How to Win Friends and Influence People

INTRODUCTION

BRIEF BIOGRAPHY OF DALE CARNEGIE

Dale Carnegie, born to James Carnegie and Amanda Harbison, grew up helping his family on their farm. As a teenager, he enjoyed public speaking and joined his high school's debate team. After high school, he attended State Teacher's College in Missouri and graduated in 1908. Carnegie then became a successful salesman for Armour & Company in Nebraska; within two years, he was Armour's top salesman in the state. He then studied acting at the American Academy of Dramatic Arts in New York, but finding no success as an actor, he returned to sales work and also got the idea to teach public speaking. He began a course at the YMCA on public speaking, and over time he evolved the Dale Carnegie Course, shifting his focus to human relations in business practices. He then published a collection of his writings on the subject in 1916 and continued to give lectures around the country and eventually the world, speaking in New York, Philadelphia, Baltimore, London, and Paris. He also published several other collections of his lectures, as well as a biography of Abraham Lincoln called *Lincoln in the Unknown*. Carnegie then married Lolita Baucaire in 1927 before getting divorced in 1931. In 1936, he published *How to Win Friends and Influence People*, a bestseller at its debut. Later, Carnegie married Dorothy Price Vanderpool and had a daughter, Donna, and continued to give his lecture series. He died of Hodgkin's disease in 1955 in New York.

HISTORICAL CONTEXT

The end of the 19th century—the time period in which Carnegie grew up—saw a major shift in the U.S. economy and business. The United States entered a period of rapid economic and industrial growth known as the Gilded Age, which led to a real wage growth of 60 percent. By 1895, the United States jumped ahead of Britain for first place in global manufacturing output. This coincided with major technological advancements like electric lights, telephones, typewriters, machine tools, railroads, and electric street cars. These advancements paved the way for leaders in industry—like Andrew Carnegie, Henry Ford, and John D. Rockefeller—to achieve great success. With this industrial growth, there was also a huge growth in management and service-related positions. In the first few decades of the 20th century, management education became more and more prominent in universities, particularly during the 1920s—another period of great economic growth. In 1912, Carnegie was leading lectures in public speaking, but gradually he saw the need for giving courses to adults in business because of these shifts. This is how the Dale Carnegie Courses came about, which ultimately provided the foundation for *How to Win Friends and Influence People*.

RELATED LITERARY WORKS

How to Win Friends and Influence People is credited with popularizing the self-help genre, though there are a few books in this category that were published prior to Carnegie's. The genre actually takes its name from *Self-Help*, an 1859 best-seller by Samuel Smiles. *As a Man Thinketh*, by James Allen, is another early example in this genre—published in 1903, it teaches that people can transform their lives simply by changing their thinking. Other similar books published around the same time as *How to Win Friends* include Wallace D. Wattles's *The Science of Getting Rich* and Napoleon Hill's *The Law of Success* and *Think and Grow Rich*. *How to Win Friends* is perhaps one of the most famous examples of self-improvement books regarding business. It's also comparable to other books that revolutionized the way Americans wrote and thought about specific topics, like Dr. Spock's *Baby and Child Care* (about childrearing), Strunk and White's *The Elements of Style* (about writing), and *The Fannie Farmer Cookbook* (about cooking). Carnegie also wrote several other books, including *Public Speaking and Influencing Men in Business*, *How to Stop Worrying and Start Living*, and *Lincoln the Unknown* (a biography on Abraham Lincoln, whom Carnegie uses in many case studies in *How to Win Friends*).

KEY FACTS

- **Full Title:** How to Win Friends and Influence People
- **When Written:** 1934–1936
- **Where Written:** New York, New York
- **When Published:** October 1936
- **Literary Period:** Modernism
- **Genre:** Self-Help
- **Point of View:** First Person

EXTRA CREDIT

Success Story. American business tycoon Warren Buffett took Dale Carnegie's business course when he was 20 years old, and he still has the diploma from the course in his office.

Bestseller. *How to Win Friends and Influence People* has sold over 30 million copies as of 2011, making it one of the best-selling books of all time.

PLOT SUMMARY

How to Win Friends and Influence People consists of material from Dale Carnegie's lectures on business and personal relations. The book is split into four parts: techniques in handling people; ways to make people like you; how to win people over to your way of thinking; and how to change people's behavior without causing resentment.

Part 1 of the book, which focuses on handling people, emphasizes the importance of not criticizing, condemning, or complaining about others. People rarely admit wrongdoing, and so criticism usually only puts people on the defensive. Instead, you should "be hearty in [your] approbation and lavish in [your] praise." People generally want a sense of importance, and so praising them helps feed that desire. However, Carnegie makes a distinction between flattery and appreciation: flattery is insincere and selfish, whereas appreciation has to be genuine. And lastly, it's important to make the other person want to do whatever you are asking of them—you have to talk in terms of what *they* want rather than what *you* want, and you have to show them how to get it.

Part 2 examines how to make people like you. Carnegie states that the reason **dogs** are so well-liked is because they are deeply interested in humans. He holds that the same is true for people: it is much easier to make friends by becoming interested in others than it is by getting people interested in you. Additionally, dogs are always glad to see people, which brings Carnegie to his next point: the importance of smiling and staying positive when interacting with others. He also emphasizes the importance of remembering and using people's names, because their name is more important to them than all other names combined.

In conversations, Carnegie suggests that his readers be good listeners, encouraging others to talk about themselves. You should also talk in terms of the other person's interests rather than your own. And lastly, in conversation, you should make the other person feel sincerely important.

Part 3 of the book focuses on how to convince people of your ideas. It opens with the premise that it's impossible to truly win an argument—being forceful about your ideas, even when you are right, only incurs resentment and makes other people defend themselves even more. So, the best way to win an argument is to avoid it entirely. In a similar vein, one should never tell people directly that they are wrong—again, it only makes people defensive. Rather, it's important to respect others' opinions. On the flipside, when you are wrong, it is best to admit it quickly and emphatically; the other person will act more generously as a result.

It's also important to discuss things in a friendly way. As Lincoln said, "a drop of honey catches more flies than a gallon of gall." Try to open a conversation by finding common ground and getting people to agree with you—if people begin by saying "no," it's harder to change their opinions. And when handling complaints, it's good to let others do the bulk of the talking, because it shows that you are being sympathetic. Lastly, when trying to convince someone of an idea, it's better to make them feel that the idea is theirs—that way, they will be more likely to go along with it.

Carnegie again emphasizes the importance of honestly seeing things from others' point of view—the only way to convince people to do something is by understanding their ideas and desires. One of people's most important desires is to appear noble, and so appealing to a person's nobler motives can be an effective way of convincing them to do something.

Carnegie throws out a few additional techniques: first, dramatizing one's ideas. He gives an example of a cash register salesman who told a grocer that their old registers were losing pennies each time a customer went through the line, which the salesman dramatized by tossing a few pennies on the ground. Illustrating your ideas in this way catches people's attention and makes them more interested in what you're saying. And lastly, throwing down a challenge can be effective, because people feel important when they can rise to that challenge.

In Part 4, Carnegie discusses how to change people's behavior without making them resentful. First, if you have to criticize people, begin with praise and honest appreciation instead. Call attention to their mistakes indirectly, so that they don't feel bad about your criticism. You can also talk about your own mistakes first, so that they don't feel as bad about making them—everyone is fallible. And it's important to let the other person save face; humiliating them is a surefire way to incur bitterness.

Rather than giving direct orders, it's better to make suggestions or ask if a person wants to do something—people like feeling that they have autonomy over their actions. And it's important to praise any and every improvement—encouraging good behavior is far more effective than criticizing bad behavior. If employees are struggling, it's helpful to talk about their good reputation—they will then strive to live up to that reputation. It's also useful to make their faults seem easy to correct; if they feel like they will continue to make mistakes, it is more likely that they will become angry or give up entirely. And lastly, it's useful to make the other person excited or happy about doing the things that you suggest. Following these principles, Carnegie illustrates, are hallmarks of being a good leader.

CHARACTERS

MAJOR CHARACTERS

Dale Carnegie – Dale Carnegie is the author and narrator of *How to Win Friends and Influence People*. He developed the book

from a series of lectures he gave every year from 1912 to 1936 and the stories he collected from famous figures and his students in the courses. In the book, Carnegie emphasizes that he has developed these ideas by reading everything he could on the titular subjects, from magazine articles to psychology books to biographies about historical figures—focusing particularly on leaders in business and politics. With this knowledge, he has boiled down his ideas into the concepts outlined in the book. However, Carnegie acknowledges that he is not perfect—he recognizes that he lacked finesse with other people when starting out in business, and that the book has helped him just as much as it has helped others. His ideas can be outlined in a few key concepts: first, he repeatedly emphasizes that when dealing with people, it's better to foster good behavior through honest appreciation than to discourage bad behavior through criticism. People rarely acknowledge their own wrongdoing, so it is better to focus on the positives. It is also important to put others before oneself—whether that means seeing things from their point of view, letting others do most of the talking, or allowing them to come to one's ideas on their own so that they feel more invested in the ideas. Lastly, it's best to make others feel important (this is an underappreciated basic human need) while remaining humble oneself. Ultimately, Carnegie's own ability to win friends and influence people—and his ability to summarize that subject—raised him to literary stardom, as the book (originally published in 1936) remains one of the best-selling books of all time.

Abraham Lincoln – Abraham Lincoln was the 16th president of the United States, serving from 1861 to 1865, known especially for his leadership during the American Civil War. Carnegie is deeply interested in Lincoln, considering him one of the greatest leaders of all time. He even wrote a biography of the president, and many case studies in the book are taken from Lincoln's life. Carnegie describes how as a young lawyer, Lincoln openly attacked his opponents in letters published in a newspaper, which almost led Lincoln to fight in a duel. Afterwards, Lincoln realized how unproductive this criticism was, and he never wrote an insulting letter or publicly ridiculed anyone ever again. He acknowledged one of Carnegie's major principles—that criticism is often futile. Lincoln often stated that "a drop of honey catches more flies than a gallon of gall," suggesting positive appreciation is more useful in an argument than antagonism.

Theodore "Teddy" Roosevelt – Teddy Roosevelt was the 26th president of the United States, serving from 1901 to 1909. Carnegie uses Roosevelt in several case studies: first, he points out that Teddy Roosevelt knew all the White House servants by name, and whenever a guest was visiting the White House, he would make an effort to read up on the subjects that interested that person. As a result, he was well-loved by the staff and impressed those he met, illustrating Carnegie's principles that using people's names and talking in terms of other people's interests are keys to winning them over. However, Carnegie is also critical of Roosevelt's decision to condemn President Taft's conservatism. Taft didn't change his ideals, and this clash only led to a split within the Republican Party, demonstrating the futility of Roosevelt's criticism.

Woodrow Wilson – Woodrow Wilson was the 28th president of the United States, serving from 1913 to 1921. He's perhaps best known for leading the United States during World War I and for his input in founding the League of Nations. Carnegie is critical of Wilson's decision not to include Republican input when forming the League of Nations. Republicans were humiliated as a result, and they refused to show their support for joining the League, which likely altered the course of history. This emphasizes Carnegie's point that it is important to make others happy about doing the things that one wants them to do—otherwise, people may become resentful.

Charles Schwab – Charles Schwab was an American steel magnate and one of the first people to earn a salary of a million dollars. Carnegie uses Schwab in several case studies, noting how Schwab never criticized his employees' mistakes directly. For instance, he once gave employees cigars and politely asked them to smoke outside rather than reprimanding them for smoking inside when they shouldn't have been. He also presented a challenge for an unproductive division of his company, pitting the day shift and night shift against one another to see who could be more productive. This demonstrates the benefit of using positivity rather than negativity to change people's behavior.

William Howard Taft – William Howard Taft was the 27th president of the United States, serving from 1909 to 1913. He succeeded Teddy Roosevelt, who criticized Taft for his conservatism. When Taft held to his beliefs, Teddy Roosevelt formed the Bull Moose Party, creating a split in the Republican Party that allowed Democrat Woodrow Wilson to get elected instead. When reflecting on the incident, Taft said he didn't think he could have done anything different, demonstrating Carnegie's point that criticism doesn't work—it only makes people defensive and stubborn in their ideas.

John D. Rockefeller, Jr. – John D. Rockefeller, Jr. was an American business magnate and the only son of Standard Oil co-founder John D. Rockefeller. Carnegie discusses how Rockefeller Jr. appreciated the idea that the best way to win people to one's way of thinking is to begin in a friendly way. He did so when strikers protested the Standard Oil Company: becoming friends with them and treating them with respect ended one of the bloodiest strikes in history.

B. F. Skinner – B. F. Skinner was a famous psychologist whose work became popular in the 1930s. Carnegie cites Skinner's studies several times, which illustrate that animals rewarded for good behavior will learn more effectively than animals punished for bad behavior. Later studies showed that the same is true of humans, supporting Carnegie's idea that appreciation

is more effective than criticism.

