

## The Ultimate Summary : How to Win Friends and Influence People

**Notebook:** Articles

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At Kukeri. 15-05-2015, about to finish the book. Learned plethora of life changing techniques from the literature. I live in such a way that no big event goes unmarked. I do that either in Diaro or here in Evernote.

This book wouldn't be treated differently. I'd try to make a comprehensive summary of the book. Well, I just started it!

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Finished the book! 03:47 PM, 15th May, 2015. Did it quite quickly. In a week. I, however put a lot efforts in the last couple of days to reach to the last cover page. My last book was the Dongri to Dubai, back in the last Diwali vacation. This is coming after nearly 5 months. Splendid!

Now let's get to the business again and make a great note out of this.

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### Introduction

Dealing with people is probably the biggest problem you face, especially if you are in business. Yes, and that is also true if you are a housewife, architect or engineer.

These investigations revealed that even in such technical lines as engineering, about 15 percent of one's financial success is due to one's technical knowledge and about 85 percent is due to skill in human engineering-to personality and the ability to lead people.

Take weekly review of yourself.

What mistakes did I make that time?

What did I do that was right-and in what way could I have improved my performance?

What lessons can I learn from that experience?

I often found that this weekly review made me very unhappy. I was frequently astonished at my own blunders.

Keeping such a record will inspire you to greater efforts; and how fascinating these entries will be when you chance upon them some evening years from now!

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## PART ONE : Fundamental Techniques in Handling People

### PRINCIPLE 1 : Don't criticize, condemn or complain.

The point of the story is this: Some people don't blame them for anything. Ninety-nine times out of a hundred, people don't criticize themselves for

anything, no matter how wrong it may be.

"I learned thirty years ago that it is foolish to scold. I have enough trouble overcoming my own limitations without fretting over the fact that God has not seen fit to distribute evenly the gift of intelligence."

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

There you are; human nature in action, wrongdoers, blaming everybody but themselves. We are all like that. So when you and I are tempted to criticize someone tomorrow, let's realize that criticisms are like homing pigeons. They always return home. Let's realize that the person we are going to correct and condemn will probably justify himself or herself, and condemn us in return; or, like the gentle Taft, will say: "I don't see how I could have done any differently from what I have."

The writing of these stinging letters made Mark Twain feel better. They allowed him to blow off steam, and the letters didn't do any real harm, because Mark's wife secretly lifted them out of the mail. They were never sent. [Alright. This is what I can do. I can write a note in Google Keep or Evernote, read it twice and send it to trash than sending to the person. It can help me to blow off the steam.]

"I will speak ill of no man," he said, ". . . and speak all the good I know of everybody."

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

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

It was not that I did not love you; it was that I expected too much of youth. I was measuring you by the yardstick of my own years.

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.

"To know all is to forgive all." As Dr. Johnson said: "God himself, sir, does not propose to judge man until the end of his days."

Why should you and I?

~~Example:~~

George B. Johnston of Enid, Oklahoma, is the safety coordinator for an engineering company. One of his responsibilities is to see that employees wear their hard hats whenever they are on the job in the field. He reported that whenever he came across workers who were not wearing hard hats, he would tell them with a lot of authority of the regulation and that they must comply. As a result he would get sullen acceptance, and often after he left, the workers would remove the hats. He decided to try a different approach. The next time he found some of the workers not wearing their hard hat, he asked if the hats were uncomfortable or did not fit properly. Then he reminded the men in a pleasant tone of voice that the hat was designed to protect them from injury and suggested that it always be worn on the job. The result was increased compliance with the regulation with no resentment or emotional upset.

## **PRINCIPLE 2 : Give honest and sincere appreciation.**

There is only one way under high heaven to get anybody to do anything. Did you ever stop to think of that? Yes, just one way. And that is by making the other person want to do it.

Of course, you can make someone want to give you his watch by sticking a revolver in his ribs. YOU can make your employees give you cooperation - until your back is turned - by threatening to fire them. You can make a child do what you want it to do by a whip or a threat. But these crude methods have sharply undesirable repercussions.

Sigmund Freud said that everything you and I do springs from two motives: the sex urge and the desire to be great.

The desire for a feeling of importance is one of the chief distinguishing differences between mankind and the animals.

If you tell me how you get your feeling of importance, I'll tell you what you are. That determines your character. That is the most significant thing about you.

People sometimes became invalids in order to win sympathy and attention, and get a feeling of importance.

If some people are so hungry for a feeling of importance that they actually go insane to get it, imagine what miracle you and I can achieve by giving people honest appreciation this side of insanity.

"There is nothing else that so kills the ambitions of a person as criticisms from superiors. I never criticize anyone."

What do average people do? The exact opposite. If they don't like a thing, they

bawl out their subordinates; if they do like it, they say nothing.

As the old couplet says: "Once I did bad and that I heard ever/Twice I did good, but that I heard never."

Yet I know, as you know, people who would think they had committed a crime if they let their families or employees go for six days without food; but they will let them go for six days, and six weeks, and sometimes sixty years without giving them the hearty appreciation that they crave almost as much as they crave food.

The difference between appreciation and flattery? That is simple. One is sincere and the other insincere. One comes from the heart out; the other from the teeth out. One is unselfish; the other selfish. One is universally admired; the other universally condemned.

Don't be afraid of enemies who attack you. Be afraid of the friends who flatter you.

That's all flattery is - cheap praise. I once read a definition of flattery that may be worth repeating:

"Flattery is telling the other person precisely what he thinks about himself."

"Use what language you will," said Ralph Waldo Emerson, "you can never say anything but what you are."

