

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

The All-Time Classic Manual Of People Skills

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Main Theme

Dealing with people is probably the biggest challenge everybody faces no matter what their occupation, goals or ambitions. By applying the principles contained in this book, you can increase your confidence, your influence and your effectiveness. You will learn how to get others working alongside you instead of pulling in their own direction. By taking the time and effort to learn how to better interact with people around us, we increase our ability to do anything we want to do.

Part 1 Fundamental Techniques In Handling People

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| 1.1 If You Want To Gather Honey, Don't Kick Over The Beehive | Don't criticize, condemn or complain. |
| 1.2 The Big Secret Of Dealing With People | Give honest and sincere appreciation. |
| 1.3 He Who Can Do This Has The Whole World With Him.
He Who Cannot Walks A Lonely Way | Arouse in the other person an eager want. |

Part 2 Six Ways To Make People Like You

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| 2.1 Do This And You'll Be Welcome Anywhere | Become genuinely interested in other people. |
| 2.2 A Simple Way To Make A Good First Impression | Smile |
| 2.3 If You Don't Do This, You Are Headed For Trouble | Remember and use the other person's name. |
| 2.4 An Easy Way To Become A Good Conversationalist | Be a good listener. Let others to talk often. |
| 2.5 How To Interest People | Talk in terms of the other person's interests. |
| 2.6 How To Make People Like You Instantly | Sincerely make the other person feel important. |

Part 3 How To Win People To Your Way Of Thinking

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| 3.1 You Can't Win An Argument | To get the best of an argument, avoid it. |
| 3.2 A Sure Way Of Making Enemies - And How To Avoid It | Show respect for other people's opinions. |
| 3.3 If You're Wrong, Admit It | When wrong, admit it quickly and definitively. |
| 3.4 A Drop Of Honey | Always begin in a friendly way. |
| 3.5 The Secret Of Socrates | Keep the other person saying yes. |
| 3.6 The Safety Valve In Handling Complaints | Let the other person do all the talking. |
| 3.7 How To Get Cooperation | Make other people feel the idea is their own. |
| 3.8 A Formula That Will Work Wonders For You | Try to see things from the other person's view. |
| 3.9 What Everybody Wants | Be sympathetic with other's ideas & goals. |
| 3.10 An Appeal That Everybody Likes | Appeal to people's nobler motives. |
| 3.11 The Movies Do It. TV Does It. Why Don't You Do It? | Dramatize your ideas. |
| 3.12 When Nothing Else Works, Try This | Thrown down a challenge. |

Part 4 Be A Leader: How To Change Inoffensively Change People

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| 4.1 If You Must Find Fault, This Is The Way To Begin | Always begin with praise and appreciation. |
| 4.2 How To Criticize - And Not Be Hated For It | Be indirect when pointing out mistakes. |
| 4.3 Talk About Your Own Mistakes First | Always talk about your own mistakes first. |
| 4.4 No One Likes To Take Orders | Ask questions rather than giving orders. |
| 4.5 Let The Other Person Save Face | Let the other person save face. |
| 4.6 How To Spur People On To Success | Lavishly praise every improvement. |
| 4.7 Give A Dog A Good Name | Give the person a reputation to live up to. |
| 4.8 Make The Fault Seem Easy To Correct | Use encouragement frequently. |
| 4.9 Making People Glad To Do What You Want | Make the other person happy about what to do. |

Part 1
Fundamental Techniques In Handling People

**1.1 If You Want To Gather Honey,
Don't Kick Over The Beehive**

Main Idea

When you get the urge to criticize someone, stop and try to figure out why they say the things they do. Criticism never achieves a positive result.

Supporting Ideas

People never criticize themselves, but always rationalize that they are forced to act the way they do by factors beyond their control. Criticism is futile because it immediately puts the other person on the defensive.

Criticism is also dangerous as it fosters resentment that can smolder for years and come back to haunt us at the worst possible moment. In the long run, the short term satisfaction is not worth the long term pain.

Many studies show that people respond more completely to positive rewards than to negative scolding. Whenever you get the urge to correct someone through criticism, start on yourself. From a purely selfish point of view, you'll gain much more.