MINOR CHARACTERS

Andrew Carnegie – Andrew Carnegie was a Scottish American steel magnate (he is unrelated to author Dale Carnegie). Dale Carnegie uses Andrew in several case studies, showing how the magnate understood that the best way to influence people is to talk in terms of what they want.

THEMES

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SELF-INTEREST VS. SELFLESSNESS

How to Win Friends and Influence People's subject matter is evident in its title: the book's goal is to help readers understand human relations, persuade others to their point of view, and learn how to change people's behavior in both professional and personal settings. One of Carnegie's foundational premises in the book is that people are generally self-serving and self-important. At the same time, people who act selflessly are more likely to succeed and get what they want, particularly because people like this are so rare. People tend to look favorably on those who can empathize with and prioritize others' needs rather than focusing on themselves. In this way, the book argues that for people to persuade or influence others, they need to help and respect others as much as they help and respect themselves.

The book explains that because people are generally self-interested, selfless people tend to stand out among the rest. In an early chapter, Carnegie writes that "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." In this way, Carnegie suggests that unselfish people can positively differentiate themselves from others, because most people act in their own interests. Carnegie then gives an example of how a little effort to be selfless went a long way for him. For years, he made a point to subtly find out his friends' birthdays. He would then make sure to send a telegram or letter to each one on the proper date. He describes, "What a hit it made! I was frequently the only person on earth who remembered." In this way, being selfless and putting in extra effort with his friends distinguished him from other people.

Next, Carnegie illustrates how being selfless and prioritizing others are the easiest ways to "win friends," per the book's title. Carnegie argues that "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." This, he suggests, is why people love **dogs** so much—because they are so interested in humans and glad to see them. This returns to the idea that people are generally interested in themselves, and therefore, those who become interested in others rather than themselves (like dogs are) can win good will. Carnegie also illustrates how simply being a good listener helps make friends. He once listened to a botanist speak all night about himself at a party, and by the end of the evening, the man thanked Carnegie for being a "most interesting conversationalist," despite the fact that Carnegie had said very little. Because Carnegie was selfless rather than self-interested in the conversation (i.e., he allowed the man to talk rather than focusing on himself), he instantly won the man's favor. In a similar vein, Carnegie discusses how talking in terms of other people's interests can win people over. He points to Teddy Roosevelt, who would study guests' interests the night before they arrived at the White House so that he could talk about what interested that person. Carnegie attributes Teddy Roosevelt's strong leadership and charisma in part to this ability, suggesting that "all leaders know [...] that the royal road to a person's heart is to talk about the things he or she treasures most."

Those who are selfless and empathetic not only win friends, but they can also convince others to do what they want because they are acting in others' interests as much as their own. Talking in terms of what other people want, rather than focusing on oneself, is the best way to convince others to do something. For example, Carnegie describes a father who was trying to get his young son to eat more, but scolding the boy never convinced him to do what the father wanted. So, the father then pointed out that his son could defend himself from a bully if he ate foods that helped him grow strong—and from then on, the boy ate whatever his father asked him to. In this sense, thinking about what the *son* wanted (rather than focusing on what the *father* wanted) got the son to do what the father wanted anyway.

Seeing things from others' point of view can also help in business. One man, Edward Harriman, was trying to get hired by a business maverick named Mr. Funkhouser. But rather than asking the man for a job in an interview, he spent the entire time talking about how he could make money for Funkhouser. Hearing Edward's ideas, Funkhouser immediately hired the man. By prioritizing and thinking in terms of what Mr. Funkhouser wanted, Edward was able to succeed and get what *he* wanted as well. Carnegie also emphasizes that it's important to make people happy to do what one wants them to do. For example, Gunter Schmidt had an employee in his food store who had difficulty putting the proper price tags on shelves. Eventually, he appointed her Supervisor of Price Tag Posting for the store, and she then completed the job enthusiastically and well. By prioritizing her desire for recognition and

importance, Schmidt was ultimately able to get what he wanted, as well. Through these examples, Carnegie illustrates how considering other people's points of view and acting in their interest rather than your own will set you apart from others—and, more often than not, this will end up benefitting you as well.

IMPORTANCE AND HUMILITY

Early in the book, Carnegie introduces the idea that people want to feel important—it is as basic a need as food, shelter, or well-being. Yet of all the basic needs, he writes, this is the one that is gratified least often. So, one of the best ways to make others feel good is to provide and maintain that feeling of importance for them, which often means that one has to be humble. When proposing an idea to another person or a group, for example, it's good to let other people feel that the idea is theirs, because then they will be more invested in it. Or, when correcting others' mistakes, it's good to criticize oneself first so that the other person doesn't feel as bad. Everyone wants to feel valuable and have high self-esteem, and so the most effective leaders are those that make people feel important while remaining humble themselves.

The book illustrates how feeling important is a key desire for all people, and so those who make others feel appreciated tend to be well-regarded and successful. Carnegie makes it clear that feeling important is vital for everyone. He describes this desire to be important as "a gnawing and unfaltering human hunger, and the rare individual who honestly satisfies this heart hunger will hold people in the palm of his or her hand." This statement highlights how the ability to provide feelings of importance can make a person very influential. One example focuses on Hall Caine, who loved sonnets. He devoured Dante Gabriel Rossetti's poetry and sent a letter to Rossetti, praising the poet's artistic achievement. In response, Rosetti invited Caine to come to London and work as his secretary. In this role, Caine was able to meet renowned writers of his time and even launch a successful literary career himself, becoming a multimillionaire novelist. This story emphasizes the power of making others feel important—just as Caine did for Rosetti—and how those with this ability become successful. In another example, Ian Macdonald asked his employees if and how they might be able to complete a large order at his manufacturing plant, given that the job would likely be a rush job. He didn't merely demand that they do the work more quickly, and as a result, they came up with many creative ideas to get the job done and approached it with a "can do" attitude. While giving orders might make people resentful, making suggestions and requesting input makes them feel more autonomous and important. As a result, the people who approach their teams in this way get better results.

The book also demonstrates that remaining humble oneself is an effective way to make others feel important or valued—and, by extension, to achieve success. Eugene Wesson was having trouble selling his sketches to a studio that created designs for manufacturers. After 150 failures, Wesson tried something different: he took unfinished sketches to the buyer's office and asked them how he should finish them. With their input, he was able to sell the sketches. Rather than believing his work was flawless and blaming the company for his failure, Wesson accepted input and let the company sell itself on his sketches. Being humble about his ideas in this way allowed him to be more successful. Although Carnegie emphasizes that criticism usually isn't helpful, sometimes it is necessary. And so, one of the best ways to criticize someone is to begin by admitting one's own mistakes. He writes, "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." Thus, being humble and willing to admit mistakes helps maintain other people's dignity and good will, and thus is a useful leadership strategy. In a similar vein, when people are wrong, it's important for them to admit it quickly and emphatically. Mr. Warren, an artist, had a very critical art director he worked with. One day, when the art director explained in a hostile way that there were mistakes in Warren's work, Warren emphatically admitted his blunders. Warren relays, "My eagerness to criticize myself took all the fight out of him. He ended up by taking me to lunch; and before we parted, he gave me a check and another commission." In this way, Warren's humility and willingness to admit his mistakes made him much more successful than if he had gotten self-important and defensive.

In addition to actively making others feel important, the book demonstrates that simply playing on others' *desire* to be important or admirable (like the desire to have a good reputation) can also help readers achieve what they want. In one case, a landlord named Hamilton Farrell had a difficult tenant who wanted to get out of a lease four months early. Instead of getting angry, Farrell simply stated that he believed the tenant was a man of his word and would live up to the contract, but Farrell would accept whatever decision the man came to. Later, the tenant and his wife came back to Farrell, explaining that they concluded that the "only honorable thing to do was to live up to their lease." By playing on the man's desire to be admirable, the landlord was able to sway the tenant. In another case, a fourth-grade teacher knew she was getting a difficult child named Tommy in her class. On the first day of school, she told Tommy that she heard he was a natural leader, and that she would depend on him to help make this class the best class in fourth grade. As a result, the child lived up to her expectations—the teacher effectively shaped his behavior playing on his desire to be important and virtuous. Again, these examples illustrate how vital a feeling of importance is, and how those who stay humble and make others feel valuable have a major advantage in negotiating with others.

POSITIVITY VS. NEGATIVITY

Throughout the book, Carnegie touches on the old maxim that "a drop of honey can catch more flies than a gallon of gall," which is to say, it's better to be positive than negative. In the examples he gives, it's more helpful to affirm others' good behavior than to criticize bad behavior. For instance, smiling can be one of the best ways to make friends; and in an argument, it's more useful to start with common ground than to focus on disagreements. Through examples such as these, the book suggests that positivity can help win people over and make people change their behavior far more effectively than negativity can.

The book uses many examples to illustrate that positive feedback is an effective way to influence people or change their behavior. One of the first ideas Carnegie establishes is how important it is to give sincere appreciation. For example, Pamela Dunham supervised a janitor at her job whose work was quite poor, to the point that employees would ridicule him for his bad work. But when she made it a point to praise him, the next day he did the job a little bit better. Soon, he was working more efficiently, and he gained even more praise and appreciation. In this instance, appreciation improved the janitor's work where criticism failed. Appreciation also worked for musician Stevie Wonder when, as a child, his teacher asked for his help in finding a mouse that was loose in the classroom. Though he was blind, he had superior hearing, and the teacher's appreciation of this spurred him to hone his gift—which ultimately enabled him to become a pop music icon. Positivity doesn't have to consist of words. In the second part of the book, Carnegie emphasizes how smiling can instantly make a person more likeable and set a relationship off on the right foot. He cites psychologist James V. McConnell, who says that people who smile "tend to manage, teach and sell more effectively." In this way, Carnegie emphasizes that simply having a positive attitude can make someone an encouraging and competent leader.

Unlike positivity, negative criticism only fosters resentment and is therefore an ineffective technique in both business and social life. Carnegie establishes in the first chapter that no matter how wrong people may be, they rarely find fault with themselves. Thus, any criticism will be met with defensiveness. He uses the historical example of when outgoing president Teddy Roosevelt criticized incoming president Taft for being too conservative and ran against him after Taft served one term. As a result, the two of them split Republican votes, and Democrat Woodrow Wilson was elected; Taft later stated that he didn't know what he could have done differently. Thus, Roosevelt's critiques were ineffective: he harmed both his and Taft's political ambitions, and he failed to inspire Taft to change. It's also important to call attention to mistakes indirectly. Charles Schwab, an American steel magnate, saw two employees smoking directly under a "No Smoking" sign one day. He gave them each a cigar and said he would appreciate it if they would smoke outside instead. Because he didn't directly call out their mistakes, he maintained their respect and good will, whereas criticizing them would likely have made them annoyed and defensive. Carnegie also describes a friend who was learning to dance for the first time. The first teacher he found said he was "all wrong." As a result, he "had no incentive to go on" because she "took the heart out of [him]." His second teacher, however, minimized his errors and told him that he wouldn't have any trouble learning, which made him feel much better and helped him improve. This again illustrates how minimizing criticism of mistakes is effective, since too much negativity discourages people.

Not only does positivity work when giving feedback, but Carnegie also shows how it is much better to stay positive and find common ground when approaching disagreements. First, Carnegie makes a distinction about arguments versus disagreements and discussions. While it is useful to have discussions, it isn't useful to have arguments, because no one wins. Even if a person wins an argument, they've have made their opponent "feel inferior" and "resent [their] triumph." In this way, Carnegie suggests that arguments are unhelpful because they only foster the same kind of resentment that criticism does. By contrast, Carnegie emphasizes several key points about how to win people to one's ideas. They include "show[ing] respect for the other person's opinions" rather than saying they're wrong, "begin[ning] in a friendly way," and finding common ground to start from that will make the other person agree with you from the beginning. For example, James Eberson, a bank teller, had difficulty with a man who didn't want to fill out all the info on their standard form. Rather than criticizing this choice, Eberson simply asked if the man would want the bank to transfer his money to his next of kin in the event of his death. When the man said yes, Eberson noted that it would be a good idea to give the bank that person's contact information. Continuing in this way, the man ultimately gave all the necessary information, showing how using a friendly approach and finding common ground at the outset—in other words, framing a disagreement in a positive way—are much more effective strategies than angrily debating.

Carnegie uses a fable to demonstrate his point: the sun and the wind once quarreled about who could get an old man to take off his coat faster. The wind tried first, blowing like a tornado, and the man clutched his coat tighter. When the wind gave up, the sun came out from behind a cloud, and the man pulled off his coat. With this, the book suggests that anger and negativity only make people cling to their ideas and grow resentful, whereas warmth and positivity are much more pleasant and therefore effective.

SINCERITY AND APPRECIATION VS. INSINCERITY AND FLATTERY

Some of the criticism of *How to Win Friends and Influence People* stems from the idea that the book is insincere. Writer Sinclair Lewis, for example, believed that Carnegie's method taught readers to smile and pretend to be interested in others just so that they could take advantage of people. But the book dictates quite the opposite, making a distinction between genuine appreciation of others and insincere flattery. Carnegie argues that if flattery worked, everyone would be experts in human relations—but flattery is easily discernible as "shallow" and "selfish." Appreciation, on the other hand, requires genuine interest in others and sincere respect. The book thus demonstrates that those who genuinely appreciate others are more likely to succeed in their endeavors, while those who use flattery will likely fail.