When we are not engaged in thinking about some definite problem, we usually spend about 95 percent of our time thinking about ourselves. Now, if we stop thinking about ourselves for a while and begin to think of the other person's good points, we won't have to resort to flattery so cheap and false that it can be spotted almost before it is out of the mouth.

Try leaving a friendly trail of little sparks of gratitude on your daily trips. You will be surprised how they will set small flames of friendship that will be rose beacons on your next visit.

[I actually started this off months ago. Though, it was for Diaro notes, similar idea of appreciation was in my mind.]

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.

[Bhavya! I couldn't think of anyone else than Bhavya for this point. Whenever I'll see him moving the roadblocks, I'd remember this book, this point.]

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

~~Example:~~

Pamela Dunham of New Fairfield, Connecticut, had among her responsibilities

on her job the supervision of a janitor who was doing a very poor job. The other employees would jeer at him and litter the hallways to show him what a bad job he was doing. It was so bad, productive time was being lost in the shop. Without success, Pam tried various ways to motivate this person. She noticed that occasionally he did a particularly good piece of work.

She made a point to praise him for it in front of the other people. Each day the job he did all around got better, and pretty soon he started doing all his work efficiently. Now he does an excellent job and other people give him appreciation and recognition.

Honest appreciation got results where criticism and ridicule failed.

### **PRINCIPLE 3 : Arouse in the other person an eager want.**

I often went fishing up in Maine during the summer. Personally I am very fond of strawberries and cream, but I have found that for some strange reason, fish prefer worms. So when I went fishing, I didn't think about what I wanted. I thought about what they wanted. I didn't bait the hook with strawberries and cream. Rather, I dangled a worm or a grasshopper in front of the fish and said: "Wouldn't you like to have that?"

So the only way on earth to influence other people is to talk about what they want and show them how to get it.

Remember that tomorrow when you are trying to get somebody to do something. If, for example, you don't want your children to smoke, don't preach at them, and don't talk about what you want; but show them that cigarettes may keep them from making the basketball team or winning the hundred-yard dash.

First, arouse in the other person an eager want. He who can do this has the whole world with him. He who cannot walk a lonely way.

"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."

And customers like to feel that they are buying - not being sold.

The world is full of people who are grabbing and self-seeking. So the rare individual who unselfishly tries to serve others has an enormous advantage. He has little competition.

#### **Example:**

Another father, K. T. Dutschmann, a telephone engineer, a student of this course, couldn't get his three-year old daughter to eat breakfast food. The

usual scolding, pleading, coaxing methods had all ended in futility.

So the parents asked themselves: "How can we make her want to do it?"

The little girl loved to imitate her mother, to feel big and grown up; so one morning they put her on a chair and let her make the breakfast food. At just the psychological moment, Father drifted into the kitchen while she was stirring the cereal and she said: "Oh, look, Daddy, I am making the cereal this morning."

She ate two helpings of the cereal without any coaxing, because she was interested in it. She had achieved a feeling of importance; she had found in making the cereal an avenue of self-expression.

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## **In a Nutshell**

FUNDAMENTAL TECHNIQUES IN HANDLING PEOPLE

PRINCIPLE 1 : *Don't criticize, condemn or complain.*

PRINCIPLE 2 : *Give honest and sincere appreciation.*

PRINCIPLE 3 : *Arouse in the other person an eager want.*

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## **PART TWO: Ways to Make People Like You**

### **PRINCIPLE 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.

When you see a group photograph that you are in, whose picture do you look for first? [Me!]

It is the individual who is not interested in his fellow men who has the greatest difficulties in life and provides the greatest injury to others. It is from among such individuals that all human failures spring.

All of us, be we workers in a factory, clerks in an office or even a king upon his throne - all of us like people who admire us.

If we want to make friends, let's put ourselves out to do things for other people - things that require time, energy, unselfishness and thoughtfulness.

If we want to make friends, let's greet people with animation and enthusiasm. When somebody calls you on the telephone use the same psychology. Say

"Hello" in tones that bespeak how pleased YOU are to have the person call.

**Example:**

Take the German Kaiser, for example. At the close of World War I he was probably the most savagely and universally despised man on this earth. Even his own nation turned against him when he fled over into Holland to save his neck. The hatred against him was so intense that millions of people would have loved to tear him limb from limb or burn him at the stake. In the midst of all this forest fire of fury, one little boy wrote the Kaiser a simple, sincere letter glowing with kindness and admiration. This little boy said that no matter what the others thought, he would always love Wilhelm as his Emperor. The Kaiser was deeply touched by his letter and invited the little boy to come to see him. The boy came, so did his mother - and the Kaiser married her. That little boy didn't need to read a book on how to win friends and influence people. He knew how instinctively.

**PRINCIPLE 2: Smile.**

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

People rarely succeed at anything unless they have fun doing it.

You don't feel like smiling? Then what? Two things.

First, force yourself to smile. If you are alone, force yourself to whistle or hum a tune or sing. Act as if you were already happy, and that will tend to make you happy.

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.

" Whenever you go out-of-doors, draw the chin in, carry the crown of the head high, and fill the lungs to the utmost; drink in the sunshine; greet your friends with a smile, and put soul into every handclasp.

Do not fear being misunderstood and do not waste a minute thinking about your enemies.

Try to fix firmly in your mind what you would like to do; and then, without veering off direction, you will move straight to the goal. Keep your mind on the great and splendid things you would like to do, and then, as the days go gliding away, you will find yourself unconsciously seizing upon the opportunities that are required for the fulfillment of your desire, just as the coral insect takes from the running tide the element it needs.

