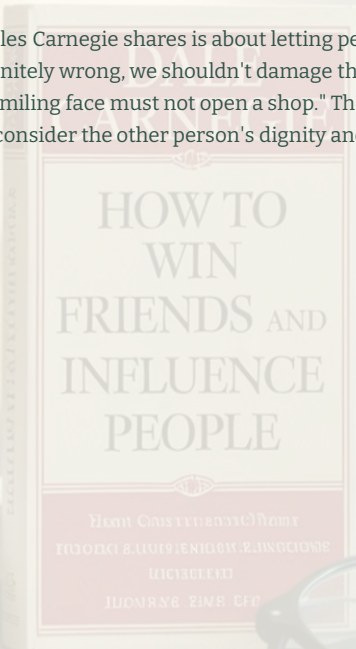



How to Win Friends and Influence People

Dale Carnegie's timeless guide to human relations has remained one of the most influential books on personal development since its publication in 1936. This classic work has helped millions of readers worldwide develop essential skills for building meaningful relationships, influencing others positively, and achieving success in both personal and professional spheres.

The enduring popularity of *How to Win Friends and Influence People* testifies to the universal applicability of its principles. Whether in business, family life, or social settings, Carnegie's insights into human nature continue to help readers build more meaningful connections and achieve greater success through positive influence rather than manipulation or coercion.

One of the most powerful examples Carnegie shares is about letting people save face. Even if we're right and the other person is definitely wrong, we shouldn't damage their self-respect. As the Chinese proverb says, "A man without a smiling face must not open a shop." The same principle applies to all human relationships—we must consider the other person's dignity and self-image in every interaction.



 by OL booksummary



The Origins and Impact of a Classic

Originally published with a modest print run of just 5,000 copies, *How to Win Friends and Influence People* quickly became an overnight sensation. Neither Dale Carnegie nor the publishers, Simon and Schuster, anticipated the tremendous response the book would receive. The work touched a universal human need that transcended the post-Depression era, as evidenced by its continued popularity for nearly a century.

Carnegie himself was a tireless reviser of his own work during his lifetime. The book was written as a textbook for his courses in Effective Speaking and Human Relations and continues to be used in those courses today. Until his death in 1955, Carnegie constantly improved and revised his methods to make them applicable to the evolving needs of an ever-growing public.

The book's influence has been profound, with its title becoming a phrase quoted, paraphrased, and parodied in countless contexts from political cartoons to novels. Translated into almost every known written language, each generation has discovered it anew and found it relevant to their lives.

Dorothy Carnegie, Dale's wife, noted in her preface to a revised edition: "How to Win Friends and Influence People took its place in publishing history as one of the all-time international best-sellers. It touched a nerve and filled a human need that was more than a faddish phenomenon of post-Depression days, as evidenced by its continued and uninterrupted sales into the eighties, almost half a century later."

Why Carnegie Wrote This Book

Dale Carnegie's motivation for writing this influential work stemmed from his extensive experience teaching adults. Since 1912, he had been conducting educational courses for business and professional men and women in New York. Initially focused on public speaking, Carnegie gradually realized that as much as these adults needed training in effective speaking, they needed even more training in the fine art of getting along with people in everyday business and social contacts.

Personal Need

"I also gradually realized that I was sorely in need of such training myself," Carnegie admitted. "As I look back across the years, I am appalled at my own frequent lack of finesse and understanding. How I wish a book such as this had been placed in my hands twenty years ago! What a priceless boon it would have been."

Research Process

Carnegie's preparation was thorough: "I read everything that I could find on the subject—everything from newspaper columns, magazine articles, records of the family courts, the writings of the old philosophers and the new psychologists." He hired a trained researcher to spend a year and a half in libraries reading everything he had missed and interviewed scores of successful people to discover their techniques in human relations.

Testing in the Laboratory

The book wasn't written in the usual sense but grew out of Carnegie's courses. "This book wasn't written in the usual sense of the word. It grew as a child grows. It grew and developed out of that laboratory, out of the experiences of thousands of adults." His students would test principles in real-world situations and report back on their effectiveness.

Carnegie recognized that dealing with people is probably the biggest problem most individuals face, whether in business or personal life. Research conducted under the auspices of the Carnegie Foundation for the Advancement of Teaching revealed that even in technical fields like engineering, about 15 percent of one's financial success is due to technical knowledge and about 85 percent is due to skill in human engineering—to personality and the ability to lead people.



Fundamental Techniques in Handling People

1

Don't Criticize, Condemn or Complain

Carnegie illustrates this principle with numerous examples, including the story of Abraham Lincoln. When dealing with incompetent generals during the Civil War, Lincoln, "with malice toward none, with charity for all," held his peace rather than criticizing them. Criticism is futile because it puts people on the defensive and usually makes them strive to justify themselves. It's dangerous because it wounds pride, hurts the sense of importance, and arouses resentment.

2

Give Honest and Sincere Appreciation

Carnegie emphasizes the human hunger for appreciation, citing William James: "The deepest principle in human nature is the craving to be appreciated." This desire for a feeling of importance is one of the chief distinguishing differences between mankind and animals. Charles Schwab, who earned one of the first million-dollar salaries in America, attributed his success to his "ability to arouse enthusiasm among people" through appreciation and encouragement.