First, the book establishes that appreciation must be based in sincerity and respect—only then can it succeed in winning people over. Carnegie emphasizes that "one of the most neglected virtues of our daily existence is appreciation." But he also illustrates how appreciation must come from a sincere place. For example, one day, Carnegie wanted to cheer up a clerk at the post office who looked bored at his job. He asked himself what he could "honestly admire" about the man and decided to compliment the clerk's hair. The man instantly brightened, and they had a pleasant conversation. This illustrates how effective even small gestures of appreciation can be—but only when the appreciation is honest. In another example, a print shop supervisor named Keith Roper noticed a print of exceptionally high quality, and he told the young man who made it how it was superior in specific terms. While the young man previously had a negative attitude, within days he was a loyal and dedicated worker. Carnegie relays that "because [Roper] had singled out a specific accomplishment, rather than just making general flattering remarks, his praise became much more meaningful to the person to whom it was given. 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." Again, Carnegie suggests that successful appreciation must come from a place of sincerity—otherwise praise comes off as mere flattery. Carnegie reemphasizes this point when illustrating why honest appreciation is so important. He writes 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." Once again, Carnegie concludes that appreciation must come from a sincere place, since people can sense when one's admiration isn't genuine.

In contrast with appreciation, flattery is always insincere, and as a result, it is doomed to fail. In the second chapter, Carnegie explains the difference between appreciation and flattery: "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." Not only does Carnegie make a distinction based on how the praise is meant (sincere versus insincere) but he also makes a distinction based on how it is perceived or treated (admired versus condemned). In this way, Carnegie establishes that flattery is based on corrupt motives—and that others look down on it. Returning to the earlier example of the clerk that Carnegie complimented, he notes that some people have asked him what he wanted to get out of the clerk. To this, he responds, "If we are so contemptibly selfish that we can't radiate a little happiness and pass on a bit of honest appreciation without trying to get something out of the other person in return—if our souls are no bigger than sour crab apples, we shall meet with the failure we so richly deserve." Thus, he again emphasizes that insincerity and selfishness (the motivations behind flattery) will get a person nowhere. It's not enough to compliment someone—it's important to do it *sincerely* and for the purpose of truly trying to benefit the other person. Otherwise, people do not deserve to succeed, because their motivations are so corrupt and selfish. Carnegie concedes that flattery can work with some people, but he stresses that more often than not, flattery is doomed to fail. He writes, "Flattery is counterfeit, and like counterfeit money, it will eventually get you into trouble if you pass it to someone else." In other words, Carnegie suggests that like the falseness of counterfeit money, insincerity and flattery are reprehensible and will ultimately do more damage to the giver than the recipient.

Throughout the book, Carnegie emphasizes the transformative power of appreciation, as people's lives have been altered simply because of small words of honest praise they received. But each time, he underscores how his book is founded on the principle that people should be genuine with each other, to the point that he writes, "Let me repeat: The principles taught in this book will work only when they come from the heart. I am not advocating a bag of tricks. I am talking about a new way of life." While some of criticism of *How to Win Friends and Influence People* remains skeptical of how people use Carnegie's advice, he continuously stresses that the book's principles are based in sincerity and selflessness.

SYMBOLS

Symbols appear in **teal text** throughout the Summary and Analysis sections of this LitChart.

DOGS

Dogs represent the benefits of positivity and selflessness. Carnegie points out how two aspects of dogs' demeanors make them easily able to win people over,

and how people can replicate these same behaviors. First, dogs are more interested in others (particularly humans) than they are in themselves. The fact that they wag their tails and show how much they like a person makes them, in turn, easy to love. Carnegie points out that for this reason, a dog is one of the only animals that doesn't have to work for a living (in contrast to a cow, which gives milk, for example). Dogs are simply expected to be humans' best friends. As such, he suggests that by adopting dogs' attitudes—becoming genuinely interested in others rather than trying to be interesting themselves—people can win over others much more easily.

Dogs are also endearing because they smile. Most dogs are very glad to see people, instantly bringing positivity into people's lives and making them feel like they are contributing to the dogs' well-being. Similarly, if people smile, they imply that others are important to them and make them happy, which makes other people feel good and want to interact with them more. Thus, dogs illustrate how positivity and interest in others can help people "win friends," per the book's title.

QUOTES

Note: all page numbers for the quotes below refer to the Simon and Schuster edition of *How to Win Friends and Influence People* published in 1981.

Part 1, Chapter 1 Quotes

B. F. Skinner, the world-famous psychologist, proved through his experiments 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. Later studies have shown that the same applies to humans. By criticizing, we do not make lasting changes and often incur resentment.

Related Characters: Dale Carnegie (speaker), B. F. Skinner

Related Themes:

Page Number: 5-6

Explanation and Analysis

Part 1, Chapter 1 discusses how futile it is to criticize, condemn, and complain as a means of trying to change other people's behavior, and this passage underscores that key idea. Throughout the chapter, Carnegie emphasizes that positive feedback works far better than punishment or criticism. In this quote, he moves past anecdotal evidence and uses scientific studies from psychologist B. F. Skinner to support his points. It is worth noting that this was likely a later addition to *How to Win Friends and Influence People*, as B. F. Skinner's research on the subject was published in 1938, two years after *How to Win Friends* was first published.

Carnegie uses the study to demonstrate that animals will learn better through positive reinforcement (rewards) rather than punishment. This fits into Carnegie's larger point that positivity is generally more effective than negativity. As he notes here, criticism often leads to defensiveness, deflection, and resentment, and therefore it never really achieves the goal of changing others' behavior. Positive reinforcement, on the other hand, is much more useful in changing behavior and has the added benefit of maintaining good relationships between people, because people generally like those who appreciate and admire them.

Part 1, Chapter 2 Quotes

Some readers are saying right now as they read these lines: "Oh, phooey! *Flattery! Bear oil!* I've tried that stuff. It doesn't work—not with intelligent people."

Of course flattery seldom works with discerning people. It is shallow, selfish and insincere. It ought to fail and it usually does. True, some people are so hungry, so thirsty, for appreciation that they will swallow anything, just as a starving man will eat grass and fishworms.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 28

Explanation and Analysis

As Carnegie discusses the importance of giving people sincere appreciation, he takes the time to discuss another concept: flattery. While some people view flattery and appreciation as synonyms, Carnegie emphasizes that they are anything but. In stating outright that flattery is "shallow, selfish, and insincere," Carnegie suggests that appreciation is the opposite: it has to be honest and selfless. The passage also suggests that those who use flattery are generally self-interested and are using it for corrupt motives: to get what *they* want with little regard for the other person. As a result, as Carnegie argues throughout the book, people who use this self-interested flattery "ought to fail" and often do. Comparing flattery to "grass and fishworms" only emphasizes that flattery is off-putting and an insufficient replacement for true appreciation, just like these things are

insufficient replacements for real food.

Genuine appreciation, on the other hand, is that real food. Appreciation requires effort to genuinely acknowledge others' good qualities and worth. While it has the added benefit of enabling the person giving feedback to incur good will, their motives have to be pure—they have to want to actually make the other person feel good about their qualities.

The opening paragraph in this passage shows that Carnegie acknowledges some of the skepticism of *How to Win Friends and Influence People*—that he is suggesting that people should be insincere to get what they want. But he preemptively refutes this criticism by making it clear that he is not suggesting using insincere flattery. Instead, he makes an important distinction that people have to be sincere when complimenting or helping others.

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

If that was true of Emerson, isn't it likely to be a thousand times more true of you and me? Let's cease thinking of our accomplishments, our wants. Let's try to figure out the other person's good points. Then forget flattery. Give honest, sincere appreciation. Be "hearty in your approbation and lavish in your praise," and people will cherish your words and treasure them and repeat them over a lifetime—repeat them years after you have forgotten them.

Related Characters: Dale Carnegie (speaker), Charles Schwab

Related Themes:

Page Number: 31

Explanation and Analysis

While Carnegie discusses the importance of sincere appreciation, he uses Ralph Waldo Emerson as an example of how it's possible to admire something about any other person. Emerson was a 19th century essayist, philosopher, and leader in the Transcendentalist movement. He became the leading voice of intellectual culture in the United States in the mid- to late 1800s—and thus, Carnegie implies that if someone as exceptional as Emerson can think so highly of others, surely the average person can as well.

This underscores another important point for Carnegie: the need to be humble and to make others feel important. Those who are able to achieve this humility are better able to identify others' good points rather than thinking about themselves and are thus better able to appreciate those good points. And once again, Carnegie makes a distinction between flattery and appreciation, emphasizing that appreciation is "honest" and "sincere."

Returning to the quote of the need to be "hearty in your approbation and lavish in your praise," which Carnegie cited earlier from steel magnate Charles Schwab, Carnegie once again extols the benefits of using positive feedback and appreciation rather than criticism. Thus, through this quote, Carnegie shows how all of his main points are linked. Rather than being selfish and self-important, and rather than criticizing or using insincere flattery, people should do the opposite. In order to "win friends," they have to stop thinking of their own accomplishments and wants, take on some humility and selflessness, and praise others genuinely. These skills will allow readers to win good will and change others' behavior in a way that benefits everyone involved.

Part 1, Chapter 3 Quotes

❝ 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?"

Why not use the same common sense when fishing for people?

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 33

Explanation and Analysis

Part 1, Chapter 3 focuses on another fundamental technique in handling people: making others *want* to do something. In this introduction, Carnegie uses fishing as a metaphor to show that the best way to handle people is to understand ideas from their perspective rather than your own. When fishing, we don't bait a hook with something that *we* want; instead, we bait it with something that the *fish* wants. Carnegie's rhetorical question suggests that this doesn't just work with fishing—it also works with people.

This argument is part of Carnegie's broader point that it is important to act selflessly rather than selfishly. When people are willing to prioritize others' needs rather than their own, they can have much greater influence over

others. And as a result, people often get the results that they want anyway, illustrating how the ability to empathize or understand others' needs can benefit everyone involved. The fishing metaphor demonstrates this clearly, because as much as the fish get what they want (the worm), so too does Carnegie get what he wants (to catch the fish). This illustrates the idea that the people whom the reader is trying to influence will benefit, but the reader will also benefit as a result.

Part 2, Chapter 1 Quotes

Why read this book to find out how to win friends? Why not study the technique of the greatest winner of friends the world has ever known? Who is he? You may meet him tomorrow coming down the street. When you get within ten feet of him, he will begin to wag his tail. If you stop and pat him, he will almost jump out of his skin to show you how much he likes you. And you know that behind this show of affection on his part, there are no ulterior motives: he doesn't want to sell you any real estate, and he doesn't want to marry you.

Did you ever stop to think that a dog is the only animal that doesn't have to work for a living? A hen has to lay eggs, a cow has to give milk, and a canary has to sing. But a dog makes his living by giving you nothing but love.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Related Symbols:

Page Number: 53

Explanation and Analysis

Part 2 of the book focuses on ways to make people like you, and its opening passage uses dogs to demonstrate some of Carnegie's key principles. Here, dogs symbolize the benefits of selflessness, because they genuinely love people and show affection without expecting anything in return. As a result, the dog is "the greatest winner of friends," suggesting that this kind of selfless affection is the best way to make people like you. In fact, the first sentence in this passage suggests that people don't even need to read *How to Win Friends and Influence People*. Taking a dog as a model for human behavior can be just as effective as reading the rest of Carnegie's book, he insinuates jokingly—but his statement still emphasizes how effective selflessness can be.

The fact that the dog doesn't have to work for a living only emphasizes Carnegie's point. In contrast to hens or cows, all dogs have to do to make others like them is to be "man's best friend," the classic description that encapsulates a dog's role in people's lives. Carnegie suggests that people could have just as easy a life if they adopted dogs' attitudes and simply loved and supported other people. Carnegie makes it clear that these tactics only work if they are sincere, however. By emphasizing that dogs have "no ulterior motives," he underscores that people have to be genuinely selfless and interested in others in order to have the same effect.

Part 2, Chapter 2 Quotes

An insincere grin? No. That doesn't fool anybody. We know it is mechanical and we resent it. I am talking about a real smile, a heartwarming smile, a smile that comes from within, the kind of smile that will bring a good price in the marketplace.

Professor James V. McConnell, a psychologist at the University of Michigan, expressed his feelings about a smile. "People who smile," he said, "tend to manage, teach and sell more effectively, and to raise happier children. There's far more information in a smile than a frown. That's why encouragement is a much more effective teaching device than punishment."

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 67

Explanation and Analysis

In this chapter, Carnegie focuses on the impact of smiling. Citing James McConnell, an American biologist and animal psychologist at the University of Michigan, Carnegie provides some additional evidence as to why smiling is advantageous in personal relations. His statement suggests that simply having a positive attitude can be encouraging and effective leadership. In a similar vein, McConnell emphasizes one of Carnegie's other repeated points—that just as smiling and positivity makes people better leaders, positive encouragement is more advantageous than criticism or punishment.