People are creatures of logic, not reason. People are filled with passions, prejudices and contradictions. Why try to deal with a matter of emotion through the logic of reason. It just won't work.

Key Thoughts

"God himself, sir, does not propose to judge man until the end of his days."

- Dr. Johnson

"Don't complain about the snow on your neighbor's roof when your own doorstep is unclean."

- Confucius

"A great man shows his greatness by the way he treats little men."

- Carlyle

1.2 The Big Secret Of Dealing With People

Main Idea

People don't have many wants, but what they want deep down they crave with all their hearts. Herein lies the key in dealing with other people - find out what it is they really want and show them how to get it. Do this for a person and they will move mountains for you.

Supporting Ideas

If our ancestors had not had a burning desire for a feeling of importance, civilization would have been impossible - we would be acting just like animals. If we can find out from what source a person draws their own personal feeling of importance, we have the key to their character.

Can you imagine the power that you hold in your control when you give people heart-felt appreciation and recognition. Correctly used, these people become highly motivated to help us do anything we want. Flattery is a pale shadow of honest appreciation, and people see right through it. The difference between flattery and appreciation is that flattery comes from the teeth out while appreciation comes from the heart. Flattery is telling the other person exactly what he wants to hear.

Key Thoughts

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

- Emerson.

If you try, you can work out the good points in every person who crosses your path. All it takes is a bit of effort and the right attitude.

"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."

- Anonymous

"I consider my ability to arouse enthusiasm among my people the greatest asset I possess, and the way to develop the best that is in a person is by appreciation and encouragement."

- Charles Schwab, one of the most successful American businessmen of the 1930's.

Years ago, a teacher in Detroit asked Stevie Morris to help her find a mouse that was lost in the classroom. She knew Stevie had a marvelous gift of hearing to compensate for his blindness. This was the first time Stevie was shown appreciation for his gift, and it was the beginning of a new life for him. He went on to become Stevie Wonder, one of the most successful singers and songwriters of all time. And it all began with a little appreciation.

**1.3 He Who Can Do This Has The Whole World With Him.
He Who Cannot Walks A Lonely Way**

Main Idea

A key principle is to talk in terms of what they want, to see things the way they see them.

Supporting Ideas

When you go fishing, you don't put strawberries and cream on the hook. You use something that fish like - a worm.

Every act every person performs is because of some desire - something they want. Therefore, if you're smart, instead of talking in terms of what you want, always talk in terms of what your listener wants. You can get anything you want in life if you just help enough other people get what they want out of life. Next time you set out to get someone else to do something, stop and ask yourself;

"How can I make this person want to do it for themselves."

Find the answer to that and you are well on your way to influencing that person.

Sales people fail when they are thinking of only what they want. They don't realize that nobody wants to buy anything, as if they did, they would go out and buy one. But everybody is eternally interested in solving their problems, and if a salesperson can show us how to do that with a product, we won't need to be sold. We'll rush out and buy one. If you always try to see things from the other person's point of view, from their angle, you won't have much competition in any sales career.

Whenever we have a brilliant idea, instead of making others think it is ours, let them cook and stir the idea themselves. They will then regard it as their own, they will like it and eat a couple of helpings.

Key Thoughts

"Self-expression is the dominant necessity of human nature." - William Winter.

"Action springs out of what we fundamentally desire...and the best piece of advice which can be given to would-be persuaders, whether in business, in the home, in the school, in politics, is '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.'"

- Harry A Overstreet

"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."

- Henry Ford

"People who can put themselves in the place of other people, who can understand the workings of their minds, need never worry about what the future has in store for them."

- Owen D. Young

Part 2
Six Ways To Make People Like You

2.1 Do This And You'll Be Welcome Anywhere

Main Idea

If you are genuinely interested in the people you come in contact with, you'll be welcomed with open arms.

Supporting Ideas

You can make more friends in a short space of time by being genuinely interested in them than you can in an extremely long period of time by trying to get people interested in you. If we merely try to impress people and get them interested in us, we will never have many true, sincere friends. To make true friends, we have to put ourselves out for people, by performing acts that are unselfish and thoughtful, that require time, energy and effort on our part.