Picture in your mind the able, earnest, useful person you desire to be, and the thought you hold is hourly transforming you into that

particular individual... Thought is supreme.

Preserve a right mental attitude - the attitude of courage, frankness, and good cheer. To think rightly is to create. All things come through desire and every sincere prayer is answered. We become like that on which our hearts are fixed.

Carry your chin in and the crown of your head high. We are gods in the chrysalis. "

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

It happens in a flash and the memory of it sometimes lasts forever.

**Example:**

For example, two people may be in the same place, doing the same thing; both may have about an equal amount of money and prestige - and yet one may be miserable and the other happy. Why? Because of a different mental attitude. I have seen just as many happy faces among the poor peasants toiling with their primitive tools in the devastating heat of the tropics as I have seen in air-conditioned offices in New York, Chicago or Los Angeles.

**PRINCIPLE 3 : Remember that a person's name is to that person the sweetest and most important sound in any language.**

Jim Farley discovered early in life that the average person is more interested in his or her own name than in all the other names on earth put together.

Most people don't remember names, for the simple reason that they don't take the time and energy necessary to concentrate and repeat and fix names indelibly in their minds.

Half the time we are introduced to a stranger, we chat a few minutes and can't even remember his or her name by the time we say goodbye.

All this takes time, but "Good manners," said Emerson, "are made up of petty sacrifices."

**Example:**

The importance of remembering and using names is not just the prerogative of kings and corporate executives. It works for all of us. Ken Nottingham, an employee of General Motors in Indiana, usually had lunch at the company cafeteria. He noticed that the woman who worked behind the counter always had a scowl on her face.

"She had been making sandwiches for about two hours and I was just another sandwich to her. I told her what I wanted. She weighed out the ham on a little scale, then she gave me one leaf of lettuce, a few potato chips and handed them to me.



“The next day I went through the same line. Same woman, same scowl. The only difference was I noticed her name tag. I smiled and said, ‘Hello, Eunice,’ and then told her what I wanted. Well, she forgot the scale, piled on the ham, gave me three leaves of lettuce and heaped on the potato chips until they fell off the plate.”

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

He had wanted merely a friendly, sympathetic listener to whom he could unburden himself. That’s what we all want when we are in trouble. That is frequently all the irritated customer wants, and the dissatisfied employee or the hurt friend.

[ I second this. Sometimes all they want is someone to hear their stories. e.g. Akash. I still remember the talks with him on the canal side. ]

So if you aspire to be a good conversationalist, be an attentive listener. To be interesting, be interested. Ask questions that other persons will enjoy answering. Encourage them to talk about themselves and their accomplishments

**Example:**

During the darkest hours of the Civil War, Lincoln wrote to an old friend in Springfield, Illinois, asking him to come to Washington. Lincoln said he had some problems he wanted to discuss with him. The old neighbor called at the White House, and Lincoln talked to him for hours about the advisability of issuing a proclamation freeing the slaves. Lincoln went over all the arguments for and against such a move, and then read letters and newspaper articles, some denouncing him for not freeing the slaves and others denouncing him for fear he was going to free them. After talking for hours, Lincoln shook hands with his old neighbor, said good night, and sent him back to Illinois without even asking for his opinion.

Lincoln had done all the talking himself. That seemed to clarify his mind.

“He seemed to feel easier after that talk,” the old friend said. Lincoln hadn’t wanted advice, He had wanted merely a friendly, sympathetic listener to whom he could unburden himself. That’s what we all want when we are in trouble.

That is frequently all the irritated customer wants, and the dissatisfied employee or the hurt friend.

**PRINCIPLE 5 : Talk in terms of the other person’s interests.**

**Example:-**

Everyone who was ever a guest of Theodore Roosevelt was astonished at the

range and diversity of his knowledge.

Whether his visitor was a cowboy or a Rough Rider, a New York politician or a diplomat, Roosevelt knew what to say. And how was it done? The answer was simple. Whenever 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.

For Roosevelt knew, as all leaders know, that the royal road to a person's heart is to talk about the things he or she treasures most.

### **PRINCIPLE 6: Make the other person feel important-and do it sincerely.**

Always make the other person feel important.

You want the approval of those with whom you come in contact. You want recognition of your true worth. You want a feeling that you are important in your little world. You don't want to listen to cheap, insincere flattery, but you do crave sincere appreciation.

Little phrases such as "I'm sorry to trouble you," "Would you be so kind as to -- --?" "Won't you please?" "Would you mind?" "Thank you" - little courtesies like these oil the cogs of the monotonous grind of everyday life- and, incidentally, they are the hallmark of good breeding.

The unvarnished truth is that almost all the people you meet feel themselves superior to you in some way, and a sure way to their hearts is to let them realize in some subtle way that you recognize their importance, and recognize it sincerely.

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

And the pathetic part of it is that frequently those who have the least justification for a feeling of achievement bolster up their egos by a show of tumult and conceit which is truly nauseating.

"The night of the concert I arrived at the park and found two elderly ladies in a very bad humor standing next to the refreshment stand. Apparently each thought that she was in charge of this project. As I stood there pondering what to do, one of the members of the sponsoring committee appeared and handed me a cash box and thanked me for taking over the project. She introduced Rose and Jane as my helpers and then ran off.

#### **Example:**

"A great silence ensued. Realizing that the cash box was a symbol of authority (of sorts), I gave the box to Rose and explained that I might not be able to keep the money straight and that if she took care of it I would feel better. I then suggested to Jane that she show two teenagers who had been assigned

to refreshments how to operate the soda machine, and I asked her to be responsible for that part of the project.