Again, Carnegie stresses that the principles in the book do not work unless they are sincere. In earlier chapters, he says that insincere flattery is doomed to fail, and his discussion of fake smiles communicates the same idea. Fake smiles only make people resentful, while only real heartwarming smiles will actually win people over. He also compares smiles to a commodified good in the marketplace ironically, because

smiles don't have a literal price. However, framing smiles in this way suggests that their influence can't be quantified, nor can smiles be bought or sold, which is what makes them so useful and treasured. As Carnegie reinforces at the end of the chapter, smiling is free, and therefore its value is truly infinite.

Part 2, Chapter 3 Quotes

❝ 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. They make excuses for themselves; they are too busy.

But they were probably no busier than Franklin D. Roosevelt, and he took time to remember and recall even the names of mechanics with whom he came into contact.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 80

Explanation and Analysis

In this chapter, Carnegie illustrates how important people's names are to them and how using people's names can be a great way to make connections with others. Here, Carnegie explores why people don't do this all the time: often, they don't put in the time and energy necessary to remember others' names. Carnegie suggests that this is an extension of selfishness, because people tend to value their own time more than their interest in supporting other people. Instead, it's imperative to make other people feel important, and one of the easiest and best ways to do that is to simply remember their name, because it makes them feel special.

To show how easy this is to accomplish, or how people shouldn't be able to make excuses for themselves, Carnegie uses former U.S. president Franklin Delano Roosevelt as an example of someone who adhered to this principle. Using Roosevelt gives further credibility to Carnegie's points, because it implies that Carnegie's strategies are employed by some of the world's most successful and admired leaders. Moreover, by recounting that Roosevelt would recall "even the names of mechanics," he demonstrates that no person in our lives is unworthy of our time and effort. Being kind to people who are below us in social class or rank is just as crucial as treating our peers or bosses well, because everyone is worthy of feeling important.

Part 2, Chapter 4 Quotes

❝ People who talk only of themselves think only of themselves. And "those people who think only of themselves," Dr. Nicholas Murray Butler, longtime president of Columbia University, said, "are hopelessly uneducated. They are not educated," said Dr. Butler, "no matter how instructed they may be."

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.

Remember that the people you are talking to are a hundred times more interested in themselves and their wants and problems than they are in you and your problems.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 93

Explanation and Analysis

This chapter focuses on the idea that the way to be a good conversationalist paradoxically lies in one's ability to listen, *not* one's ability to speak well or be interesting. Here, Carnegie portrays those who try to shift the focus to themselves as selfish—and, as Dr. Butler notes, they are "uneducated." Butler suggests that someone gets a good education still may not know the best way to relate to others. And because Dr. Butler is the president of Columbia University, Carnegie cites him as both an expert on education and an authority on leadership, giving Carnegie's ideas further credibility. Conversely, Butler's statement suggests that a person doesn't have to be traditionally "instructed" in order to be "educated." Instead, all one has to do, the book implies, is follow Carnegie's principles, listen to others, and ask them questions.

In addition, the second paragraph suggests that it is important to be selfless and humble in conversation. Listening and asking people to talk about their accomplishments, like Carnegie says here, makes other people feel important. Ironically, Carnegie notes that people are generally selfish, and so those who break this pattern and instead focus on others are uniquely set up to succeed because selflessness is so rare.

Part 2, Chapter 5 Quotes

I entered his huge and impressive office determined not to ask directly for a job. He was seated behind a large carved desk and thundered at me, "How about it, young man?" I said, "Mr. Funkhouser, I believe I can make money for you." He immediately rose and invited me to sit in one of the large upholstered chairs. I enumerated my ideas and the qualifications I had to realize these ideas, as well as how they would contribute to his personal success and that of his businesses.

"R.J.," as he became known to me, hired me at once and for over twenty years I have grown in his enterprises and we both have prospered.

Related Characters: Dale Carnegie

Related Themes:

Page Number: 97-98

Explanation and Analysis

This chapter's primary lesson is that it is important to talk in terms of other people's interests rather than one's own to win people over. For example, Edward Harriman narrates this story about his struggle to get a job. But in it, he shows how quickly talking in terms of Mr. Funkhouser's interests worked to get him hired. Rather than trying to ask Funkhouser directly for a job (i.e., talking in terms of what Harriman wanted), he instead spoke in terms of what Mr. Funkhouser wanted—that is, more money.

Harriman's suggestion immediately changes Mr. Funkhouser's attitude. Whereas before he sat across Harriman at a desk and "thundered" at him in a hostile manner, after Harriman suggests that he can make money for Funkhouser, the man then invites Harriman to sit with him and have a discussion as equals. Harriman continues to discuss the matter at hand in terms of Funkhouser's desires, going through his ideas and how his qualifications would enable him to do good work for Funkhouser.

Because Harriman was selfless in the conversation and was willing to put Mr. Funkhouser's needs and perspective in front of his own, Mr. Funkhouser hired him. Thus, this strategy actually helped Harriman achieve what he wanted—a job. In this way, Carnegie illustrates how talking in terms of the other person's interests usually pays off for both people in a conversation or business deal.

Part 2, Chapter 6 Quotes

I told this story once in public and a man asked me afterwards: "What did you want to get out of him?"

What was I trying to get out of him!!! What was I trying to get out of him!!!

If we are so contemptibly selfish that we can't radiate a little happiness and pass on a bit of honest appreciation without trying to get something out of the other person in return—if our souls are no bigger than sour crab apples, we shall meet with the failure we so richly deserve.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 100

Explanation and Analysis

At the beginning of this chapter, Carnegie tells a story about how he wanted to cheer up a clerk at the post office who looked bored with his job—so Carnegie told the man that he wished he had the man's nice head of hair. This student's question in response to the story illustrates some of the skepticism and criticism surrounding the book, based largely on the belief that Carnegie is simply teaching people to manipulate others.

But in this passage, Carnegie illustrates just the opposite. He shows that his principles of acting humble and selfless aren't just meant for when you want to influence people, because he wasn't trying to "get" anything out of the man. He also implies that people who act only in their own interests when trying to show appreciation or influence people aren't actually following his principles and are therefore doomed to fail. Like his discussion of appreciation versus flattery, he emphasizes that only honest and sincere appreciation will work, just as he implies here that only true selflessness will win people over. His emphatic critiques of people whose "souls are no bigger than sour crab apples" and his outrage at the idea that he is being positive only to get something out of this man underscore his belief that the people who use flattery or act selfishly will not (and should not) succeed.

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.

Remember what Emerson said: "Every man I meet is my superior in some way. In that, I learn of him."

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 104

Explanation and Analysis

This chapter concludes by reinforcing the value of genuine appreciation and making other people feel important. Once again, Carnegie emphasizes that it's important to recognize others' value "sincerely." This returns to his recurring emphasis on the idea that only sincere appreciation will actually win people over—otherwise, people will quickly see through it as mere flattery.

The quote also emphasizes the importance of remaining humble. Carnegie illustrates that most people are self-important—they believe themselves superior to others in some way. And so, one of the best ways to win people over is not to be self-important, but instead to be humble and recognize others' superior qualities. That way, they can feel appreciated and important in your eyes.

Carnegie also quotes Ralph Waldo Emerson, a 19th-century American essayist and philosopher known to lead the Transcendentalist movement. Carnegie uses Emerson's quote to illustrate that even a highly regarded intellectual understood that other people have qualities worth admiring. If this is the case, others can surely do the same and admire qualities not only of people like Emerson, but also of "every man."

Part 3, Chapter 2 Quotes

❝ There's magic, positive magic, in such phrases as: "I may be wrong. I frequently am. Let's examine the facts. "

Nobody in the heavens above or on the earth beneath or in the waters under the earth will ever object to your saying: "I may be wrong. Let's examine the facts."

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 125

Explanation and Analysis

This chapter focuses on the idea that telling other people that they are wrong only makes people want to argue their point even more—and therefore it's better to start from a place of humility and positivity. In this quote, Carnegie emphasizes that there is "positive magic" in acknowledging that you may be wrong. This phrase "positive magic" itself suggests that it's better to start with this positive framing because it can solve problems and foster good will between people as if by magic.

Then, the phrases themselves underscore the importance of humility. By conceding that you might be wrong, it shows that you are willing to be humble rather than argumentative in a discussion. It illustrates that you consider yourself equal the person you are engaged in discussion with, and therefore they are made to feel more important or respected than if a person were to open by emphasizing the other person is wrong. The latter strategy immediately assumes that you are right and that you have all the answers.

In writing that "nobody in the heavens above or on the earth beneath or in the waters under the earth" can ever object to an opening like this, Carnegie emphatically suggests that the strategy is infallible because it cannot be argued with. It allows people to move beyond argument and instead to have an intelligent discussion focused on "the facts," not on the egotistical measuring of who is right and who is wrong.

Part 3, Chapter 3 Quotes

❝ If we know we are going to be rebuked anyhow, isn't it far better to beat the other person to it and do it ourselves? Isn't it much easier to listen to self- criticism than to bear condemnation from alien lips?

Say about yourself all the derogatory things you know the other person is thinking or wants to say or intends to say—and say them before that person has a chance to say them. The chances are a hundred to one that a generous, forgiving attitude will be taken and your mistakes will be minimized just as the mounted policeman did with me and Rex.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 137

Explanation and Analysis

In this chapter, Carnegie recounts a time in which he disobeyed a policeman and let his dog, Rex, off leash in a park. But when the policeman caught him doing so, he preemptively apologized, and the police told him where he could go to let his dog roam freely. This story illustrates another lesson in humility. Carnegie implies that when people are humble, they improve our relationships and solve disagreements. Admitting mistakes is better for

people, because Carnegie suggests that it is easier for people to listen to "self-criticism," thus saving them from others' disappointment or punishment.

But self-criticism also benefits the other person, because they can then take a "generous, forgiving attitude," just like the policeman took with Carnegie and Rex. This benefits the other person as well because, as Carnegie emphasizes, people like to believe that they are important and noble. By admitting our mistakes before another person berates us for them, the other person can maintain that belief in their own benevolence, and everyone can avoid an argument. In this way, Carnegie's personal story is another example of the benefit of being humble.

Part 3, Chapter 4 Quotes

So the sun went behind a cloud, and the wind blew until it was almost a tornado, but the harder it blew, the tighter the old man clutched his coat to him.

Finally, the wind calmed down and gave up, and then the sun came out from behind the clouds and smiled kindly on the old man. Presently, he mopped his brow and pulled off his coat. The sun then told the wind that gentleness and friendliness were always stronger than fury and force.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 150

Explanation and Analysis

In this passage, Carnegie recounts a fable about the sun and the wind that illustrates the chapter's moral: it's important to approach conflict in a friendly way. The fable uses the sun as a stand-in for positivity, kindness, and gentleness, while the wind represents negativity, argument, and conflict. The story can be read as the sun and the wind trying to win an argument (represented by the concept of getting a man to take off his jacket first) with their different strategies.

Not only does the wind's force not get the man to do what the wind wants, but it has the opposite effect—the man clutches his jacket tighter because of the wind. This illustrates the idea that arguing only makes people dig their heels in and stick to their opinions even more than if someone didn't argue with them in the first place, because arguing implies that you are judging their ideas or character. The sun, by contrast, simply comes out to warm the man up, making him instantly take his jacket off. This suggests that approaching conflict with positivity and kindness will always win out over negativity.

Part 3, Chapter 5 Quotes

His method? Did he tell people they were wrong? Oh, no, not Socrates. He was far too adroit for that. His whole technique, now called the "Socratic method," was based upon getting a "yes, yes" response. He asked questions with which his opponent would have to agree. He kept on winning one admission after another until he had an armful of yeses. He kept on asking questions until finally, almost without realizing it, his opponents found themselves embracing a conclusion they would have bitterly denied a few minutes previously.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 157

Explanation and Analysis

This chapter focuses on the premise that it's better to start an argument from common ground—if other people start by agreeing with you, they're more likely to continue saying yes to your suggestions. Carnegie illustrates in this passage that Socrates (one of the most famous figures in Western philosophy) based many of his techniques on this idea, too.

Like Carnegie's principles, the Socratic method also focuses on finding common ground and getting your debate opponent to agree with you as a way to demolish their argument. While the Socratic method is over 2,000 years old, its impact is still felt today, as most law schools base their classes on the Socratic method. Carnegie thus cites the Socratic method to illustrate how his ideas aren't baseless—they are rooted in philosophy.

The discussion of the Socratic method reinforces Carnegie's point that it's important to frame arguments positively, coming at them from common ground rather than starting on points where you disagree. By avoiding this negativity, it is much easier to convince the other person of your ideas and come to a satisfactory solution, influencing their behavior without incurring resentment.

Part 3, Chapter 7 Quotes

❝ Did House interrupt him and say, "That's not your idea. That's mine"? Oh, no. Not House. He was too adroit for that. He didn't care about credit. He wanted results. So he let Wilson continue to feel that the idea was his. House did even more than that. He gave Wilson public credit for these ideas.

