

| How to Win Friends and Influence People | |
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| Author | Dale Carnegie - Warrensburg Teachers College (now University of Central Missouri), American Academy of Dramatic Arts |
| Self-confidence | The way to develop self-confidence is to do the thing you fear to do and get a record of successful experiences behind you |
| Financial success | Financial success is due 15% to professional knowledge and 85% to the ability to express ideas, to assume leadership and to arouse enthusiasm among people |
| Taking action | Only knowledge that is used sticks in your mind |
| Fundamental techniques in handling people | <p>Principle 1: Don't criticize, condemn or complain</p> <ul style="list-style-type: none"> - BF Skinner's experiment proved that an animal rewarded for good behavior will learn much more rapidly and retain what it learns far more effectively than an animal punished for bad behavior - By criticizing, we do not make lasting changes and often incur resentment - People are not creatures of logic, they are creatures of emotion, bristling with prejudices and motivated by pride - Any fool can criticize and condemn but it takes character and self-control to be understanding and forgiving <p>Principle 2: Give honest and sincere appreciation</p> <ul style="list-style-type: none"> - Sigmund Freud stated that everything we do springs from two motives: the sex urge and the desire to be great - Dr John Dewey said that the deepest urge in human nature is the desire to be important - The rare individual who honestly satisfies this heart hunger will hold people in the palm of his or her hand - Back when a person earning fifty dollars a week was considered well off, Charles Schwab was paid a salary of over a million dollars a year. He explained why: "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. I am anxious to praise but loath to find fault" |
| Feeling important | |

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| Appreciation versus flattery | <ul style="list-style-type: none"> - We nourish the bodies of our children and friends and employees but how seldom do we nourish their self-esteem? - Flattery seldom works with discerning people. The difference between appreciation and flattery: one is sincere and the other insincere <p>Principle 3: Arouse in the other person an eager want</p> <ul style="list-style-type: none"> - The only way to influence other people is to talk about what they want and show them how to get it - 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 that person's angle as well as from your own" - If salespeople can show us how their services or merchandise will help us solve our problems, they won't need to sell us. Customers like to feel that they are buying, not being sold |
| Ways to Make People Like You | <p>Principle 1: Become genuinely interested in other people</p> <ul style="list-style-type: none"> - You can make more friends in two months by becoming genuinely interested in other people than you can in two years by trying to get other people interested in you - People are not interested in you. They are interested in themselves - When you see a group photograph that you are in, whose picture do you look for first? |
| Enthusiasm | <ul style="list-style-type: none"> - If we want to make friends, let's greet people with animation and enthusiasm |
| Sincerity | <ul style="list-style-type: none"> - A show of interest, as with every other principle of human relations, must be sincere <p>Principle 2: Smile</p> <ul style="list-style-type: none"> - Actions speak louder than words, and a smile says, "I like you. You make me happy. I am glad to see you." <ul style="list-style-type: none"> - That is why dogs make such a hit. They are so glad to see us, so, naturally, we are glad to see them - If you don't feel like smiling: force yourself to smile and act as if you were already happy - Father of American psychology, William James: "Action seems to follow feeling, but really they go together; and by regulating |

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| | <p>the action, which is under the more direct control of the will, we can indirectly regulate the feeling, which is not. Thus the voluntary path to cheerfulness is to sit up cheerfully and to act and speak as if cheerfulness were already there”</p> <ul style="list-style-type: none"> - 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 - Shakespeare: “There is nothing either good or bad, but thinking makes it so” - Your smile is a messenger of your good will <p>Principle 4: Remember that a person's name is to that person the sweetest and most important sound in any language</p> <ul style="list-style-type: none"> - Libraries and museums owe their richest collections to people who cannot bear to think that their names might perish from the memory of the race - Many of the buildings on the campus of most universities bear the names of donors who contributed large sums of money for this honor - Most people don't remember names because they don't take the time and energy necessary to concentrate and repeat names - A person's name sets the individual apart and makes them unique <p>Principle 4: Be a good listener. Encourage others to talk about themselves</p> <ul style="list-style-type: none"> - Nothing is so flattering as exclusive attention to the person who is speaking to you - People are so concerned with what they are going to say next that they do not keep their ears open - Frequently, all the irritated customer, dissatisfied employee or the hurt friend wants is a friendly, sympathetic listener to whom he can unburden himself - To be a good conversationalist you must be an attentive listener and ask the other person to talk about themselves and their accomplishments <p>Principle 5: Talk in terms of the other person's interest</p> |
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| | <ul style="list-style-type: none"> - The road to a person's heart is to talk about the things he or she treasures most <p>Principle 6: Make the other person feel important-and do it sincerely</p> <ul style="list-style-type: none"> - Always make the other person feel important - We don't want to listen to cheap, insincere flattery, but we do crave sincere appreciation - The life of many a person could probably be changed if only someone would make him feel important |
| <p>How to Win People to Your Way of Thinking</p> <p>Ben Franklin</p> | <p>Principle 1: The only way to get the best of an argument is to avoid it</p> <ul style="list-style-type: none"> - Nine times out of ten, an argument ends with each of the contestants more firmly convinced than ever that he is absolutely right - Buddha: Hatred is never ended by hatred but by love - When two people yell, there is no communication, just noise and bad vibrations <p>Principle 2: Show respect for the other person's opinions. Never say, "You're wrong"</p> <ul style="list-style-type: none"> - If you tell people they are wrong you have struck a direct blow at their intelligence, judgment, pride and self-respect. You will not alter their opinions, for you have hurt their feelings - If a person makes a statement that you think or even know is wrong, it is better to say: "I thought otherwise but I may be wrong. I frequently am. Let's examine the facts" - Admitting that you may be wrong will stop all argument and inspire your opponent to be just as fair and open minded - Ben Franklin: When another asserted something that I thought an error, I denied myself the pleasure of contradicting him abruptly, and of showing immediately some absurdity in his proposition, and in answering I began by observing that in certain cases his opinion would be right, but in the present case there appeared to me some difference. The modest way in which I proposed my opinions procured a readier reception and less contradiction <p>Principle 3: If you are wrong, admit it quickly and emphatically</p> |