“The evening was very enjoyable with Rose happily counting the money, Jane supervising the teenagers, and me enjoying the concert.”

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## **In A Nutshell**

### SIX WAYS TO MAKE PEOPLE LIKE YOU

PRINCIPLE 1 : Become genuinely interested in other people.

PRINCIPLE 2 : Smile.

PRINCIPLE 3 : Remember that a person’s name is to that person the sweetest and most important sound in any language.

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

PRINCIPLE 5 : Talk in terms of the other person’s interests.

PRINCIPLE 6 : Make the other person feel important-and do it sincerely.

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## **Part THREE : How to Win People to Your Way of Thinking**

### **PRINCIPLE 1 : The only way to get the best of an argument is to avoid it.**

I have come to the conclusion that there is only one way under high heaven to get the best of an argument - and that is to avoid it .

Avoid it as you would avoid rattlesnakes and earthquakes.

You can’t win an argument. You can’t because if you lose it, you lose it; and if you win it, you lose it. Why? Well, suppose you triumph over the other man and shoot his argument full of holes and prove that he is non composmentis. Then what? You ill feel fine. But what about him? You have made him feel inferior. You have hurt his pride. He will resent your triumph.

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

Welcome the disagreement. Remember the slogan, “When two partners always agree, one of them is not necessary.” If there is some point you haven’t thought about, be thankful if it is brought to your attention. Perhaps this disagreement is your opportunity to be corrected before you make a serious mistake.

Distrust your first instinctive impression. Our first natural reaction in a disagreeable situation is to be defensive. Be careful. Keep calm and watch out for your first reaction. It may be you at your worst, not your best.

Control your temper. Remember, you can measure the size of a person by what makes him or her angry.

Listen first. Give your opponents a chance to talk. Let them finish. Do not resist, defend or debate. This only raises barriers. Try to build bridges of understanding. Don't build higher barriers of misunderstanding.

Look for areas of agreement. When you have heard your opponents out, dwell first on the points and areas on which you agree.

Be honest. Look for areas where you can admit error and say so. Apologize for your mistakes. It will help disarm your opponents and reduce defensiveness.

Promise to think over your opponents' ideas and study them carefully. And mean it. Your opponents may be right. It is a lot easier at this stage to agree to think about their points than to move rapidly ahead and find yourself in a position where your opponents can say: "We tried to tell you, but you wouldn't listen."

Thank your opponents sincerely for their interest. Anyone who takes the time to disagree with you is interested in the same things you are. Think of them as people who really want to help you, and you may turn your opponents into friends.

Postpone action to give both sides time to think through the problem. Suggest that a new meeting be held later that day or the next day, when all the facts may be brought to bear.

**PRINCIPLE 2 : Show respect for the other person's opinions. Never say , "You're wrong."**

If you can be sure of being right only 55 percent of the time, you can go down to Wall Street and make a million dollars a day. If you can't be sure of being right even 55 percent of the time, why should you tell other people they are wrong?

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

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

If a person makes a statement that you think is wrong - yes, even that you know is wrong - isn't it better to begin by saying: "Well, now, look, I thought otherwise, but I may be wrong. I frequently am. And if I am wrong, I want to be put right. Let's examine the facts."

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.

Our first reaction to most of the statements (which we hear from other people) is an evaluation or judgment, rather than an understanding of it.

When someone expresses some feeling, attitude or belief, our tendency is almost immediately to feel "that's right," or "that's stupid," "that's abnormal," "that's unreasonable," "that's incorrect," "that's not nice ." Very rarely do we permit ourselves to understand precisely what the meaning of the statement is to the other person.

Ben, you are impossible. Your opinions have a slap in them for everyone who differs with you. They have become so offensive that nobody cares for them. Your friends find they enjoy themselves better when you are not around. You know so much that no man can tell you anything. Indeed, no man is going to try, for the effort would lead only to discomfort and hard work. So you are not likely ever to know any more than you do now, which is very little.

Every word or expression in the language that imported a fix'd opinion, such as 'certainly,' 'undoubtedly,' etc., and I adopted, instead of them, 'I conceive,' 'I apprehend,' or 'I imagine' a thing to be so or so, or 'it so appears to me at present.

In other words, don't argue with your customer or your spouse or your adversary. Don't tell them they are wrong, don't get them stirred up.

~~Example:~~

One of our class members who used this approach in dealing with customers was Harold Reinke, a Dodge dealer in Billings, Montana. He reported that because of the pressures of the automobile business, he was often hard-boiled and callous when dealing with customers' complaints. This caused flared tempers, loss of business and general unpleasantness.

He told his class: "Recognizing that this was getting me nowhere fast, I tried a new tack. I would say something like this: 'Our dealership has made so many mistakes that I am frequently ashamed. We may have erred in your case. Tell me about it.'

"This approach becomes quite disarming, and by the time the customer releases his feelings, he is usually much more reasonable when it comes to settling the matter.

In fact, several customers have thanked me for having such an understanding attitude. And two of them have even brought in friends to buy new cars. In this highly competitive market, we need more of this type of customer, and I believe that showing respect for all customers' opinions and treating them diplomatically and courteously will help beat the competition."

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

Isn't it much easier to listen to self-criticism than to bear condemnation from alien lips?

There is a certain degree of satisfaction in having the courage to admit one's errors. It not only clears the air of guilt and defensiveness, but often helps solve the problem created by the error.

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.

Come to think it over, I don't entirely agree with it myself. Not everything I wrote yesterday appeals to me today. I am glad to learn what you think on the subject.