Let's remember that everyone we come in contact with is just as human as Woodrow Wilson. So let's use Colonel House's technique.

Related Characters: Dale Carnegie (speaker), Woodrow Wilson

Related Themes: 

Page Number: 168

Explanation and Analysis

In this passage, Carnegie describes how Colonel Edward M. House, a close advisor to former U.S. president Woodrow Wilson, would convince Wilson of an idea by mentioning it casually—which often led Wilson to develop interest in the idea himself. Here, Carnegie reinforces how when Wilson ultimately adopted the idea, House retained humility and gave Wilson credit for the idea rather than taking credit himself. Carnegie suggests that this is the best way to convince people of your idea, complimenting House on being "too adroit" to try and make himself important. Both Carnegie and House emphasize that the most important aspect of the story is the fact that the ideas got put into practice at all and then were able to get results. Because this was the case, it didn't matter who got the credit for them.

Carnegie suggests using House's technique because it lets the other person feel important—and everyone, even the president of the United States, wants to feel important. Thus, this quote underscores how those who are able to maintain humility and make others feel important are the most successful.

❝ 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. So the sage, wishing to be above men, putteth himself below them; wishing to be before them, he putteth himself behind them. Thus, though his place be above men, they do not feel his weight; though his place be before them, they do not count it an injury.

Related Characters: Dale Carnegie

Related Themes: 

Page Number: 169

Explanation and Analysis

At the chapter's conclusion, Carnegie cites a quote from Lao Tse (more commonly spelled today as Lao Tzu or Laozi)—an ancient Chinese philosopher and writer commonly believed to be the founder of Taoism. The passage is a metaphor that demonstrates Carnegie's belief that those who are able to remain humble in dealing with others are actually more likely to become powerful and influential.

The rivers and seas, which are larger and more powerful than the mountain streams, are only able to become so powerful because they are literally at a lower altitude than the streams, and therefore the streams' water all flows into them. Likewise, when people are able to put themselves "below" or "behind" others (which is to say, to remain humble), they are able to have more influence and power over the very people they are elevating. Lao Tse suggests that doing this makes a person a "sage," wiser than those they are supporting. This quote thus adds to Carnegie's overall argument that the most effective and influential leaders are those who make people feel important while remaining humble themselves.

Part 3, Chapter 9 Quotes

❝ The manager had to agree that an eight-hour shutdown 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.

Related Characters: Dale Carnegie (speaker)

Related Themes: 

Page Number: 181

Explanation and Analysis

In this example, Jay Mangum, an escalator company representative told a hotel manager (who didn't want to shut down his escalator for more than two hours) that if they didn't do a full eight-hour repair, the elevator could be damaged even more. Part 3 of the book largely focuses on the best ways to convince others of your line of thinking, and this example illustrates two key ideas when trying to win people over. First, Mangum was able to see the problem

from the hotel manager's perspective, sympathizing with his desire to make sure the patrons could use the elevator as much as possible.

But ultimately, Mangum was able to illustrate that fixing the escalator in eight hours was more beneficial to the patrons and would cause fewer problems in the long run if the manager gave Mangum's company sufficient time to fix it. This is another example of how prioritizing what the other person wanted (less time with a broken escalator) ultimately got Magnum what he wanted (permission to do a full repair). In this way, Carnegie illustrates that the best way to win an argument or influence someone "easily and without rancor," as he notes, is to show how a solution or idea can benefit both people.

Part 3, Chapter 10 Quotes

"Now, here's my proposition. Lay your decision on the table for a few days and think it over. If you come back to me between now and the first of the month, when your rent is due, and tell me you still intend to move, I give you my word I will accept your decision as final. I will privilege you to move and admit to myself I've been wrong in my judgment. But I still believe you're a man of your word and will live up to your contract. For after all, we are either men or monkeys—and the choice usually lies with ourselves!"

Well, when the new month came around, this gentleman came to see me and paid his rent in person. He and his wife had talked it over, he said—and decided to stay. They had concluded that the only honorable thing to do was to live up to their lease.

Related Characters: Dale Carnegie

Related Themes:

Page Number: 186

Explanation and Analysis

This passage is told from the perspective of Hamilton Farrell, a landlord with a disgruntled tenant who wanted to get out of his lease four months early. Farrell's story illustrates Carnegie's primary point throughout this chapter—that a valuable way to influence people is to give them a good reputation to live up to. In this example, Farrell didn't argue with the tenant or criticize him—he instead said that he would respect whatever the man's decision might be.

But at the same time, Farrell emphasized that he would particularly respect the man if he chose to live up to his contract (implying that the man would be no better than a monkey if he chose to break the contract). By approaching the meeting in a generally positive way, and affirming that Farrell always believed the man was an honorable "man of his word," the tenant wanted to live up to that reputation. This example shows how people want to feel admirable and important in the way that Farrell suggests the tenant has been and could be. And as a result, the tenant *does* live up to his contract, illustrating that this strategy is an effective way to influence people.

Part 3, Chapter 12 Quotes

Frederic Herzberg, one of the great behavioral scientists, concurred. He studied in depth the work altitudes of thousands of people ranging from factory workers to senior executives. What do you think he found to be the most motivating factor—the one facet of the jobs that was most stimulating? Money? Good working conditions? Fringe benefits? No—not any of those. The one major factor that motivated people was the work itself. If the work was exciting and interesting, the worker looked forward to doing it and was motivated to do a good job.

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 footraces and hog-calling and pie-eating contests. The desire to excel. The desire for a feeling of importance.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 199

Explanation and Analysis

In this passage, Carnegie explores the reasons why throwing down a challenge can be an effective way to make people work harder. He cites Frederic Herzberg, a behavioral scientist who showed how intrinsic motivators are the primary factors for people working hard. Wanting to do a good job for yourself, or to prove to others that you are successful, are actually some of the most important factors in a person's job performance. Carnegie integrates Herzberg's ideas into his own principles, stating that wanting to do a good job is inherently tied to feeling important.

Thus, when leaders present a challenge (comparable to a footrace or a pie-eating contest), they are in effect providing an opportunity for someone to excel beyond what they might normally achieve. And as a result, employees want to

rise to meet that challenge. Similar to the previous chapter, in which Carnegie discussed how people want to live up to their own good reputation, people in these examples want to live up to their potential or abilities. As a result, leaders who throw down challenges and make others feel important are extremely effective at motivating their employees and getting them to work harder, because everyone wants to feel important.

Part 4, Chapter 1 Quotes

❝ "After the office closed, I went over to talk with her. She was obviously nervous and upset. I praised her for being so friendly and outgoing with the customers and complimented her for the accuracy and speed used in that work. I then suggested we review the procedure we used in balancing the cash drawer. Once she realized I had confidence in her, she easily followed my suggestions and soon mastered this function. We have had no problems with her since then."

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.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 210

Explanation and Analysis

In this example, Dorothy Wrublewski was having an issue with one of her tellers, who took too long to balance the cash at the end of the day. Her approach in dealing with the teller illustrates Carnegie's key principle in this section of the book: that positivity can help people change their behavior far more effectively than negativity can. Here, the teller was very worried that Wrublewski would criticize her—but when Wrublewski started by doing the opposite, the teller was much more willing to listen to criticism and worked to improve her job at balancing the cash drawer. The metaphor about the dentist conveys this idea as well: Carnegie suggests that when people are praised, it softens the harshness of any criticism that follows because they know that they are still valued.

This passage also illustrates again the benefit of sincere appreciation. Wrublewski didn't just try to flatter the teller—she did not praise the woman for balancing the cash drawer well. Instead, Wrublewski found something genuine on which to compliment the teller: her ability to work with the customers. Using specific and sincere praise succeeded at making the teller feel better, whereas, Carnegie argues, flattery is usually unsuccessful.

Part 4, Chapter 3 Quotes

❝ So after that, when I wanted to call Josephine's attention to a mistake, I used to begin by saying, "you have made a mistake, Josephine, but the Lord knows, it's no worse than many I have made. You were not born with judgment. That comes only with experience, and you are better than I was at your age. I have been guilty of so many stupid, silly things myself, I have very little inclination to criticize you or anyone. But don't you think it would have been wiser if you had done so and so?"

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.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 215-216

Explanation and Analysis

Carnegie recounts a period when his niece Josephine became his secretary, and in the beginning, she struggled with mistakes. Whereas Carnegie's initial impulse was to criticize her, he realized that he must put his own principles into practice. First, rather than jumping to criticism, he tried to approach the discussion with her in a positive way. He made suggestions rather than giving orders, and he acknowledged that her mistakes weren't entirely her fault—she would get better with more experience. Framing their discussion in a more positive way, Carnegie illustrates here, made Josephine more receptive to the criticism.

But this discussion also highlights another of Carnegie's important points: the fact that the criticizer has to remain modest when passing on criticism. He recognizes here that he himself made mistakes that were just as bad, if not worse, when he was her age. "Humbly" admitting that he wasn't perfect allowed Josephine to recognize that she didn't have to be perfect either, and this encouraged her to improve over time rather than completely discouraging her at the outset of her career. By criticizing himself first, Carnegie softened the blow and allowed for their working relationship to move forward in a positive way while still correcting Josephine's mistakes.

Part 4, Chapter 6 Quotes

❝ Remember, we all crave appreciation and recognition, and will do almost anything to get it. But nobody wants insincerity. Nobody wants flattery.

Let me repeat: The principles taught in this book will work only when they come from the heart. I am not advocating a bag of tricks. I am talking about a new way of life.

Talk about changing people. If you and I will inspire the people with whom we come in contact to a realization of the hidden treasures they possess, we can do far more than change people. We can literally transform them.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 231

Explanation and Analysis

This chapter focuses on the idea that we should praise any and every improvement that other people make, because that encouragement can be transformative. Giving examples of famous operatic or literary figures, Carnegie illustrates how early encouragement helped spark successful careers. This returns to the idea that encouragement is vital, and it is a far more effective strategy for influencing people's behavior than criticism or negativity. As he stresses, encouragement and appreciation make people feel important and validated, and they can "literally transform" people and change their lives. In the examples of the famous figures, Carnegie shows how this not only helps the people receiving the encouragement, but also the world as a whole, because everyone benefits from artists' contributions.

But again, Carnegie also reinforces the idea that his principles only work when they are sincere. Only genuine appreciation, not flattery, will help transform people's lives. The fact that he writes "let me repeat," shows how important this idea is to him. He seems to be anticipating criticism that his principles are only used to manipulate others. But in affirming that he is not advocating for a "bag of tricks," he continuously stresses that the book's principles are based in sincerity and selflessness.

Part 4, Chapter 7 Quotes

❝ In short, if you want to improve a person in a certain respect, act as though that particular trait were already one of his or her outstanding characteristics. Shakespeare said, "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. Give them a fine reputation to live up to, and they will make prodigious efforts rather than see you disillusioned.

Related Characters: Dale Carnegie (speaker)

Related Themes:

Page Number: 234

Explanation and Analysis

In this chapter, Carnegie focuses on the idea that a good way to influence people's behavior is by playing on their desire to be admired. One of the best ways to do this, the passage implies, is to treat someone as though they already have a good reputation—and as a result, they will try to live up to it. People want to feel important, and because of this, they will want to y maintain your high opinion of them.

Carnegie quotes Shakespeare to prove his point—this quote derives from *Hamlet* Act 3, Scene 4, when Hamlet confronts his mother, Gertrude, about marrying his uncle Claudius following Hamlet's father's death. In that scene, Hamlet says this to Gertrude quite aggressively— suggesting that she is not living a pure or virtuous life. Carnegie may not intend the quote in the same way, but it does emphasize that people like to pretend to be virtuous even when they may not necessarily be so. Thus, the ability to make people want to be virtuous and act better than they actually are is a good skill for any leader to have.

SUMMARY AND ANALYSIS

The color-coded icons under each analysis entry make it easy to track where the themes occur most prominently throughout the work. Each icon corresponds to one of the themes explained in the Themes section of this LitChart.

PART 1, CHAPTER 1

On May 7, 1931, the notorious killer "Two Gun" Crowley was hunted down and captured. He was one of the most dangerous killers in New York; once, he was sitting in a car with his girlfriend when a policeman walked up and asked for his license. Without a word, Crowley drew his gun and shot the man. But when Crowley was captured, police found a note in which he wrote that his heart was a "kind one" that would "do nobody any harm." When he was sentenced to the death chair, he remarked that this was what he got for defending himself.

By quoting Crowley's assertion that at heart he is "kind" and wouldn't do anybody harm, Carnegie illustrates how people are generally self-interested. Regardless of the misdeeds they've committed (even something as serious as murder), people still regard themselves well and will justify their bad actions.

Crowley isn't the only criminal with this view: Al Capone regarded himself as an unappreciated public benefactor, simply helping people have a good time. The warden of New York's Sing Sing prison, Lewis Lawes, once told Carnegie that few of the criminals in the prison view themselves as bad men—they rationalize their acts to keep a positive self-image.

Since people tend to think highly of themselves, criticizing others is usually ineffective, as Lewis Lawes suggests here. This begins to illustrate why criticism isn't very useful in interpersonal relations, because people want to maintain this positive self-image and will rarely accept the criticism's premise.