3

Arouse in the Other Person an Eager Want

The only way to influence people is to talk about what they want and show them how to get it. Carnegie uses the analogy of fishing: "I didn't bait the hook with strawberries and cream. Rather, I dangled a worm or a grasshopper in front of the fish." When we can see things from the other person's point of view and arouse in them an eager want, we have the whole world with us.

These three principles form the foundation of Carnegie's approach to human relations. They recognize that human beings are not creatures of logic but creatures of emotion, bristling with prejudices and motivated by pride and vanity. By understanding and applying these principles, we can navigate the complex world of human interactions more effectively.

Six Ways to Make People Like You

Become Genuinely Interested in Other People

Carnegie argues that 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. He illustrates this with the story of Howard Thurston, the famous magician who, before every performance, would repeat to himself: "I love my audience. I love my audience." This genuine interest in others was one of the secrets of Theodore Roosevelt's astonishing popularity as well.

Remember That a Person's Name Is the Sweetest Sound

Jim Farley, Postmaster General under Franklin D. Roosevelt, could call 50,000 people by their first names. This ability helped him put Roosevelt in the White House when he managed his campaign in 1932. Most people don't remember names because they don't take the time and energy necessary to concentrate and fix names in their minds. Yet remembering and using someone's name is one of the simplest, most obvious, and most important ways of gaining goodwill.

Talk in Terms of the Other Person's Interests

Carnegie shares how he once persuaded distinguished and busy authors like Kathleen Norris, Fannie Hurst, and Ida Tarbell to come speak to his fiction writing course. Instead of focusing on his own needs, he wrote letters expressing admiration for their work and deep interest in getting their advice. Similarly, when the Duke of Windsor (then Prince of Wales) was scheduled to tour South America, he spent months studying Spanish so he could make public talks in the language of the country—and the South Americans loved him for it.

Smile

A smile says, "I like you. You make me happy. I am glad to see you." Carnegie shares the story of a stockbroker who transformed his home life by simply smiling at his wife each morning. "Action seems to follow feeling," wrote William James, "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."

Be a Good Listener

Encourage others to talk about themselves. Carnegie relates how he once attended a dinner party where he listened intently to a botanist for hours. Later, the botanist told their host that Carnegie was "a most interesting conversationalist" when in reality, Carnegie had merely been a good listener. Former Harvard president Charles W. Eliot noted: "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."

Make the Other Person Feel Important—And Do It Sincerely

The desire to feel important is one of the chief distinguishing characteristics between humans and animals. Carnegie cites the golden rule: "Do unto others as you would have others do unto you." He suggests we go a step further: "Give unto others what they would like to receive." Little phrases such as "I'm sorry to trouble you," "Would you be so kind as to...?" "Won't you please?" and "Thank you" are courtesies that oil the cogs of human interactions and make relationships run smoothly.

More Ways to Make People Like You

These six principles are not mere tricks or manipulative techniques. They represent a genuine philosophy of human relations based on respect for others and recognition of their inherent value. Carnegie emphasizes that these principles must be applied sincerely—they work only when they come from a genuine desire to connect with and appreciate others.

The effectiveness of these principles is demonstrated through numerous examples throughout the book, from business executives who transformed their companies by showing appreciation to their employees, to parents who improved their relationships with their children by becoming better listeners. In each case, the key was shifting focus from oneself to others.

Genuine Interest
Care about others first

Shared Interests
Talk about what matters to them



Positive Expression
Smile and be approachable

Personal Recognition
Remember and use names

Attentive Listening
Focus completely on others

How to Win People to Your Way of Thinking

Carnegie's approach to winning people to your way of thinking is based on understanding human psychology. He recognizes that people are driven by emotions and the desire to feel important. By respecting these fundamental human needs, we can influence others without arousing resentment or resistance.

You Can't Win an Argument

Carnegie advises against arguing, as the only way to get the best of an argument is to avoid it. Even if you win an argument, you lose it if you hurt the other person's pride. He quotes Ben Franklin: "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."

1

2

Show Respect for the Other Person's Opinions

Never tell someone they are wrong. This direct confrontation only makes them want to strike back. Instead, Carnegie suggests beginning with phrases like "I may be wrong. I frequently am. Let's examine the facts." When we're wrong, we should admit it quickly and emphatically. When we're right, we should avoid the phrase "I'll prove to you that..." as it makes the other person feel inferior.

3

If You Are Wrong, Admit It

When we're wrong, admitting it quickly and emphatically can clear the air of guilt and defensiveness. It often helps solve the problem created by the error. It's easier to listen to self-criticism than criticism from others. Carnegie shares how Elbert Hubbard would say, "By the way, we've made a mistake," when addressing customer complaints, immediately disarming them.

4

Begin in a Friendly Way

Carnegie illustrates this with the story of how a friendly letter from Lincoln to General Meade, expressing appreciation before offering criticism, might have changed the course of the Civil War. "A drop of honey catches more flies than a gallon of gall," he writes. Starting with appreciation and sincere praise before moving to constructive criticism makes people far more receptive to your ideas.

Leadership

Changing People Without Giving Offense



The final section of Carnegie's book focuses on leadership principles that allow you to change people's attitudes or behavior without giving offense or arousing resentment. These techniques are particularly valuable for parents, managers, and anyone in a position of influence.

Carnegie emphasizes that effective leadership isn't about commanding or controlling others. Instead, it's about inspiring them to want to follow your direction. This requires understanding what motivates people and appealing to those motivations rather than simply issuing orders.