**Example:-**

Bruce Harvey of Albuquerque, New Mexico, had incorrectly authorized payment of full wages to an employee on sick leave. When he discovered his error, he brought it to the attention of the employee and explained that to correct the mistake he would have to reduce his next paycheck by the entire amount of the overpayment. The employee pleaded that as that would cause him a serious financial problem, could the money be repaid over a period of time? In order to do this, Harvey explained, he would have to obtain his supervisor's approval.

"And this I knew," reported Harvey, "would result in a boss-type explosion, While trying to decide how to handle this situation better, I realized that the whole mess was my fault and I would have to admit I it to my boss.

"I walked into his office, told him that I had made a mistake and then informed him of the complete facts. He replied in an explosive manner that it was the fault of the personnel department. I repeated that it was my fault. He exploded again about carelessness in the accounting department. Again I explained it was my fault.

He blamed two other people in the office. But each time I reiterated it was my fault. Finally, he looked at me and said, 'Okay, it was your fault. Now straighten it out.' The error was corrected and nobody got into trouble. I felt great because I was able to handle a tense situation and had the courage not to seek alibis. My boss has had more respect for me ever since."

**PRINCIPLE 4 : Begin in a friendly way.**

It is an old and true maxim that "a drop of honey catches more flies than a gallon of gall." So with men, if you would win a man to you cause, first convince him that you are his sincere friend. Therein is a drop of honey that catches his heart; which, say what you will, is the great high road to his reason.

**Example:**

Daniel Webster, who looked like a god and talked like Jehovah, was one of the most successful advocates who ever pleaded a case; yet he ushered in his

most powerful arguments with such friendly remarks as: "It will be for the jury to consider," "This may perhaps be worth thinking of," " Here are some facts that I trust you will not lose sight of," or "You, with your knowledge of human nature, will easily see the significance of these facts." No bulldozing. No high-pressure methods. No attempt to force his opinions on others. Webster used the soft-spoken, quiet, friendly approach, and it helped to make him famous.

**PRINCIPLE 5 : Get the other person saying "yes, yes" immediately.**

In talking with people, don't begin by discussing the things on which you differ. Begin by emphasizing - and keep on emphasizing - the things on which you agree. Keep emphasizing, if possible, that you are both striving for the same end and that your only difference is one of method and not of purpose.

Get the other person saying "Yes, yes" at the outset. Keep your opponent, if possible, from saying "No."

The psychological patterns here are quite clear. When a person says "No" and really means it, he or she is doing far more than saying a word of two letters. The entire organism - glandular, nervous, muscular - gathers itself together into a condition of rejection.

**Example:**

"The chief engineer greeted me with this shocking 'Allison, I can't buy the remainder of the motors from you.'

" 'Why?' I asked in amazement. 'Why?'

" 'Because your motors are too hot. I can't put my hand on them,'

"I knew it wouldn't do any good to argue. I had tried that sort of thing too long. So I thought of getting the 'yes, yes' response.

" 'Well, now look, Mr. Smith,' I said. 'I agree with you a hundred percent; if those motors are running too hot, you ought not to buy any more of them. You must have motors that won't run any hotter than standards set by the National Electrical Manufacturers Association. Isn't that so?'

"He agreed it was. I had gotten my first 'yes.'

" 'The Electrical Manufacturers Association regulations say that a properly designed motor may have a temperature of 72 degrees Fahrenheit above room temperature. Is that correct?'

" 'Yes,' he agreed. 'That's quite correct. But your motors are much hotter.'

"I didn't argue with him. I merely asked: 'How hot is the mill room?'

" 'Oh,' he said, 'about 75 degrees Fahrenheit.'

" 'Well,' I replied, 'if the mill room is 75 degrees and you add 72 to that, that makes a total of 147 degrees Fahrenheit. Wouldn't you scald your hand if you held it under a spigot of hot water at a temperature of 147 degrees Fahrenheit?'

"Again he had to say 'yes.'

" 'Well,' I suggested, 'wouldn't it be a good idea to keep your hands off those motors?'

" 'Well, I guess you're right,' he admitted. We continued to chat for a while. Then he called his secretary and lined up approximately \$35,000 worth of business for the ensuing month.

### **PRINCIPLE 6 : Let the other person do a great deal of the talking.**

If you disagree with them you may be tempted to interrupt. But don't. It is dangerous. They won't pay attention to you while they still have a lot of ideas of their own crying for expression. So listen patiently and with an open mind. Be sincere about it. Encourage them to express their ideas fully.

Example:

"Richard Pryor had the type of experience we wanted for this position, and he was interviewed first by my assistant, who told him about all the negatives related to this job. He seemed slightly discouraged when he came into my office. I mentioned the one benefit of being associated with my firm, that of being an independent contractor and therefore virtually being self-employed.

"As he talked about these advantages to me, he talked himself out of each negative thought he had when he came in for the interview. Several times it seemed as though he was half talking to himself as he was thinking through each thought. At times I was tempted to add to his thoughts; however, as the interview came to a close I felt he had convinced himself, very much on his own, that he would like to work for my firm.

"Because I had been a good listener and let Dick do most of the talking, he was able to weigh both sides fairly in his mind, and he came to the positive conclusion, which was a challenge he created for himself. We hired him and he has been an outstanding representative for our firm,"

### **PRINCIPLE 7 : Let the other person feel that the idea is his or hers.**

Isn't it wiser to make suggestions - and let the other person think out the conclusion?

No one likes to feel that he or she is being sold some- thing 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. We like to be consulted about our wishes, our wants, our thoughts.

The reason why rivers and seas receive the homage of a hundred mountain streams is that they keep below them. Thus they are able to reign over all the mountain streams.