Showing genuine interest in other people wins friends for you and also develops customers who are loyal to your company. However, your show of interest must be sincere and heartfelt. It must be genuine, or you will do more damage in the long run. It must pay off not only for the person showing the interest and for the person receiving the attention.

Two easy ways to make friends are to always greet people with enthusiasm and to make a point of remembering people's birthdays. Little things like that can make a world of difference.

Key Thoughts

"It is the individual who is not interested in his fellow men who has the greatest difficulties in life. It is from among such individuals that all human features spring."

- Alfred Adler

"We are interested in others when they are interested in us."

- Publilius Syrus.

2.2 A Simple Way To Make A Good First Impression

Main Idea

A bright, cheerful smile is a great way to start.

Supporting Ideas

Actions speak louder than words, and a smile says,

"I like you. I am glad to see you."

People rarely succeed at anything unless they are having fun doing it. The effect of a smile is powerful - even when it is unseen such as over the telephone. Your smile is like a messenger of good will - it communicates a great feeling to everyone you come into contact with. It makes people feel good doing business with you. And it makes people like you, even strangers.

If you don't feel like smiling, force yourself to smile. Before long, you will actually begin to feel better simply because you are smiling. Remember happiness does not depend on outward conditions. It reflects how you feel inside. What you have or who you're with doesn't make you happy or unhappy - what you think about what you have or who you're with does. A smile is the best first impression you can ever make.

Key Thoughts

"A man without a smiling face must not open a shop."

- Ancient Chinese proverb.

"Most folks are about as happy as they make up their minds to be."

- Lincoln

"There is nothing either good or bad, but thinking makes it so."

- Shakespeare

"People who smile tend to manage, teach and sell more effectively, and to raise happier children. There's far more information in a smile than a frown. That's why encouragement is a much more effective teaching device than punishment."

- James V. McConnell

"Action seem to follow feeling, but really action and feeling go

together; and by regulating the action, which is under the more direct control of the will, we can indirectly regulate the feeling, which is not. Thus the sovereign voluntary path to cheerfulness, if our cheerfulness be lost, is to sit up cheerfully and to act and speak as if cheerfulness were already there."

- William James.

2.3 If You Don't Do This You Are Headed For Trouble

Main Idea

The most important sound in the Universe to a person is their own name. Use this fact for your own benefit by developing your own system of remembering people's names.

Supporting Ideas

Many people are uncomfortable with people's names for the simple reason that when they hear the name the first time, they don't take the time or effort to get it right. The they get embarrassed later on trying to admit their initial mistake.

The trick is to develop your own system for remembering names that works in with the way you work. This may involve writing the name down as soon as you hear it, or having the person spell it to you to make sure you have it right, or any of a number of other systems you can use. The trick is to have your own system and to work it.

The ability to remember names is almost as important in business and social contacts as it is in politics. We should be aware of the magic contained in a name. This is the only unique item owned by the people we come into contact with, that no other person in the world shares. To any person, their own name is the sweetest sound in the world.

Key Thoughts

"Good manners are made up of petty sacrifices."

- Emerson

"To recall a voter's name is statesmanship. To forget is oblivion."

- The Politicians Creed

2.4 An Easy Way To Become A Good Conversationalist

Main Idea

If you are a good listener actively encouraging people to talk about themselves, they will think of you as the best conversationalist they have ever come across.

Supporting Ideas

People crave an interested listener, someone they can expand their ego with by telling them the things they have done in their lives. If you provide that for other people, they will love having you around.

You'll be amazed at the difference in even the most hostile person when they come face to face with a sympathetic listener. They often talk themselves out of being mad any more just through having the opportunity to be listened to.

How far can this skill take you? Edward Bok, one of the most successful magazine editors in the history of American journalism, got his start by simply writing to famous people asking them for additional information about their childhoods. He came to know many inspirational and motivational people personally, simply by showing interest in their early lives. Consider the converse of this skill. If you talk incessantly about yourself, interrupt people frequently to talk about yourself and never listen to anyone's thoughts - how popular would you be? Obviously people will look forward to conversations with you with only contempt.

