

# HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

DALE CARNEGIE | FIRST PUBLISHED 1936 | OVER 30 MILLION COPIES SOLD WORLDWIDE

**Core Philosophy:** Carnegie's timeless masterpiece is built on one fundamental truth: success comes from the ability to communicate effectively and build genuine relationships. The book provides a practical framework proving that **you can change other people's behavior by changing your own**. Rather than manipulation, Carnegie advocates for authentic interest in others, sincere appreciation, and seeing things from the other person's perspective. These 30 principles have guided leaders, salespeople, and professionals for nearly a century.

## 1 FUNDAMENTAL TECHNIQUES IN HANDLING PEOPLE

- 1. Don't Criticize, Condemn, or Complain.** Criticism is futile because it puts people on the defensive and wounds their pride. Even Al Capone considered himself a public benefactor. Instead of condemning, try to understand why people do what they do.
- 2. Give Honest and Sincere Appreciation.** The deepest urge in human nature is the desire to be important. Flattery is counterfeit—give genuine appreciation. Schwab said his ability to arouse enthusiasm was his greatest asset, achieved 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. Henry Ford said: "If there is any one secret of success, it lies in the ability to get the other person's point of view."

## 2 SIX WAYS TO MAKE PEOPLE LIKE YOU

- 4. Become Genuinely Interested in Other People.** You can make more friends in two months by being interested in others than in two years by trying to get others interested in you. A dog is loved because it shows genuine excitement to see us.
- 5. Smile.** Your smile is a messenger of goodwill. It costs nothing but creates much. The expression on your face is far more important than the clothes you wear. A smile says "I like you. You make me happy."
- 6. Remember That a Person's Name Is the Sweetest Sound.** People are so proud of their names that they donate to institutions to preserve them. Jim Farley could recall 50,000 people by first name—this helped make FDR president.
- 7. Be a Good Listener. Encourage Others to Talk About Themselves.** To be interesting, be interested. Ask questions others enjoy answering. Even the most violent critic will soften in the presence of a patient, sympathetic listener.
- 8. Talk in Terms of the Other Person's Interests.** Roosevelt's visitors were astonished by his range of knowledge. His secret: he read up on subjects he knew his guests were interested in the night before their visit.
- 9. Make the Other Person Feel Important—and Do It Sincerely.** The desire to be important is the deepest drive in human nature. Use phrases like "I'm sorry to trouble you" and "Would you mind?" Little courtesies oil the gears of daily life.

## 3 HOW TO WIN PEOPLE TO YOUR WAY OF THINKING

- 10. Avoid Arguments.** You can't win an argument—if you lose, you lose; if you win, the other person resents you. Buddha said: "Hatred is never ended by hatred but by love."
- 11. Show Respect for Others' Opinions. Never Say "You're Wrong."** Telling someone they're wrong strikes at their intelligence, pride, and self-respect. Say instead: "I may be wrong. Let's examine the facts."
- 12. If You Are Wrong, Admit It Quickly and Emphatically.** When you admit you're wrong, the other person can only respond with generosity. Self-criticism disarms and generates forgiveness.
- 13. Begin in a Friendly Way.** A drop of honey catches more flies than a gallon of gall. Lincoln said: "It is an old and true maxim." Friendliness and appreciation can make people change their minds more readily than storming at them.
- 14. Get the Other Person Saying "Yes, Yes" Immediately.** Start with questions to which the other person must agree. The Socratic method was based on getting a "yes" response, moving opponents toward agreement.
- 15. Let the Other Person Do a Great Deal of the Talking.** Let others talk themselves out. They know more about their problems than you do. Even friends prefer to talk about their achievements rather than listen to ours.
- 16. Let the Other Person Feel the Idea Is Theirs.** People have more faith in ideas they discover themselves. Plant suggestions and let others draw conclusions.
- 17. Try Honestly to See Things from the Other Person's Point of View.** There is a reason why the other person thinks and acts as they do. Try to understand it—you'll have the key to their actions and personality.
- 18. Be Sympathetic with Others' Ideas and Desires.** Use the magic phrase: "I don't blame you one iota for feeling as you do. If I were you, I would feel just as you do." Three-fourths of the people you'll meet are hungering for sympathy.
- 19. Appeal to the Nobler Motives.** People usually have two reasons for doing things: the real reason and the one that sounds good. Appeal to the nobler motive—most people are honest and want to meet their obligations.
- 20. Dramatize Your Ideas.** Merely stating a truth isn't enough—you must make it vivid, interesting, and dramatic. TV commercials and showmanship work because they capture attention.
- 21. Throw Down a Challenge.** Stimulate competition—not the sordid, money-getting kind, but the desire to excel. Schwab gave a night shift a challenge, and productivity soared.

## 4 BE A LEADER: HOW TO CHANGE PEOPLE WITHOUT OFFENSE

- 22. Begin with Praise and Honest Appreciation.** It is always easier to listen to unpleasant things after hearing praise. A barber lathers before shaving—start every correction with genuine recognition.
- 23. Call Attention to Mistakes Indirectly.** Replace "but" with "and." Instead of "We're proud of you, BUT your grades could improve," say "We're proud of you, AND if you keep trying, your grades will catch up."
- 24. Talk About Your Own Mistakes Before Criticizing Others.** It's much easier to accept criticism when the critic starts by humbly admitting their own imperfections. Share your own failures first.
- 25. Ask Questions Instead of Giving Direct Orders.** Asking "Would you consider this?" or "Do you think that would work?" preserves pride and gives a sense of importance. It encourages cooperation rather than rebellion.
- 26. Let the Other Person Save Face.** Even if we are right and the other person is clearly wrong, we destroy ego by causing someone to lose face. A few minutes of thought and a kind word can preserve dignity.
- 27. Praise Every Improvement, No Matter How Slight.** Be "hearty in your approbation and lavish in your praise." Praise each specific improvement. Everybody craves appreciation and recognition—this inspires continued effort.
- 28. Give the Other Person a Fine Reputation to Live Up To.** If you want to improve a person, act as though the trait were already their outstanding characteristic. Give them a reputation to live up to, and they will make prodigious efforts.
- 29. Use Encouragement. Make the Fault Seem Easy to Correct.** Tell a person they are stupid and they will rarely try to improve. But use encouragement, make things seem easy, and they will practice until dawn.
- 30. Make the Other Person Happy About Doing What You Suggest.** Always make the other person glad to comply. Offer incentives, match tasks to abilities, and frame requests in terms of benefits to the other person.

### KEY TAKEAWAY

Carnegie's genius lies in recognizing that influence isn't about clever tactics—it's about genuine human connection. By mastering these 30 principles—from never criticizing to making others feel important—you develop the interpersonal skills that drive professional success and personal fulfillment. The book's enduring message: the most powerful way to influence others is to first become genuinely interested in them.