~~Example:~~

He always looked over my sketches very carefully and then said: 'No, Wesson, I guess we don't get together today.' "

After 150 failures, Wesson realized he must be in a mental rut, so he resolved to devote one evening a week to the study of influencing human behavior, to help him develop new ideas and generate new enthusiasm.

He decided on this new approach. With half a dozen unfinished artists' sketches under his arm, he rushed over to the buyer's office. "I want you to do me a little favor, if you will," he said. "Here are some uncompleted sketches. Won't you please tell me how we could finish them up in such a way that you could use them?"

The buyer looked at the sketches for a while without uttering a word. Finally he said: "Leave these with me for a few days, Wesson, and then come back and see me."

Wesson returned three days later, got his suggestions, took the sketches back to the studio and had them finished according to the buyer's ideas. The result? All accepted.

### **PRINCIPLE 8 : Try honestly to see things from the other person's point of view.**

Remember that other people may be totally wrong. But they don't think so. Don't condemn them. Any fool can do that. Try to understand them. Only wise, tolerant, exceptional people even try to do that.

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, perhaps to his personality.

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.

~~Example:~~

Sam Douglas of Hempstead, New York, used to tell his wife that she spent too much time working on their lawn, pulling weeds, fertilizing, cutting the grass twice a week when the lawn didn't look any better than it had when they

moved into their home four years earlier. Naturally, she was distressed by his remarks, and each time he made such remarks the balance of the evening was ruined.

After taking our course, Mr. Douglas realized how foolish he had been all those years. It never occurred to him that she enjoyed doing that work and she might really appreciate a compliment on her diligence.

One evening after dinner, his wife said she wanted to pull some weeds and invited him to keep her company. He first declined, but then thought better of it and went out after her and began to help her pull weeds. She was visibly pleased, and together they spent an hour in hard work and pleasant conversation.

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

I don't blame you one iota 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 and thirsting for sympathy. Give it to them, and they will love you.

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, relate their accidents, illness, especially details of surgical operations. 'Self-pity' for misfortunes real or imaginary is in some measure, practically a universal practice.

**Example:**

"Rick, I know your hotel is quite busy and you would like to keep the escalator shutdown time to a minimum. I understand your concern about this, and we want to do everything possible to accommodate you. However, our diagnosis of the situation shows that if we do not do a complete job now, your escalator may suffer more serious damage and that would cause a much longer shutdown. I know you would not want to inconvenience your guests for several days."

The manager had to agree that an eight-hour shut down was more desirable than several days'. By sympathizing with the manager's desire to keep his patrons happy, Mr. Mangum was able to win the hotel manager to his way of thinking easily and without rancor.

**PRINCIPLE 10 : Appeal to the nobler motives.**

I want you to know I also feel this matter has been badly mishandled.

**Example:**

When the late Lord Northcliffe found a newspaper using a picture of him which

he didn't want published, he wrote the editor a letter.

But did he say, "Please do not publish that picture of me any more; I don't like it"? No, he appealed to a nobler motive. He appealed to the respect and love that all of us have for motherhood. He wrote, "Please do not publish that picture of me any more. My mother doesn't like it."

When John D. Rockefeller, Jr., wished to stop newspaper photographers from snapping pictures of his children, he too appealed to the nobler motives. He didn't, say: "I don't want their pictures published."

No, he appealed to the desire, deep in all of us, to refrain from harming children. He said: "You know how it is, boys. You've got children yourselves, some of you. And you know it's not good for youngsters to get too much publicity."

### **PRINCIPLE 11 : Dramatize your ideas.**

You have to use showmanship. The movies do it. Television does it. And you will have to do it if you want attention.

#### **Example:**

"Last week I called on a neighborhood grocer and saw that the cash registers he was using at his checkout counters were very old-fashioned. I approached the owner and told him: 'You are literally throwing away pennies every time a customer goes through your line.'

With that I threw a handful of pennies on the floor. He quickly became more attentive. The mere words should have been of interest to him, but the sound of Pennies hitting the floor really stopped him. I was able to get an order from him to replace all of his old machines."

### **PRINCIPLE 12 : Throw down a challenge.**

The way to get things done," say Schwab, "is to stimulate competition. I do not mean in a sordid, money-getting way, but in the desire to excel."

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

That is what every successful person loves: the game. The chance for self-expression. The chance to prove his or her worth, to excel, to win. That is what makes foot-races and hog-calling and pie-eating contests. The desire to excel. The desire for a feeling of importance.

#### **Example:**

Without a challenge, Theodore Roosevelt would never have been President of the United States. The Rough Rider, just back from Cuba, was picked for

governor of New York State. The opposition discovered he was no longer a legal resident of the state, and Roosevelt, frightened, wished to withdraw. Then Thomas Collier Platt, then U.S. Senator from New York, threw down the challenge. Turning suddenly on Theodore Roosevelt, he cried in a ringing voice: "Is the hero of San Juan Hill a coward?"

Roosevelt stayed in the fight - and the rest is history. A challenge not only changed his life; it had a real effect upon the future of his nation.

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## **In A Nutshell**

### WIN PEOPLE TO YOUR WAY OF THINKING

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

PRINCIPLE 2 : Show respect for the other person's opinions. Never say, "You're wrong."

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

PRINCIPLE 4 : Begin in a friendly way.

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

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

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

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

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

PRINCIPLE 10 : Appeal to the nobler motives.

PRINCIPLE 11 : Dramatize your ideas.

PRINCIPLE 12 : Throw down a challenge.