- It's much easier to listen to self-criticism than to bear condemnation from alien lips
- General Robert E Lee: "All this has been my fault. I and I alone have lost this battle"
 - Few generals in all history have had the courage and character to admit that
- By fighting you never get enough, but by yielding you get more than you expected

Principle 4: Begin in a friendly way

- A drop of honey catches more flies than a gallon of gall. So with men, 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 his heart
- It is the friendly, sympathetic and appreciative approach that wins

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Principle 5: Get the other person saying "yes, yes" immediately

- Don't begin by discussing the things on which you differ. Emphasize that you are both striving for the same end
- The skilful speaker gets at the outset a number of "Yes" responses. This sets the psychological process of the listeners moving in the affirmative direction
- The Socratic method was based on asking questions with which the opponent would have to agree, until finally, the opponents found themselves embracing a conclusion they would have bitterly denied a few minutes previously

Principle 6: Let the other person do a great deal of the talking

- Almost every successful person likes to reminisce about his early struggles
- If you want friends, let your friends excel you

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- If you disagree, do not interrupt. The other person won't pay attention to you while they still have a lot of ideas of their own crying for expression

Principle 7: Let the other person feel that the idea is his or hers

- No one likes to feel that he or she is being sold something or told to do a thing

- We prefer to feel that we are buying of our own accord or acting on our own ideas

Principle 8: Try honestly to see things from the other person's point of view

- Try to understand the reason why the other man thinks and acts as he does
- Before asking anyone to do something you should ask yourself: "Why should he or she want to do it?"

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

- A magic phrase that will stop arguments and eliminate ill feeling: "I don't blame you for feeling as you do. If I were you I would undoubtedly feel just as you do"
- Three-fourths of the people you will ever meet are hungering for sympathy. Give it to them and they will love you

Principle 10: Appeal to the nobler motives

- A person usually has two reasons for doing a thing: one that sounds good and a real one
- Nothing will work in all cases, and nothing will work with all people
- People in most cases will react favorably if you make them feel that you consider them honest, upright and fair

Principle 11: Dramatize your ideas

- The truth has to be made vivid, interesting and dramatic if you want attention
- Television commercials dramatize for the viewer the advantages offered by whatever is being sold-and they do get people to buy them
 - Happy faces showing contentment with a product
 - A brand of soap gets a shirt clean when the other brand doesn't

Principle 12: Throw down a challenge

- The way to get things done is to stimulate competition
- Every person loves to prove his or her worth, to excel, to win

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| | due to the desire for a feeling of importance |
| How to Change People Without Giving Offense | <p>Principle 1: Begin with praise and honest appreciation</p> <ul style="list-style-type: none"> - It is always easier to listen to unpleasant things after we have heard some praise of our good points |
| Replace 'but' with 'and' | <p>Principle 2: Call attention to people's mistakes indirectly</p> <ul style="list-style-type: none"> - Many people begin their criticism with sincere praise followed by the word "but" and ending with a critical statement. In such a case the addressee might feel encouraged until he heard the word "but". This could be easily overcome by changing the word "but" to "and" - Calling attention to one's mistakes indirectly works wonders with sensitive people who may bitterly resent any direct criticism |
| Humility | <p>Principle 3: Talk about your own mistakes before criticizing the other person</p> <ul style="list-style-type: none"> - It isn't nearly so difficult to listen to a recital of your faults if the person criticizing begins by humbly admitting that he too is far from impeccable <p>Principle 4: Ask questions instead of giving direct orders</p> <ul style="list-style-type: none"> - No one likes to take orders - Don't say, "Do this" or "Don't do that," instead say "You might consider this" or "Do you think that would work" <ul style="list-style-type: none"> - A technique like that saves a person's pride and encourages cooperation - People are more likely to accept an order if they have had a part in the decision that caused the order to be issued <p>Principle 5: Let the other person save face</p> <p>Principle 6: Praise the slightest improvement</p> <ul style="list-style-type: none"> - Let us praise even the slightest improvement because that inspires the other person to keep on improving - A few words of praise can sharply change a person's entire future - When criticism is minimized and praise emphasized, the good things people do will be reinforced |

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| Sincerity | <ul style="list-style-type: none"> - Praise the slightest improvements rather than condemning every little mistake - When praise is specific it comes across as sincere - The principles in this book will work only when they come from the heart <p>Principle 7: Give the other person a fine reputation to live up to</p> <ul style="list-style-type: none"> - If you want to improve a person in a certain aspect, act as though that particular trait were already one of his or her outstanding characteristics <p>Principle 8: Use encouragement. Make the fault seem easy to correct</p> <ul style="list-style-type: none"> - Be liberal with your encouragement, make the thing seem easy to do and let the other person know that you have faith in his ability to do it and that he has an undeveloped flair for it and you will see him practice until he excels |
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