John Wanamaker, owner of the United States' first department stores, believed that it is foolish to scold people. Carnegie agrees, explaining that people will rarely criticize themselves for anything, no matter their wrongdoing. As a result, criticism is futile because it wounds people's pride, puts them on the defensive, and usually makes them justify themselves even more.

Here, Carnegie explicitly argues for why negative criticism is so ineffective: because people rarely accept it and reflect on it. Instead, people simply try to argue with that criticism or blame the person giving it; therefore, he suggests, it is better to avoid criticism altogether.

Psychologist B. F. Skinner proved that animals rewarded for good behavior will learn more rapidly and effectively than an animal punished for bad behavior. Later studies have shown the same is true of humans—criticism only incurs resentment.

While Carnegie generally uses anecdotes from students in his classes as to support his arguments, B. F. Skinner's study provides credible scientific evidence. His study suggests that positive reinforcement encourages animals (and people) to change their behavior far more effectively than negative criticism or punishment.

George B. Johnston, a safety coordinator for an engineering company, was responsible for making sure that employees wore hard hats. Whenever he demanded that his workers wear the hats, they would sullenly accept and then take off the hats whenever he left. But when Johnston asked if the hats were uncomfortable and reminded the men pleasantly that the hats were designed to protect them, the employees complied.

Johnston's story illustrates the same point that Skinner made: positivity wins out over negativity. Johnson changed from criticizing his workers to encouraging good behavior, and as a result, they were more willing to follow his instruction. This story also illustrates two other principles that Carnegie will go on to explore further: first, making harsh demands goes against Carnegie's idea that it's beneficial to make others feel important. And when Johnston was able to empathize with his workers and see things from their point of view, he was much more effective at getting them to change their behavior because he prioritized their needs rather than his own.

Carnegie gives a few examples from history that show how futile criticism is. When Theodore Roosevelt left the White House in 1908, Taft succeeded him; both were Republicans. But afterward, Roosevelt denounced Taft for his conservatism, formed the Bull Moose party, and ran against Taft—a split that resulted in the Republicans' disastrous defeat and got Woodrow Wilson elected. Roosevelt blamed Taft for this loss, but Taft said that he couldn't have done anything different—Roosevelt's criticism didn't persuade Taft that he was wrong.

This example reinforces how unhelpful negative criticism is. As Carnegie points out, Roosevelt's criticism did not change Taft's behavior, nor did Taft even recognize how he might *have changed his behavior. Instead, Roosevelt's critiques only hindered the Republication Party and both Roosevelt and Taft's ambitions.*

In the Teapot Dome scandal of the early 1920s, Albert B. Fall, secretary of the interior under Warren G. Harding, gave the oil reserves at Elk Hill and Teapot Dome to his friend in exchange for a "loan" of $100,000—really, this was an illegal bribe. Then, Secretary Fall ordered the Marines to drive off competitors who were using wells near the Elk Hill reserves, and the competitors took Fall to court. The scandal ruined the Harding Administration, nearly wrecked the Republican Party, and landed Fall in jail. But Fall never repented, always maintaining that he would never do anything wrong.

The Teapot Dome scandal—which remains one of the most notorious bribery scandals in U.S. history—is another example of how people act in their own self-interest and are rarely willing to admit their own wrongdoing. The fact that Fall always maintained that he would never do anything wrong illustrates how futile any criticism of him was, no matter how justified it was in the public's eyes. While it might have ruined his political career, it wasn't effective at making him honestly reflect on and change his behavior.

The point of these stories is to illustrate that human nature is to blame everyone else. But condemning people will simply lead them to justify themselves and blame the criticizer in return. This is a lesson that Abraham Lincoln—widely considered one of the greatest leaders of all time—learned as well. As a young lawyer, Lincoln openly attacked his opponents, like an aggressive politician named James Shields, in letters published in the newspaper. These critiques led Shields to challenge Lincoln to a duel. Though Lincoln didn't want to duel, he felt he had to do so to defend his honor—but fortunately, the duel was stopped at the last minute by the men's seconds.

Carnegie next turns to Abraham Lincoln, one of the most revered figures in American history (particularly at the time Carnegie was writing in the early 20th century). Yet Lincoln criticized other people, and he learned the lesson that it's best to avoid criticism since people rarely accept it. And he almost learned that lesson the hard way, because his criticism nearly led him to a dangerous duel with one of his peers.

This incident taught Lincoln a valuable lesson in dealing with people, and he never wrote an insulting letter again or even ridiculed anyone. Lincoln rarely criticized his generals all through the Civil War; he acted "with malice toward none, with charity for all." One of his favorite quotations was "Judge not, that ye be not judged."

In contrast to criminals like Crowley or corrupt politicians like Fall, Carnegie uses Lincoln as an example of a good leader—that is, someone who does not criticize and who has "malice towards none" and "charity for all" (which is a quote from his second inaugural address). The second quote about not judging others comes from the Bible, further associating Lincoln's decision not to criticize others with moral virtue.

Lincoln had great cause to criticize others, however. Once, General Meade disobeyed a direct order from Lincoln to attack General Robert E. Lee, whose army was trapped behind the Potomac River after the Battle of Gettysburg due to impassable waters. Because Meade procrastinated, Lee was able to escape, and Lincoln was furious. He wrote Meade an outraged letter, essentially explaining that Meade prevented them from winning the war. But Lincoln never mailed the letter, realizing that after three horrifically bloody days at Gettysburg, Lincoln might have been more timid like Meade. Lincoln also knew from experience that sharp criticism is rarely effective.

This example demonstrates Lincoln's other virtues: his empathy and selflessness. Even though it would be easy for Lincoln to take out his anger on Meade and criticize him, he chose not to send his angry letter. Instead, he realized once again that criticism is ineffective, and he looked at the situation from Meade's point of view and sympathized with the difficult decisions Meade had to make. By taking this selfless perspective and forgoing criticism, Lincoln avoided further conflict with a key general, showing the benefits of this kind of selflessness and positivity.

If people want to change or improve someone else, the best place to begin is with themselves—this is, after all, easier to do. When Carnegie was young, he wrote a letter to a famous author and put a note at the bottom: "dictated but not read." The author refused to answer and simply wrote a note chiding Carnegie for bad manners. Carnegie resented this so much that when the author died years later, he still thought of this rebuke—resentment can last for decades.

Carnegie's story emphasizes how long-lasting negative feedback can be, and how it can ruin relationships. At the same time, Carnegie highlights that trying to improve yourself*—humbly recognizing that there are ways you can be better—is easier and more helpful than trying to change* others.

People are not logical—they are emotional and often motivated by pride. Anyone can criticize, condemn, or complain about others, but it takes stronger character and self-control to be understanding and forgiving.

This passage underscores how people tend to have high opinions of themselves. But as a result, criticizing, condemning, or complaining—all negative methods of dealing with other people's behavior—don't work, because people's emotionality and pride make them unreceptive to that criticism.

Carnegie cites another example: that of Bob Hoover, a famous test pilot. One day, at an air show, both engines on his plane suddenly stopped. He made an emergency landing, and the plane was badly damaged, though luckily the three people on board were not hurt. He discovered that the young mechanic fueling the World War II prop plane used jet fuel rather than gasoline. But he didn't criticize the young man, who was tearful and sick at his mistake. He instead asked the young man to service his plane the next day, because he was sure that the mechanic wouldn't make the same mistake again.

This is an example of how using positive encouragement is more beneficial than negative criticism. Criticizing the mechanic would only cause the young man to get defensive and displace blame onto Hoover. Instead, Hoover helped the mechanic retain his self-esteem and pride, and he knew that showing confidence in the mechanic's ability to correct the mistake would be a better way to handle the situation.

Even though parents often criticize children, Carnegie cites an editorial in the *People's Home Journal* to show the problem with this criticism. In the editorial, a father feels guilty about constantly scolding his son for gulping down his food at breakfast, not cleaning his shoes, or getting holes in his stockings. The father understands that he is holding his son to unrealistic standards—expectations he might have for an adult but which are unfair to have for a child.

This editorial illustrates how the father's criticism is not only hurting his son, also the father, because he feels guilty about how he treats his son. This is another aspect of how criticism and negativity can be problematic, because it usually makes the person doing the criticizing feel distressed or regretful as well.

The father then brings up what happened later in the day: his son came in timidly to the library, and his father snapped at him once more. The boy then threw his arms around his father and kissed him before returning to his room. In hindsight, the father becomes very upset that he reprimanded his son—who is, after all, just a little boy—and for not seeing the good in him. Carnegie concludes from the story that instead of condemning people, it's important to understand them.

This conclusion illustrates that empathizing with others goes hand in hand with not criticizing them. In being able to understand his son's perspective, the father is able to be much more generous in how he treats his child because he recognizes that he's still young and is bound to make mistakes. This returns to the idea that selflessness and empathy are crucial in human relations rather and are much more effective than jumping to negativity, as the father had been doing.

PART 1, CHAPTER 2

The best way to get anybody to do anything is to make the other person *want* to do it. Any other tactic—like threatening someone or punishing them—will just cause resentment. Most people want simple things: health, food, sleep, money, sexual gratification, their children's well-being, and a feeling of importance. The last of these is the most crucial, because it is the one that most often goes unfulfilled. John Dewey, an American philosopher, wrote that this desire to be important is an unfaltering human hunger, and one of the key distinctions between humans and animals.

While Chapter 2 transitions to discussing people's desire for importance, it also ties up the points from Chapter 1 by reinforcing how criticism and punishment don't work. Instead, it's better to spur people to want to do something. One of the things that people generally want is self-importance. This, Carnegie suggests, is another aspect of human nature that is crucial to understand in order to be an effective leader.

This desire to be important led an uneducated, poverty-stricken grocery store clerk to study law books—the clerk was named Abraham Lincoln. This desire spurred Charles Dickens to write, John D. Rockefeller to make millions, and average people want to talk about their brilliant children. Carnegie writes that how a person gets their feeling of importance is one of the most significant things about them—whether it's through charity work like Rockefeller or by being a bank robber like Dillinger.

Here, the book illustrates that all people want importance, even if they might get their feelings of importance in different ways. This is a critical idea to understand, because people who are able to make others feel important—something everyone wants—can become very influential and successful as a result.

There are many examples of famous figures struggling for feelings of importance, like Christopher Columbus asking for the title "Admiral of the Ocean and Viceroy of India," or Mrs. McKinley insisting that her husband remain with her each night while she fell asleep. Carnegie posits that some people even go insane in order to find a feeling of importance in their mind that they are unable to achieve in reality.

Although there isn't concrete evidence to support Carnegie's claim about insanity, his other examples effectively illustrate the idea that people need to feel important. In these cases, Columbus and Mrs. McKinley deeply yearn for other people's recognition.

Because importance is so crucial for people, being able to give other people that honest appreciation and a feeling of importance goes a long way in winning people over. One of the first people to earn a salary of over a million dollars was Charles Schwab, the first president of the U.S. Steel Company. Schwab was paid this salary because of his ability to deal with people, and he tells Carnegie that his greatest asset is to arouse enthusiasm among his employees. Criticism only kills ambition, and so he praises others instead. Sincere appreciation is a secret skill of many captains of industry.

Here, Carnegie emphasizes that people who are able to give others a sense of importance can be hugely influential. Moreover, he introduces the idea that expressing sincere appreciation is a way of making others feel important. Schwab is an example of someone who achieved great success in part because he made others feel important and appreciated. His story also reinforcing Carnegie's earlier point that positive reinforcement is better than negative reinforcement.

Lack of appreciation can be detrimental—a study found that it was the main reason why wives leave their husbands. One of Carnegie's students told a story about his wife, who asked him to give her six ways she could improve as a wife. Instead, the next day he sent her six roses with a note that he couldn't think of six things to change about her—and when he arrived home, she was in tears of gratitude. Her friends later approached him to say that this was the most considerate thing they ever heard.

This study and anecdote both illustrate how important sincere appreciation is—to the point that a lack of it can completely destroy relationships. Moreover, the story from Carnegie's student again illustrates how much more effective encouragement is than criticism. Whereas pointing out his wife's faults may have hurt the student's marriage (even though his wife asked him to do this), expressing his appreciation strengthened their relationship.

Florenz Ziegfeld, the most famous Broadway producer, gained his reputation by transforming girls into glamorous stars. He knew the value of appreciation and gave it in raises and flowers. While people know they can't go very long without food, they often go extremely long periods without adulation, even though it's something they crave almost as much.

Carnegie again emphasizes how crucial sincere appreciation is. It can be expressed in many different ways—for example, through money or gifts, as in Ziegfeld's case. But the most important aspect of appreciation is that it is sincere, which involves investing time, effort, or even money.

Carnegie cites a story about a teacher in Detroit, who asked her blind student Stevie to help her find a mouse that was lost in the classroom. Being blind had given him heightened hearing, and this was the first time that anyone showed appreciation for his ears. Years later, Stevie—who became R&B and pop star Stevie Wonder—said that this act of appreciation was the beginning of a new life, as it spurred him to hone that gift of hearing.