If you aspire to be a good conversationalist, be an attentive listener. To be interesting, be interested. Ask questions people will enjoy answering. Encourage people to talk about their accomplishments.

Key Thoughts

"Those people who think only of themselves are hopelessly uneducated."

- Dr. Butler, President of Columbia University.

"Many persons call a doctor when all they want is an audience."

- Readers Digest.

"Very important people have told me that they prefer good listeners to good talkers, but the ability to listen seems rarer than almost any other good trait."

- Isaac F. Marcossou.

"There is no mystery about successful business intercourse...Exclusive attention to the person who is speaking to you is very important. Nothing else is so flattering as that."

- Charles W. Eliot, former Harvard President.

"Few human beings are proof against the implied flattery of rapt attention."

- Jack Woodford.

2.5 How To Interest People

Main Idea

The way straight into someone else's heart is to talk about the things of most importance to them, not to you.

Supporting Ideas

If you always try to look at things from the perspective of the person you are talking to, and talk in terms of their interests, you won't be able to stop people wanting to do business with you.

If you can anticipate what the subject closest to the heart of your audience, and come along studied up on the latest developments in that field, people will be amazed at your grasp of the key elements of their lives and will talk to you for hours on end. This is the art of making yourself agreeable to people you want to influence.

2.6 How To Make People Like You Instantly

Main Idea

People will take an instant shine to you if you can sincerely make the other person feel important.

Supporting Ideas

One of the greatest feeling known to mankind is being able to do something for someone else without them being able to do anything in return.

If we constantly make the people we come into contact with feel very important they will look forward to being in contact with us. The power of sincere, heartfelt appreciation is amazing.

Little courtesies are equally important to the major efforts we put in. Little phrases such as "I'm sorry to trouble you", "Would you be so kind as to..." or "Would you mind..." are hallmarks of good manners and make an indelible impression on people you meet.

When it comes right down to it, with a bit of effort, you'll find that everyone you come into contact with is superior to yourself in some way or another. Look for that aspect of their personality, build them up for it and subtly recognize their uniqueness. People will respond positively to this kind of recognition.

Key Thoughts

"Talk to people about themselves and they will listen for hours." - Disraeli.

"Every man I meet is my superior in some way. In that, I learn of him." - Emerson

Part 3

How To Win People To Your Way Of Thinking

3.1 You Can't Win An Argument

Main Idea

The only way to get the best possible result out of an argument is to avoid it entirely.

Supporting Ideas

Most of the time, arguments end with each person more firmly convinced than ever that they were right all along and that the other person was wrong, dead wrong. In other words, if you win an argument, you lose because you generate bad feelings towards you from the other person. A man convinced against his will is of the same opinion still.

The trick is to try and keep a disagreement from becoming an argument by;

1. Welcoming the disagreement as an opportunity to increase your education.
2. Avoiding your first natural reaction to be defensive.
3. Control your temper.
4. Hear the other party out before you respond.
5. Look for areas of agreement, and dwell on those areas on which you both agree.
6. Be honest. If you've made a mistake, admit it quickly and decisively. You'll be amazed how disarming this tactic is.
7. Promise to think over the other person's ideas before you respond.
8. Thank the other person for caring about you enough to point out where you have erred.
9. Avoid any other action so you both have time to think things over.

Key Thoughts

"Hatred is never ended by hatred but by love"

- Buddha

"No man who is resolved to make the most of himself can spare time for personal contention. Better give your path to a dog than be bitten by him in contesting for the right. Even killing the dog would not cure the bite."

- Lincoln

"If you argue and rankle and contradict, you may achieve a victory sometimes; but it will be an empty victory because you will never get your opponent's good will."

- Ben Franklin

3.2 Sure Way Of Making Enemies - And How To Avoid It

Main Idea

If you want to go out of your way to make enemies, go around pointing out to people their mistakes. It's the only way guaranteed to make you enemies consistently.