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## **PART FOUR Be a Leader: How to Change People Without Giving Offense or Arousing Resentment**

### **PRINCIPLE 1 : Begin with praise and honest appreciation.**

His method was probably a bit obvious, but the psychology was superb. It is always easier to listen to unpleasant things after we have heard some praise of our good points.

A barber lathers a man before he shaves him.

There are some things in regard to which I am not quite satisfied with you.

Beginning with praise is like the dentist who begins his work with Novocain. The patient still gets a drilling, but the Novocain is pain-killing. A leader will use...

#### **Example:**

A friend of mine was a guest at the White House for a weekend during the administration of Calvin Coolidge. Drifting into the President's private office, he heard Coolidge say to one of his secretaries, "That's a pretty dress you are

wearing this morning, and you are a very attractive young woman.”

That was probably the most effusive praise Silent Cal had ever bestowed upon a secretary in his life. It was so unusual, so unexpected, that the secretary blushed in confusion. Then Coolidge said, “Now, don’t get stuck up. I just said that to make you feel good. From now on, I wish you would be a little bit more careful with your Punctuation.

## **PRINCIPLE 2: Call attention to people’s mistakes indirectly.**

Many people begin their criticism with sincere praise followed by the word “but” and ending with a critical statement. This could be easily overcome by changing the word “but” to “and.” “We’re really proud of you, Johnnie, for raising your grades this term, and by continuing the same conscientious efforts next term, your algebra grade can be up with all the others.”

An effective way to correct others’ mistakes is . . . Call attention to people’s mistakes indirectly.

### **Example:**

Charles Schwab was passing through one of his steel mills one day at noon when he came across some of his employees smoking. Immediately above their heads was a sign that said “No Smoking.” Did Schwab point to the sign and say, “Can’t you read.?”

Oh, no not Schwab. 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.” They knew that he knew that they had broken a rule - and they admired him because he said nothing about it and gave them a little present and made them feel important. Couldn’t keep from loving a man like that, could you?

## **PRINCIPLE 3: Talk about your own mistakes before criticizing the other person.**

I’m very conscious of my spelling now because people do judge us by our letters and misspellings make us look less professional.

### **Example:**

“Naturally, I didn’t want David to smoke,” Mr. Zerhusen told us, “but his mother and I smoked cigarettes; we were giving him a bad example all the time. I explained to Dave how I started smoking at about his age and how the nicotine had gotten the best of me and now it was nearly impossible for me to stop. I reminded him how irritating my cough was and how he had been after me to give up cigarettes not many years before.

"I didn’t exhort him to stop or make threats or warn him about their dangers. All I did was point out how I was hooked on cigarettes and what it had meant to me.

“He thought about it for a while and decided he wouldn’t smoke until he had graduated from high school. As the years went by David never did start smoking and has no intention of ever doing so.

“As a result of that conversation I made the decision to stop smoking cigarettes myself, and with the support of my family, I have succeeded.”

**PRINCIPLE 4 : Ask questions instead of giving direct orders.**

He always gave suggestions, not orders. Owen D. Young never said, for example, “Do this or do that,” or “Don’t do this or don’t do that.” He would say, “You might consider this,” or “Do you think that would work?” Frequently he would say, after he had dictated a letter, “What do you think of this?” In looking over a letter of one of his assistants, he would say, “Maybe if we were to phrase it this way it would be better.” He always gave people the opportunity to do things themselves; he never told his assistants to do things; he let them do them, let them learn from their mistakes.

**PRINCIPLE 5 : Let the other person save face.**

I have no right to say or do anything that diminishes a man in his own eyes. What matters is not what I think of him, but what he thinks of himself. Hurting a man in his dignity is a crime.”

**Example:**

Years ago the General Electric Company was faced with the delicate task of removing Charles Steinmetz from the head of a department. Steinmetz, a genius of the first magnitude when it came to electricity, was a failure as the head of the calculating department. Yet the company didn’t dare offend the man. He was indispensable - and highly sensitive. So they gave him a new title. They made him Consulting Engineer of the General Electric Company - a new title for work he was already doing - and let someone else head up the department. Steinmetz was happy.

So were the officers of G.E. They had gently maneuvered their most temperamental star, and they had done it without a storm - by letting him save face.

**PRINCIPLE 6 : Praise the slightest improvement and praise every improvement. Be “heartly in your approbation and lavish in your praise.”**

I noticed that the moment a dog showed the slightest improvement, Pete patted and praised him and gave him meat and made a great to-do about it.

Why, I wonder, don’t we use the same common sense when trying to change people that we use when trying to change dogs?

I can look back at my own life and see where a few words of praise have sharply changed my entire future.

[Right. I once praised a girl for a nice photo on Facebook. Getting her likes in each photo now!]

Everybody likes to be praised, but when praise is specific, it comes across as sincere - not something the other person may be saying just to make one feel good.

[ Specifics. I firmly believe in this matter. The paint is good. No. The white color on the violet looks vibrant. Yes. ]

Compared with what we ought to be, we are only half awake. We are making use of only a small part of our physical and mental resources. Stating the thing broadly, the human individual thus lives far within his limits. He possesses powers of various sorts which he habitually fails to use.

**Example:**

In the early nineteenth century, a young man in London aspired to be a writer. But everything seemed to be against him. He had never been able to attend school more than four years. His father had been flung in jail because he couldn't pay his debts, and this young man often knew the pangs of hunger. Finally, he got a job pasting labels on bottles of blacking in a rat-infested warehouse, and he slept at night in a dismal attic room with two other boys - guttersnipes from the slums of London. He had so little confidence in his ability to write that he sneaked out and mailed his first manuscript in the dead of night so nobody would laugh at him. Story after story was refused. Finally the great day came when one was accepted. True, he wasn't paid a shilling for it, but one editor had praised him. One editor had given him recognition. He was so thrilled that he wandered aimlessly around the streets with tears rolling down his cheeks.

