

**Excerpts from “How to Win Friends and influence People”** by Dale Carnegie. While written in 1936, it still holds true. The core principles of each section are quoted below (from Wikipedia).

### **Fundamental Techniques in Handling People**

- a. Don't criticize, condemn, or complain.
- b. Give honest and sincere appreciation.
- c. Arouse in the other person an eager want.

### **Six Ways to Make People Like You**

1. Become genuinely interested in other people.
2. Smile.
3. Remember that a person's name is, to that person, the sweetest and most important sound in any language.
4. Be a good listener. Encourage others to talk about themselves.
5. Talk in terms of the other person's interest.
6. Make the other person feel important – and do it sincerely.

### **Twelve Ways to Win People to Your Way of Thinking**

- 1) The only way to get the best of an argument is to avoid it.
- 2) Show respect for the other person's opinions. Never say "You're Wrong."
- 3) If you're wrong, admit it quickly and emphatically.
- 4) Begin in a friendly way.
- 5) Start with questions to which the other person will answer yes.
- 6) Let the other person do a great deal of the talking.
- 7) Let the other person feel the idea is his or hers.
- 8) Try honestly to see things from the other person's point of view.
- 9) Be sympathetic with the other person's ideas and desires.
- 10) Appeal to the nobler motives.
- 11) Dramatize your ideas.
- 12) Throw down a challenge.

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

- Begin with praise and honest appreciation.
- Call attention to people's mistakes indirectly.
- Talk about your own mistakes before criticizing the other person.
- Ask questions instead of giving direct orders.
- Let the other person save face.
- Praise every improvement.
- Give the other person a fine reputation to live up to.
- Use encouragement. Make the fault seem easy to correct.
- Make the other person happy about doing what you suggest.