Supporting Ideas

Don't forget you can tell people you think they are wrong by your actions as surely as by words. This will never change their minds - it will only make them want to get even with you for being such a smart-alec. It's much more fun to prove something without anyone even being aware you are doing it. This requires judgment and subtlety.

Try to use phrases such as, "Look, I honestly thought otherwise, but I may be wrong. I frequently am. And if I am wrong, I do want to be put right. Let's examine the facts." No one can be offended being treated in that manner, and will often go out of their way to examine the matter at hand.

Very few people are logical, and most are guided by their prejudices

alone. They don't want to change their minds about anything. Telling people they are wrong simply strips that person of their self-dignity and makes you an unwelcome intrusion into their lives.

Key Thoughts

"I judge people by their own principles - not by my own."

- Martin Luther King.

"Be diplomatic. It will help you gain your point."

- King Akhtoi of Egypt, 300 B.C.

"You cannot teach a man anything. You can only help him to find it within himself."

- Galileo

"Be wiser than other people if you can; but do not tell them so." - Lord Chesterfield

"One thing only I know, and that is that I know nothing."

- Socrates

3.3 If You're Wrong - Admit It

Main Idea

You will be amazed at the results when you quickly and emphatically admit you made a mistake. People will generally fall over themselves to assure you it's not so bad.

Supporting Ideas

The next time you know you are in for a tongue lashing, try and best the other person to the punch. Say all the derogatory things you know they are thinking before they have a chance, and measure their reaction. You will find this technique often takes all the fight out of the other person, and it clears the air. This helps to solve the problem for all parties. Admitting your mistakes distinguishes you from the crowd - it can even give you a feeling of nobility.

When you are right, gently and tactfully try to win people to your way of thinking. When you're wrong, admit your mistakes with enthusiasm.

Key Thoughts

"By fighting you never get enough, but by yielding you get more than you expected."

- Ancient Proverb

"Come to think of it, I don't entirely agree with it myself. Not everything I wrote yesterday appeals to me today. I would be glad to learn what you think on the subject. Please come and see me and let's get this subject thrashed out for once and for all."

- Elbert Hubbard, Author

3.4 A Drop Of Honey

Main Idea

Always begin any conversation in a friendly way, even if your innards are all knotted up. If you begin with a hiss and a roar, you're sunk even before you start.

Supporting Ideas

If someone is very angry at you and you go at him in an argumentative manner, he will dig in his heels and become obnoxious. If, instead, you approach him in a low-key, friendly and gentle manner, you'll presently find him to be approachable and willing to talk matters through.

In other words, kindness and a friendly approach make people change their minds more readily than all the bluster and storming in the world.

Consider the phrases commonly used by Daniel Webster, one of the most successful trial lawyers of all time;

"It will be for the jury to consider,"

"This may, perhaps, be worth thinking of,"

"Here are some facts I trust you will not lose sight of,"

"You, with your knowledge of human nature, will see the significance of these facts".

Key Thoughts

"A drop of honey catches more flies than a gallon of gall. If you would win a man to your cause, first convince him that you are his friend."

- Abraham Lincoln.

"If you come at me with your fists doubled, I think I can promise you that mine will double as fast as yours; but if you come to me and say," Let us sit down and take counsel with each other" we will presently find we are not so far apart."

- Woodrow Wilson.

3.5 The Secret Of Socrates

Main Idea

Don't begin arguments by discussing your differences. Start with common ground, get the "yes" momentum going with easy questions and then lead on to new ground. This is the Socratic method for winning arguments.

Supporting Ideas

Getting a "yes" right at the beginning increases your chances of success. If you combine this practice with the habit of always looking at things from the other person's point of view, you will soon have that person agreeing to something that a short time before they would have denied quite fervently.

Key Thoughts

"He who treads softly goes far."

- Chinese proverb

3.6 The Safety Valve In Handling Complaints

Main Idea

Let the other person do all the talking when they come to you to complain about something. Listen patiently and sincerely with an open mind, and encourage them to express their ideas fully and they will often talk themselves into a solution of their supposed problem.