The praise, the recognition, that he received through getting one story in print, changed his whole life, for if it hadn't been for that encouragement, he might have spent his entire life working in rat-infested factories. You may have heard of that boy. His name was Charles Dickens.

**PRINCIPLE 7: Give the other person a fine reputation to live up to.**

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.

"Assume a virtue, if you have it not." And it might be well to assume and state openly that other people have the virtue you want them to develop.

I have respected the fact that you are always willing to listen and are big enough to change your mind when the facts warrant a change.

**Example:**

"Bill," he said, "you are a fine mechanic. You have been in this line of work for a good number of years. You have repaired many vehicles to the customers' satisfaction. In fact, we've had a number of compliments about the good work you have done. Yet, of late, the time you take to complete each job has been increasing and your work has not been up to your own old standards. Because you have been such an outstanding mechanic in the past, I felt sure you would want to know that I am not happy with this situation, and perhaps jointly we could find some way to correct the problem."

Bill responded that he hadn't realized he had been falling down in his duties and assured his boss that the work he was getting was not out of his range of expertise and he would try to improve in the future.

Did he do it? You can be sure he did. He once again became a fast and thorough mechanic. With that reputation Mr. Henke had given him to live up to, how could he do anything else but turn out work comparable to that which he had done in the past.

**PRINCIPLE 8 : Use encouragement. Make the fault seem easy to correct.**

Tell your child, your spouse, or your employee that he or she is stupid or dumb at a certain thing, has no gift for it, and is doing it all wrong, and you have destroyed almost every incentive to try to improve. But use the opposite technique - be liberal with your encouragement, make the thing seem easy to do, let the other person know that you have faith in his ability to do it, that he has an undeveloped flair for it - and he will practice until the dawn comes in the window in order to excel.

**Example:**

A bachelor friend of mine, about forty years old, became engaged, and his fiancée persuaded him to take some belated dancing lessons. "The Lord knows I needed dancing lessons," he confessed as he told me the story, "for I danced just as I did when I first started twenty years ago. The first teacher I engaged probably told me the truth. She said I was all wrong; I would just have to forget everything and begin all over again. But that took the heart out of me. I had no incentive to go on. So I quit her.

"The next teacher may have been lying, but I liked it. She said nonchalantly that my dancing was a bit old-fashioned perhaps, but the fundamentals were all right, and she assured me I wouldn't have any trouble learning a few new steps. The first teacher had discouraged me by emphasizing my mistakes. This new teacher did the opposite. She kept praising the things I did right and minimizing my errors. 'You have a natural sense of rhythm,' she assured me. 'You really are a natural-born dancer.' Now my common sense tells me that I always have been and always will be a fourth-rate dancer; yet, deep in my heart, I still like to think that maybe she meant it. To be sure, I was paying her to say it; but why bring that up?



## **PRINCIPLE 9 : Make the other person happy about doing the thing you suggest.**

House practically told Bryan that he was too important for the job. And Bryan was satisfied.

Always make the other person happy about doing the thing you suggest.

This technique of giving titles and authority worked for Napoleon and it will work for you.

The effective leader should keep the following guidelines in mind when it is necessary to change attitudes or behavior:

1. Be sincere. Do not promise anything that you cannot deliver. Forget about the benefits to yourself and concentrate on the benefits to the other person.
2. Know exactly what it is you want the other person to do.
3. Be empathetic. Ask yourself what is it the other person really wants.
4. Consider the benefits that person will receive from doing what you suggest.
5. Match those benefits to the other person's wants.
6. When you make your request, put it in a form that will convey to the other person the idea that he personally will benefit.

[Should've done this in the Felicific event. Wish I had read this book way before.]

### **Example:**

I knew a man who had to refuse many invitations to speak, invitations extended by friends, invitations coming from people to whom he was obligated; and yet he did it so adroitly that the other person was at least contented with his refusal. How did he do it? Not by merely talking about the fact that he was too busy and too-this and too-that. No, after expressing his appreciation of the invitation and regretting his inability to accept it, he suggested a substitute speaker.

In other words, he didn't give the other person any time to feel unhappy about the refusal, He immediately changed the other person's thoughts to some other speaker who could accept the invitation.

[In one recent tour offer to me, I expressed appreciation of invitation and inability to accept it. However, I didn't suggest alternative. May do it now on.]

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### **In a Nutshell**

#### **BE A LEADER**

A leader's job often includes changing your people's attitudes and behavior. Some suggestions to accomplish this:

PRINCIPLE 1 : Begin with praise and honest appreciation.

PRINCIPLE 2 : Call attention to people's mistakes indirectly.

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

PRINCIPLE 4 : Ask questions instead of giving direct orders.

PRINCIPLE 5 : Let the other person save face.

PRINCIPLE 6 : Praise the slightest improvement and praise every improvement. Be "hearty in your approbation and lavish in your praise."

PRINCIPLE 7 : Give the other person a fine reputation to live up to.

PRINCIPLE 8 : Use encouragement. Make the fault seem easy to correct.

PRINCIPLE 9 : Make the other person happy about doing the thing you suggest.

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Yooo Hoooo! Finished the Ultimate Summary! This took forever. The time I spent reading the book was less than the time I spent writing this summary. (Well, not writing, copy-paste.)

But I know one thing for sure that this will be helping me forever. Revising it once in a month would do wonders for me.

#MissionAccomplished