This story illustrates the enormous impact that positive feedback can have on people's lives. Because the teacher appreciated Stevie's superior hearing and encouraged him to hone this gift, he was able to become a music icon. In this way, Carnegie again emphasizes how influential a person who gives this sort of appreciation can be, to the point that they can literally transform another person's life.

Some people might look cynically on flattery. Carnegie therefore makes a distinction between flattery and appreciation—flattery is "shallow, selfish, and insincere." While flattery can sometimes work, appreciation is far more effective because it is sincere and unselfish. Flattery is cheap praise—it is telling the other person exactly what they think about themselves. Carnegie writes that if all people had to do was flatter others, everyone would be experts in human relations.

Here, Carnegie introduces a distinction between appreciation and flattery in order to combat criticism that he is suggesting people be insincere. On the contrary, he argues that true appreciation can only come from a place of honesty and sincerity, whereas flattering others is doomed to fail and is exactly the kind of selfishness that he discourages.

Instead, Carnegie explains that if people stop thinking about themselves for a time and begin to think truly about another person's good points, they wouldn't have to resort to flattery. True appreciation, he writes, is one of the most neglected daily virtues. He recommends praising children when they first succeed in building a birdhouse; complimenting a chef for a good meal; and "leaving a friendly trail of little sparks of gratitude on your daily trips."

Carnegie again emphasizes that appreciation is honest and sincere, and the examples he gives demonstrate that the purpose of appreciation is simply to make others feel good. By leaving "sparks of gratitude" like complimenting a chef or praising children, the point is simply to make others feel better about themselves—which can make for a happier, more virtuous society as a whole.

A woman named Pam had to supervise the janitor in her company, who was doing such a bad job that the other employees would litter the hallways to show how poorly he was doing. Pam tried various ways to motivate him, but what worked the best was making a point to praise him for good work in front of others. Every subsequent day he got better, and soon he started doing all his work efficiently. Honest appreciation worked where criticism failed.

Here, Carnegie stresses the value of appreciation and illustrates how positive feedback works better than negative feedback. In this example, Pam's encouragement and appreciation worked where the other employees' criticism failed.

Carnegie quotes Ralph Waldo Emerson: "Every man I meet is my superior in some way. In that, I learn of him." This quotation suggests that it's important to figure out other people's good points and to give them sincere appreciation for them. People will cherish those words for a lifetime, years after you have forgotten them.

Carnegie concludes by once again praising the value of appreciation. The quote from Emerson also emphasizes that people often crave feelings of importance—and if a person can stay humble and appreciate others for their abilities, that person can make others feel valued and important.

PART 1, CHAPTER 3

Carnegie is personally fond of strawberries and cream—but when he goes fishing, he baits his hook with worms, because that's what fish prefer. He writes that if we can do this with fish, we have to do the same with people. Rather than talking about what *we* want, the best way to influence people is to talk about what *they* want and show them how to get it.

Here, Carnegie introduces the idea that most people act in their own self-interest, but it's important for people to be selfless and consider things from others' perspective. This is particularly true because helping others can often benefit oneself. The fish metaphor is a good example, because it shows how the fishermen must consider what the fish want in order to get what they *want—to catch the fish. Likewise, both parties benefit when people think about others' needs.*

For example, to get children not to smoke, parents shouldn't talk about what *they* want. They should mention the fact that cigarettes can keep kids from making the basketball team. In another example, Ralph Waldo Emerson and his son were trying to push a calf into their barn, but the calf refused to leave the pasture. Then, their housemaid let the calf suck on her finger as she gently led it into the barn.

Carnegie's examples illustrate the same point he made with the fishing metaphor. In each of these cases, the people who are able to think in terms of what others want are more successful than those who think only in terms of what they *want.*

Every act arises from some kind of desire—even someone giving charitable contributions is doing so because they want to lend a helping hand or do something for others. So, the best way to influence people is to talk in terms of what they want.

This passage emphasizes that most of the time, people are acting in their own self-interest—even when doing things that are considered selfless. But this chapter emphasizes that even if people are acting to further their own causes, the best way to accomplish their goals is to prioritize others at the same time.

Andrew Carnegie learned this idea early: his sister-in-law was worried that her sons at college weren't writing back to her. So, Andrew wrote his nephews a letter, mentioning casually that he was sending each one a five-dollar bill—but he neglected to enclose the money. The replies came back immediately, thanking Andrew for his note and asking after the five dollars.

In this case, Andrew Carnegie is being selfless: he is writing to his nephews and he also plans to give them money. But he is also using his nephew's desires in order to get what he wants from them, *which is a response to the letter. In this way, the book illustrates one can get what one wants by understanding what* others *want—and by showing how what one wants is also in other people's best interest.*

In another example, a boy named Tim was due to start kindergarten. But the night before, he protested that he would not go and threw a tantrum. Thinking about what might excite Tim about kindergarten, the rest of the family started to finger paint at their kitchen table. When Tim asked if he could join, they told him he had to go to kindergarten first to learn how to fingerpaint. That night, Tim slept in their living room chair, eager not to miss his first day.

This example plays on the same principle: because the family was able to think about the situation from Tim's perspective, they were able to convince him to do what they wanted him to. While this was in their interests, this was also in Tim's best interest, because they knew that going to kindergarten would be a good experience for him. Therefore, Carnegie illustrates that the purpose of his strategies is not only to help the reader, but to help the reader help others as well.

When persuading someone to do something, it is important to ask what would make them want to do it. Each year, Carnegie rented a ballroom in a New York hotel for a series of lectures, and one year, the price nearly tripled. He wrote a letter to the hotel, explaining that he could not pay that much, and that they would lose his business. As a result, they would lose the crowds that the lectures attract—which is essentially free advertising for the hotel. The next day, Carnegie gets a letter back saying that the rent would only increase 50 percent rather than 300 percent—which he accomplished by talking only about the hotel, not himself. If he had been outraged and refused to pay, he would never have gotten what he wanted.

Carnegie uses a personal example to illustrate his concepts, showing how viewing things from the hotel management's perspective helped him get what he wanted—a reduced cost for the space. At the same time, Carnegie returns the idea that it's better to approach disagreement with positivity rather than negativity. Instead of getting angry and defensive, Carnegie found common ground with the hotel. By focusing on that, and on being friendly, he was able to get what he wanted and prevented the hotel from losing his business as well.


These ideas align with Henry Ford's statement that the secret of success is to see things from other people's point of view. Carnegie takes an example from an advertising agency that sent a letter to local radio stations explaining that it wanted to retain its position as a leader in radio advertising. The letter asked the radio station to put the agency on a preferred list, letting the ad agency know about what the radio station was doing. Carnegie points out that the radio stations didn't care about the ad company, and the ad company clearly didn't know how to influence people to do anything.

Carnegie cites Henry Ford—a leader in American business at the time Carnegie was writing—in order to give his claims more credibility. He then uses the letter as an example of what not *to do, showing how the company only spoke about its own interest rather than prioritizing the interests of the letter's recipients. In this way, Carnegie again underscores the importance of not being self-interested and instead empathizing with others.*

Carnegie gives another example of a letter from a superintendent of a large freight terminal, explaining that the operations at their station are being delayed because they are receiving too many deliveries in the afternoon, which causes delays. They ask companies who use the service to make an effort to get their trucks to the loading dock earlier—this would mean the products would be shipped on time. The problem with the letter is that what the companies are most interested in comes last.

This letter has some of the same issues as the letter from the radio company. The letter first asks for something that would be in the superintendent's own interest—asking the recipients to get their orders in earlier before *discussing how that would benefit the recipients. As it reads now, the letter is too focused on the superintendent's interest, again highlighting the need to prioritize what others want in business dealings.*

Carnegie then rewrites the letter. In it, he explains that the terminal is grateful for the companies' business and apologizes for delays. He then writes that these delays can be avoided if the companies make the truck deliveries earlier in the morning when possible. Lastly, he does not ask for a response, explaining that he knows that the person is busy.

The rewritten letter communicates essentially the same situation, but instead of talking about it from the terminal's perspective, Carnegie focuses on what the recipients would want to hear: contrition for delays, acknowledgement that they are busy, and information that would help them avoid the delays in the future. He suggests that following these guidelines make for a much more effective letter.

This strategy works for people applying to jobs as well—like Barbara Anderson, who explains in a cover letter how her qualifications can help the company rather than stating what she wants out of a job offer. Carnegie writes that thousands of salespeople are hustling for deals, but people don't usually want to buy things—if they did, they would simply go out and buy them. Instead, salespeople should show customers how they can solve the customers' problems, because that will convince them to buy things.

Here, Carnegie reframes something as basic as a job application. People generally think of job applications from their own perspective, hoping that they'll get hired and thinking about what the company can offer them. But Barbara Anderson illustrates that it's much more effective to think about what she can offer the company—because that is the perspective that company higher-ups have when they read cover letters.

Carnegie's student J. Howard Lucas tells the story of how two salespeople, Carl and John, handled the same situation. Carl dropped by Lucas's insurance agency and casually mentioned that his company introduced a new life insurance policy for executives, and he thought they might be interested. He said, however, that he would get back to them when he had more information. That same day, John happened upon Lucas and his colleagues outside on a break, and he excitedly told them about the life insurance policy. He said that he wanted them to the first people to get it, and that he would have someone come out and explain it the next day but that in the meantime they could get the applications signed. His enthusiasm made them want the policy, and Carl didn't make the same effort.

This story illustrates quite clearly how Carnegie's strategy works. While Carl and John are selling the same insurance policy, only John is able to think from Lucas and his colleagues' perspective. First, he gets them excited about the policy, particularly by making it seem somewhat exclusive and telling them that he wants them to be the first people to receive the policy. Prioritizing them, along with having a positive and enthusiastic attitude, is what makes John more successful than Carl.

The world is full of people who are self-serving, and so the rare unselfish individual has an advantage. The most important point in the book is to think in terms of other people's point of view so that you can talk in terms of what other people want. For example, one father was trying to get his son to eat properly because he was underweight. The boy was often bullied, and his father told him that the boy would be able to defend himself if he ate better because the food would make him stronger—and he subsequently ate anything his parents gave him.

This passage generalizes the principle that Carnegie has been alluding to in this chapter's examples. He acknowledges that, generally, people are self-interested and are constantly trying to benefit themselves. But it is the people who can think about others and prioritize their needs—like this father considering his son's perspective—who actually become the most successful.

The same young boy wet the bed constantly, and no amount of spanking or scolding would prevent him from doing so. And so, his parents found out what he wanted: a bed of his own. At the store, his mother told the salesgirl that her son wanted to buy his own bed, and the salesgirl made him feel important by asking his opinions and helping him decide what to buy. At home, he vowed not to wet the bed—and he didn't, because it was his bed and he wanted to treat it well.

This example again illustrates the benefit of empathizing with the young boy and trying to treat him positively rather than criticizing or punishing him. At the same time, it illustrates the power of making people feel important. By encouraging their son and giving him something he wanted, the parents were able to instill a sense of importance and pride in their son that helped him overcome his bedwetting.

Another little girl wouldn't eat breakfast, but she loved to imitate her mother, so her parents let her make her own breakfast cereal. As a result, she ate two helpings without any coaxing, because she felt important and found an avenue in self-expression by doing it. The same principles can be found in business—it's important to make the person want to do something for themselves, otherwise they won't do it.

As with the little boy's parents in the previous story, the little girl's parents think about the issue from their daughter's perspective. They not only prioritize what she wants—self-expression and independence—but they make her feel important, which is another key aspect of making people want to do something.

PART 2, CHAPTER 1

The **dog** is the "greatest winner of friends" that the world has ever known. They wag their tails and show how much they like you, and as a result, they easily win people over. Carnegie explains that dogs know by instinct what people need to learn: it is much easier to make friends by becoming interested in other people than it is by getting people interested in you.

Here, Carnegie uses dogs to symbolize the benefits of selflessness. Dogs are much more interested in others than themselves, and it is due to this that they can easily "win friends," per the book's title. This passage suggests that to win friends the way that dogs do, people should also become interested in others.

People are generally more interested in themselves than others: for example, "I" is the most common word in conversation, and people always look for themselves in photos first. Thus, trying to impress others and make oneself interesting will never garner many true friends—it is better to be interested in other people.

Again, Carnegie highlights the paradox in human relations. Our instinct is to be self-interested, as Carnegie points out in these relatable examples. But the best way to get ahead is to be selfless—*to prioritize others instead.*

Carnegie once took a short story course, wherein the professor—a leading magazine editor—said that if an author doesn't like people, people won't like their stories. You have to be interested in people to be a successful writer, and Carnegie knows the same is true when dealing with people face-to-face. So did Howard Thurston, the famous magician who before every show said "I love my audience" over and over before stepping out from behind the curtain. Where other magicians might think of the audience as suckers that they can trick, Thurston told Carnegie that he is grateful to people for making it possible for him to make his living as a magician. This is why he vows to give them the best show he can.