Supporting Ideas

Almost every successful person loves to reminisce about their early struggles. Give them a chance to do this to an appreciative audience and they will talk themselves into liking you a whole lot. Even friends would rather talk about their achievements than listen to ours.

When our friends excel us, they feel important; when we excel them, they feel inferior or envious. Talk less about yourself and listen more to your associates and they will love to have you around.

Key Thoughts

"If you want enemies, excel your friends; but if you want friends, let your friends excel you."

- La Rochefoucauld, French philosopher

3.7 How To Get Cooperation

Main Idea

When the other person feels an idea is one they have come up with, they will work long and hard to achieve it. Make suggestions and let the other person suggest the conclusions.

Supporting Ideas

No one likes to be sold something or told to do a thing. We much prefer to feel we are doing something of our own accord or acting on our own ideas. We like to be consulted about our wishes, our wants and our thoughts.

A wise person will go out of their way to make the other person think the idea is their own. They will then have a vested interest in the success of their idea, and will throw more energy behind it than they ever would for someone else's concept.

Key Thoughts

"The sage, wishing to be above men, putteth himself below 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."

- Lao-Tse, Chinese philosopher, 500 B.C.

"In every work of genius, we recognize our own rejected thoughts; they come back to us with a certain alienated majesty."

- Ralph Waldo Emerson

3.8 A Formula That Will Work Wonders For You

Main Idea

The key to another person's action and personality lies in looking at things from his perspective. If we can cultivate this skill, we will know exactly how to influence him.

Supporting Ideas

When other people are wrong, don't condemn them. Instead, try and discover why they feel the way they do. Ask "How would I react if I were in their shoes?" Success in dealing with people depends on a sympathetic grasp of the other person's viewpoint.

The next time you ask someone to do something, why not pause and try to think the whole thing through from that person's point of view. If you can present your idea in those terms rather than from your viewpoint, your chances of success are much higher. True, it takes more effort, but the results are worth it.

Key Thoughts

"I would rather walk the sidewalk in front of a person's office for two hours before an interview than step into that office without a perfectly clear idea of what I was going to say and what that person - from my knowledge of his or her interests and motives - was likely to answer."

- Dean Donham, Harvard Business School

"Cooperativeness in conversation is achieved when you show that you consider the other person's ideas and feelings as important as your own."

- Dr. Gerald S. Nirenberg

3.9 What Everybody Wants

Main Idea

Above all else, everybody wants to be understood and accepted. Grant this to everyone you come in contact with and they will come to you again and again.

Supporting Ideas

"I don't blame you one iota for feeling the way you do. If I were in your shoes, I would no doubt feel exactly the same way". This is an absolutely magic phrase that dissipates ill will and makes the other person feel extremely comfortable with you.

Keep in mind that about 75% of the people you meet are craving sympathy. Give it and they will love you for it.

Key Thoughts

"Sympathy the human species universally craves. The child eagerly displays his injury; or even inflicts a cut or bruise in order to reap abundant sympathy. For the same purpose, adults show their bruises and relate their accidents. Self-pity for misfortunes real or imaginary is, in some measure, practically a universal practice."

- Dr. Arthur I. Gates, author

3.10 An Appeal That Everybody Likes

Main Idea

Appeal to a person's nobler motives. All people have a high regard for themselves and like to be fine and unselfish in their own estimations.

Supporting Ideas

Generally everybody has two reasons for their actions - a reason that sounds good and the real one. People will always think of their real reasons for their actions, but they will like to think of nobler motives as a smoke screen. Realize that and work with it rather than trying to change the world.

3.11 The Movies Do It. TV Does It. Why Don't You Do It?

Main Idea

Find a way to dramatize your ideas creatively. It will make all the difference in the world.

Supporting Ideas

Merely stating a truth isn't enough. Look for ways to make your statement vivid, interesting and dramatic. Use showmanship and make it sizzle. This is the only way to receive attention.

If you can come up with an original way to present your information that captures the attention of the other person, you are already well on your way to influencing that person's behavior. Make it so real, so vivid that they can almost smell the steak cooking on the grill, or taste the sweet dessert afterwards. Use your imagination and do the unexpected.

