ This is the day of dramatization. Merely stating a truth isn't enough. The truth must be made vivid, interesting, dramatic. You have to use showmanship.

12. Throw down a challenge.

- ✓ Charles Schwab: *"The way to get things done is to stimulate competition. I do not mean in a sordid, money-getting way, but in the desire to excel."*
- ✓ To help one considering a position with a big risk: *"It will take a big man to go up there and stay."*

Nine Ways to Change People Without Giving Offense

1. Begin with praise and honest appreciation

2. Call attention to people's mistakes indirectly.

- ✓ A sign said "No Smoking." Did Charles Schwab point to the sign and say, "Can't you read?" No. He walked over to the men, handed each one a cigar, and said, "I'll appreciate it, boys, if you will smoke these on the outside."

3. Talk about your own mistakes before criticizing the other person.

4. Ask questions instead of giving direct orders

5. Let the other man save his face.

- ✓ A few minutes' thought, a considerate word or two, a genuine understanding of the other person's attitude, would go far toward alleviating the sting.

6. Praise the slightest improvement, and praise every improvement. Be "heartly in your approbation and lavish in your praise."

- ✓ Use praise instead of condemnation.

7. Give a man a fine reputation to live up to.

- ✓ Samuel Vauclain, President of Baldwin Locomotive Works: *"The average man can be led readily if you have his respect and if you show him that you respect him for some kind of ability."*

8. Use encouragement. Make the fault you want to correct seem easy to correct. Make the thing you want the other person to do seem easy to do.

- ✓ Be liberal with your encouragement. Make the thing seem easy to do. Let the other person know that you have faith in their ability to do it; that he has an undeveloped flair for it; and he will practice until the dawn comes in at the window in order to excel.

9. Make the other person happy about the thing you suggest.

- ✓ When William Jennings Bryan was passed over as the peace emissary to represent President Wilson, Colonel House broke the news to Bryan as follows: *"I replied that the President thought it would be unwise for anyone to do this officially, and that his going would attract a great deal of attention and people would wonder why he was there ..."* House practically told Bryan that he is too important for the job; and Bryan was satisfied.
- ✓ O. Henry said that he felt better when Doubleday refused a story than when another publisher accepted one.
- ✓ When a popular man turned down speaking engagements, he did so not merely by saying he is too busy. After expressing his appreciation of the invitation and regretting his inability to accept it, he suggests a substitute speaker. He didn't give the other person any time to feel unhappy about the refusal. *"Have you thought about Guy Hickok? He lived in Paris fifteen years and has a lot of astonishing stories to tell about his experiences as a European correspondent."*

Asking for a Small Favor

A good letter pleases the other man by asking him to do the writer a small favor ... a favor that makes him feel important.

- *"I wonder if you would mind helping me out of a little difficulty."*
- *"If you'll do this, I'll surely appreciate it and thank you for your kindness in giving me this information."* (We must be generous in our praise and appreciation.)

Benjamin Franklin asked a caustic enemy to do him a favor ... a favor that pleased the other man, that touched his vanity, that gave him recognition, and that subtly expressed Franklin's admiration for his knowledge and achievements. *"Having heard that he had in his library a certain very scarce and curious book, I wrote a note to him, expressing my desire of perusing that book and requesting that he would do me the favor of lending it to me for a few days. He sent it immediately, and I returned it in about a week with another note expressing strongly my sense of the favor."*

An alternate sales approach ... ask for advice

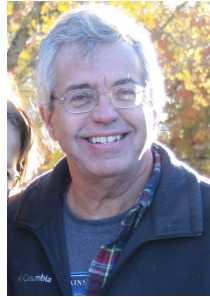
A salesman approached an impossible prospect in this way. *"I'm not here to sell you anything today. I've got to ask you to do me a favor, if you will. Can you spare me just a minute of your time? My firm is thinking of opening a branch store over in Queens Village. Now, you know that locality as well as anyone living. So I've come to you to ask what you think about it. Is it a wise move; or not?"*

We all crave appreciation and recognition, and will do almost anything to get it. But nobody wants insincerity. Nobody wants flattery. These principles will work only when they come from the heart. I am not advocating a bag of tricks. I am talking about a new way of life.

"I shall pass this way but once. Any good, therefore, that I can do, or any kindness that I can show to any human being, let me do it now. Let me not defer nor neglect it, for I shall not pass this way again."

NOTE FROM REVIEWER: Because of the era in which this book was written, often men are referred to exclusively. I elected to leave the quotations from the book stand as they were written, although would point out that these references pertain to men and women alike.

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