3.12 When Nothing Else Works, Try This

Main Idea

To get people to cooperate with you, appeal to their desire to excel, their desire to feel important. Throw down a challenge that they just can't resist taking up.

Supporting Ideas

"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."

- Charles Schwab.

"All men have fears, but the brave put down their fears and go forward, sometimes to death, but always to victory."

- The motto of the King's Guard in ancient Greece

"I have never found that pay alone would either bring together or hold good people. I think it was the game itself."

- Harvey S. Firestone, founder of Firestone Tire and Rubber Company
Successful people are invigorated by the challenge of achieving something that looks mighty hard to do. Throw down the gauntlet in some way and you won't be able to hold them back.

Part 4
The Principles Of Good Leadership

4.1 If You Must Find Fault, This Is The Way To Begin

Main Idea

Begin with sincere praise and honest appreciation and people are much likely to accept constructive criticism than they would be if you start with the criticism itself.

Supporting Ideas

It is always easier for a person to accept criticism if they get some praise first. If you want to skillfully influence others, look for things they do very well before you start to talk to them about things they could do better at. The difference in their attitude will make it all worthwhile.

**4.2 How To Criticize
- And Not Be Hated For It**

Main Idea

An effective way to correct the mistakes other people make is to draw their attention to them indirectly. People then feel more important and more likely to make the change required on their own initiative.

Supporting Ideas

When criticizing, never use the word "but". People listen until they hear a "but" and then they have a change in their mental gearing as they wait for the problems to come out. Swap the "but" for "and" in any conversation and see what an amazing difference it makes to the way people listen to your thoughts.

"But" "We're really proud of you John, but if you worked harder you could do much better."

"And" "We're really proud of you John, and if you keep up this level of work, your grades will get up to where they should be."

You will find that calling people's attention to their mistakes indirectly will work, even for those who bitterly resent any direct criticism. Controversy and bad feelings can be avoided and a cooperative spirit fostered through the use of indirect criticism.

4.3 Talk About Your Own Mistakes First

Main Idea

If you talk about your own mistakes first when criticizing anyone else, you will find they become much more responsive to accepting advice from you.

Supporting Ideas

It is not nearly as difficult to listen to a recital of your own mistakes when the other person begins by recounting their mistakes. It eases the tension, clears the air and fosters a spirit of cooperation.

Admitting one's own mistakes, even when one hasn't changed them, can help convince somebody to change their ways.

4.4 No One Likes To Take Orders

Main Idea

When working with assistants or associates, if you couch your requests as suggestions rather than orders, people are much more likely to feel good about helping. If they feel like they are calling the shots, they feel much more like it's their responsibility to make it work.

Supporting Ideas

Instead of "Do this," or "Don't do that", try "You might consider this," or "Do you think this would work?" or "Maybe if we were to phrase it this way it might be better." This technique makes it easy for people to save their own pride, gives them a feeling of importance and marks you as a reasonable person to work with. It encourages cooperation instead of rebellion.

It also has the spin-off benefit that it stimulates the creativity of the person whom you ask. They may be able to come up with something even better than you could have done by simply ordering them around. Your associates and assistants will approach the task with an entirely different attitude than they would have if you simply ordered them to do something.

4.5 Let The Other Person Save Face

Main Idea

When you have to do something unpleasant, take account of the other person's feelings and let them save face.

Supporting Ideas

You can foster a much better and more productive working environment if you give other people the opportunity to do things themselves. By suggesting a course of action and then letting the other person do things as well as they possibly can, you create a situation where people who work for you can excel. It also encourages cooperation as opposed to rebellion.

Asking questions rather than barking out orders makes your instructions more palatable and stimulates the creativity of the people who work for you.

4.6 How To Spur People On To Success

Main Idea

Be absolutely and unfailingly hearty in your praise of every improvement. People will blossom right before your eyes.

Supporting Ideas

This is a positive approach to the concept of motivating and influencing people. Praise the good rather than criticize the bad. It is much more effective in both the long run and the short run. Just a few words of praise can sometimes change a person's entire future.

The next time you are tempted to harp on about someone's failure, instead try praising them sincerely for something else and see what sort of results you get from that.

4.7 Give A Dog A Good Name

Main Idea

If you give a person a fine reputation to live up to, people have a funny habit of actually living up to that reputation you gave them.

Supporting Ideas

If you want to improve a person in a certain respect, act as though that particular trait were already one of his or her outstanding characteristics.

Key Thought

"Assume a virtue, if you have it not."

-William Shakespeare

4.8 Make The Fault Seem Easy To Correct

Main Idea

When people fail, use encouragement. This simply makes any faults seem easy to correct.

Supporting Ideas

Be liberal with your encouragement, make the things seem easy to do, let the other person know you have faith in their ability to do something, that they have an undeveloped flair for it, and they will practice it from dawn until sundown in order to excel.

4.9 Making People Glad To Do What You Want

Main Idea

People are more likely to do what you want them to do when you make the other person happy about doing the things you suggest.

Supporting Ideas

If you always find a way to make the other person feel happy about doing the things you suggest, you will get much better results out of them. Sometimes this requires tact. For example, if you are unable to help someone by doing what they ask, you can deflect their unhappiness by helping them find someone else to take your place.

Use the following guidelines;

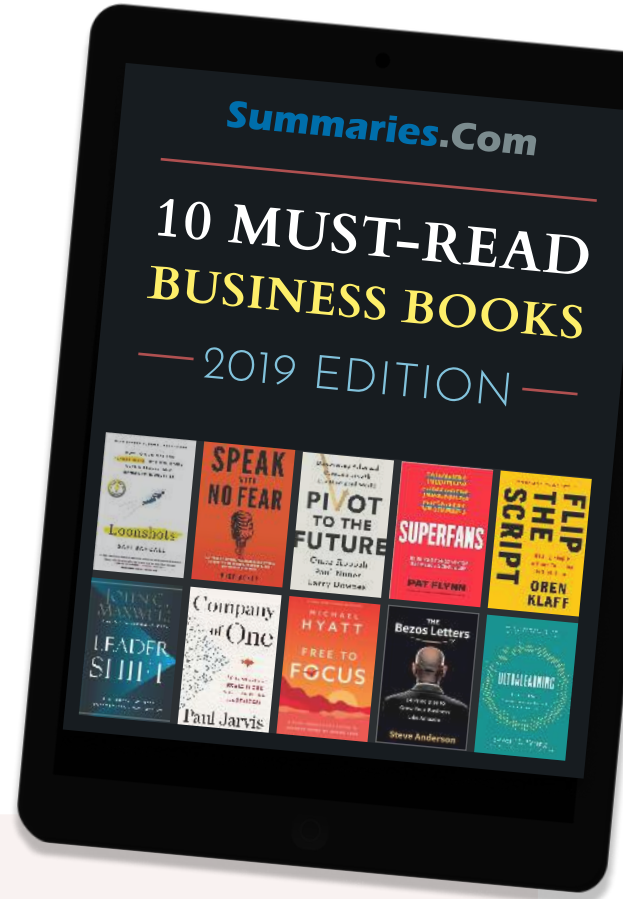
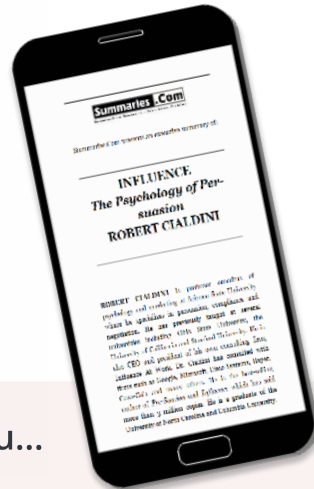
1. Be sincere. Don't promise anything you can't or won't deliver.
2. Know exactly what it is you want the other person to do.
3. Be empathetic. Look at it from the other person's point of view.
4. Consider the actual benefits the other person will receive.
5. Match those benefits to the other person's wants.
6. Couch your requests in terminology that vividly portrays the actual benefits the other person will receive.

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