Carnegie again stresses that being self-interested won't take anyone very far—whether in writing, in performing, or in day-to-day interactions. His discussion of Howard Thurston also illustrates that the interest has to be sincere. He was successful precisely because he genuinely loved and appreciated his audience—whereas other magicians are preoccupied with taking advantage of or tricking their audiences.

Being interested in others can also grant opportunities, like it did for George Dyke, who retired from his service station business and took up the fiddle. After attending many local concerts and getting to know the musicians, he gained a reputation as a fiddler and was able to come out of retirement to do what he loved: music. Teddy Roosevelt was also interested in others—he greeted all the White House servants by name and made it a point to know facts about them. As a result, he was well-loved by all of his staff.

Both of these stories illustrate the importance of prioritizing others, because doing so can earn people good will. At the same time, it shows how doing this (for example, supporting people at concerts, or getting to know their names and interests) can ultimately help oneself be well-liked and achieve one's goals, not just benefit other people. In this way, those who are selfless ironically benefit themselves.

Carnegie's student Edward M. Sykes also found advantage in being interested in others. He was a sales representative for Johnson and Johnson, and one of his clients, a drugstore in Massachusetts, was debating whether to continue buying Johnson and Johnson products. But the soda clerk and salesclerk told the owner that Sykes always took time to chat with them, whereas other salespeople never did—if anyone deserved their business, it was Sykes. And so, the drugstore kept buying the products.

This story is another example of how being genuinely interested in and prioritizing others can help oneself in the long run as well. Sykes was only able to keep the drugstore's business by taking the time to speak to the soda clerk and salesclerk.

Carnegie experienced this himself—whenever he is teaching and wants prominent guests to come in and give lectures, he has the students write about how much they admire the person's work and how they are deeply interested in getting the person's advice—which often persuades them to give lectures. All people, he writes, like people who admire them.

Carnegie's personal anecdote illustrates another point: that everyone likes feeling important. Therefore, those who are able to make others feel important can be very influential, just as Carnegie's students were in attracting guest lecturers.

Carnegie states that to make friends, people have to put themselves out to do things for other people—things that require time, energy, and thoughtfulness. For years, Carnegie has made it a point to find out his friends' birthdays and write them down in his calendar. When he sends a telegram or letter, people appreciate this immensely, as he is often the only person who remembers.

Here, Carnegie illustrates how unselfish people can distinguish themselves from others, because most people normally act in their own interests. Because Carnegie makes the effort to celebrate his friends, he stands out in their minds.

Showing genuine interest in others not only wins friends—it may also develop loyalty to a person's company. When employees remember details about their clients, the clients are much more likely to stay with the same business.

Carnegie illustrates how this concept isn't just true of friends but can also be true in business. Prioritizing and taking an interest in others can help maintain relationships with client, and are therefore key components of success.

In one example, Charles Walters, who worked at one of New York's largest banks, was asked to prepare a confidential report of a certain corporation. He met with the corporation's president, who was vague about the company, giving Walters no information. But during the visit, Walters learned that the man's 12-year-old son collected stamps. When he returned the next day with stamps for the boy, the president was so excited and grateful that he divulged everything Walters wanted to know.

Walters's story demonstrates the same point: by taking an interest in what the president wanted and making an effort to be selfless, Walter was rewarded because the president was more willing to talk to him openly. This is a concrete example of how selflessness often helps people get what they want.

In another example, Carnegie's student C.M. Knaphle was trying to sell fuel to a large chain store for years, but they instead purchased fuel from an out-of-town dealer. Knaphle cursed the chain store to Carnegie, who suggested that they set up a debate about the merit of chain stores in the class. Having to defend the chain store, Knaphle asked to meet with an executive of the chain store that he hated. At the meeting, Knaphle asked why the man thought chain stores were positive for the country. The man was excited to talk about the subject, and at the end he also offered to buy Knaphle's fuel—Knaphle made more headway in two hours by becoming genuinely interested in the executive than he made in 10 years trying to talk about the product.

Knaphle's change in strategy underscores Carnegie's principles as well. Initially, he simply cares about how he can benefit from selling fuel to the large chain store. And rather than talking in terms of what the executive needs, Knaphle talks about the product. But as soon as Knaphle forms a genuine personal connection with the chain store executive and makes him feel important, Knaphle is able to sell the fuel without even trying.

It's important that interest in other people is sincere. Carnegie's student Martin Ginsberg discusses how he underwent major orthopedic surgery at 10 years old. The day before surgery (which happened to be Thanksgiving), his mother was unable to visit, and his father was dead. He was overwhelmed with loneliness and despair. A young nurse heard his sobbing and told him that she was lonely as well, as she had to work on Thanksgiving. She brought in dinner for the two of them and kept him company until 11 p.m. Ginsberg carries that memory with him through every Thanksgiving, appreciating the stranger's kindness.

Just as Carnegie emphasizes that appreciation must be sincere (otherwise it is simply flattery), he also notes that interest in others must be equally sincere. The point isn't to feign interest for the purpose of getting what one wants. Again, the most important aspect of Carnegie's principles to act from a genuine place of selflessness.

PART 2, CHAPTER 2

The most important thing a person wears to make a good first impression is not an article of clothing: it is a smile. Smiles say, "I like you. You make me happy." This is why **dogs** are such a hit—because they are so glad to see people. The same is true of babies: their smiles are infectious and brighten any room that they're in.

Carnegie returns to dogs as a symbol, this time to show the benefits of positivity. Dogs instantly bring joy into people's lives because of their happy demeanor—and Carnegie suggests that if people were just as positive, they would be able to "win friends" in the same way that dogs do.

Insincere grins don't fool anyone, because we know they are mechanical. But James McConnell, a psychologist at the University of Michigan, said that people who often smile tend to manage, teach, and sell more effectively. Smiles are powerful—they can even be heard through the phone. Robert Cryer, the manager of a computer department, said that he was able to hire a successful applicant for a hard-to-fill position even though the applicant had several offers from other companies. When Cryer asked why the man chose his company, the man said that during their phone conversations, it sounded like Cryer was glad to hear from him and wanted him to be part of the organization.

This passage again underscores the power of positivity. But here, Carnegie demonstrates that positivity doesn't even have to come through one's words—having a positive demeanor can be just as influential, like in the case of Cryer sounding enthusiastic about his applicant joining the company. Additionally, the book again underscores that it's important for this positivity to be sincere—if it's not genuine, it won't have the same effect.

People rarely succeed unless they have fun doing it, and likewise, you must have a good time meeting people if you expect them to have a good time meeting you. Carnegie once challenged his students to smile every hour, and one man described how this simple change in demeanor brought him greater happiness in his marriage and his work relationships. The man now also gives appreciation instead of condemnation, and as a result he is richer in friendship and happiness.

This man's anecdote illustrates the benefits of positivity. First, simply changing his demeanor improved his marriage and other relationships. Switching from using criticism to appreciation was also a part of this change, as the man's life improved when he began evaluating others in a positive way.

Smiling will actually make a person happier, even if they don't feel happy when they smile in the first place. The best path to being cheerful is to act as though you already are. It isn't what you have or who you are or where you are that makes you happy. Two people could live the exact same life, but one could be happy and one could be miserable based on their perspective. Lincoln remarked that "most folks are about as happy as they make up their minds to be."

Carnegie emphasizes that positivity isn't really a matter of circumstance, as two people coming from different perspectives could end up in the same situation and have vastly different attitudes about it. But it's the person who chooses positivity who will be happier and more satisfied with their life. Returning to Lincoln to prove Carnegie's point gives this idea even more credence, as he illustrates that one of history's most renowned leaders subscribed to this same idea.

Working all by oneself in a closed-off room is lonely and denies the opportunity of making friends with other employees, like Maria Gonzalez experienced when she started at her new job. So, she made an effort to walk to the water cooler, smile, and say hello to those around her. They returned her smiles, and the hallways seemed more cheerful. Acquaintances developed, and some became friendships. Carnegie affirms this story with words from essayist Elbert Hubbard, who posited that thinking positively about the future can help manifest the events that we want.

Using Maria Gonzalez's example, Carnegie illustrates that sometimes "winning friends," per the book's title, can be as simple as putting positivity in the world by smiling. Thinking positively about the future can also help make those dreams a reality, as Carnegie argues by citing Elbert Hubbard. This again reinforces the advantage of thinking and acting with positivity in mind.

Smiles are messengers of good will, brightening the lives of all who see them. Carnegie concludes the chapter with an advertisement about the value of a smile: it costs nothing but creates much. It cannot be bought, begged, borrowed, or stolen—its only value lies in being given away.

Here, Carnegie makes another salient point about smiles: they don't cost anything to give to others, but they carry immense value. Thus, he suggests that positivity is priceless, because what it can help people achieve great things with very little effort.

PART 2, CHAPTER 3

Jim Farley grew up without a father and never saw the inside of a high school. But he had a flair for making people like him, and as a result, he became chairman of the Democratic National Committee and Postmaster General of the United States. He helped elect President Franklin D. Roosevelt in 1932. Farley attributes his success to the fact that he calls people by their first names.

Carnegie uses Farley as an example of how a person can grow up in the face of adversity, without an education, and still become influential and successful. By following Carnegie's principles (like making other people feel important by using their names), people can find success regardless of their backgrounds.

Whenever Farley met a new acquaintance, he made a point of memorizing their name and facts about them. On the campaign, he would travel all over the country and attend events, and when he returned, he wrote to one person in each town he visited and asked for a list of all the guests he spoke with. The final list contained thousands of names, but each one would get a personal letter from him with their name on it. He recognized that the average person is more interested in their own name than all other names combined.

As Carnegie notes here, using people's names plays into their natural self-interest, because they are more interested in their own names than other people's. The example with Farley shows how using names was valuable, because he was able to recognize people whom he only met briefly and make them feel uniquely attended to.

Sometimes it is difficult to remember names, particularly if they are hard to pronounce. But making that extra effort is always met with deep gratitude. Andrew Carnegie discovered as a child how dearly people hang onto their names. He had a nest of rabbits, and he told the boys and girls in the neighborhood that if they pulled clovers and dandelions for the bunnies, he would name one in their honor. Later, Carnegie did the same thing with his steel mills, naming one after the president of the Pennsylvania Railroad so that he would feel compelled to buy from Carnegie. He was also proud of the fact that he could call many of his factory workers by their first names.

Again, Carnegie illustrates how interested people are in their own names. Thus, using their names makes people feel important, because it shows that one cares enough to make the effort to remember who they are. This story illustrates another aspect of why people love their names, because it is a way to carry on their legacy and make them feel important even after they have stopped working in a given field or have died.

Most people don't remember names because they don't take the time and energy necessary. They make excuses for themselves. But they are no busier than Franklin D. Roosevelt, who took the time to remember even the names of the mechanics he came into contact with, which helped him garner support from anyone he encountered.

Carnegie emphasizes that remembering others' names is usually just a matter of prioritizing them and taking the time to be selfless. He invokes FDR, the 32nd U.S. president, to illustrate how people who do *take the time to prioritize others tend to be more successful.*

Napoleon the Third boasted that he could remember the name of every person he met—he tried to use the person's name several times during their conversation and wrote it down afterwards. This tactic doesn't just work for kings and presidents—it works for people ordering sandwiches and greeting the person who works behind the counter. There is magic in a name—it makes a person unique, and thus using a name gives the situation an equally unique importance.

Carnegie concludes the chapter by underscoring how using people's names helps them feel important. But he also notes that there is an added benefit to doing so—it makes others believe that you *are important, because your interactions are more personal and make the other person feel better as a result. As such, Carnegie highlights again how prioritizing others and making them feel important has the added benefit of reflecting well on* you.

PART 2, CHAPTER 4

Once, Carnegie attended a bridge party and told a woman there that he traveled a great deal. She asked him to tell her about all the places he visited before mentioning that she just returned from Africa. At this, Carnegie asked her to tell him about her trip, and she talked for 45 minutes without asking Carnegie another question. All she wanted was an interested listener.

As Carnegie begins to discuss how to be a good conversationalist, he again suggests that it's helpful to make others feel important. In conversation, this often requires the humility to listen rather than focusing the conversation on oneself. This is because people (like this woman) generally just want a good listener, so they think kindly of those who listen more than they speak.

At another party, Carnegie listened for hours to a botanist speak about his work. At the end of the evening, the man told him that he was an interesting conversationalist, despite the fact that Carnegie had barely spoken. But Carnegie listened and was genuinely interested—paying the kind of attention that pays the other person a compliment.

Here, Carnegie emphasizes how this kind of humble listening is helpful in winning people over, because it makes people like the botanist feel important. This goes against the idea that people have to be interesting for others to like them; on the contrary, they simply have to be interested in others.

This seems self-evident, and yet people still have trouble listening—like department store clerks who interrupt customers, contradict them, irritate them, and drive them from the store. Henrietta Douglas once bought a coat at a store where she was a loyal customer for years before she noticed that it was ripped. Returning the coat the next day, the clerk dismissively told her that because she bought it at a sale, she couldn't return it, and interrupted her when she tried to protest. On the way out, swearing never to return, Mrs. Douglas ran into the manager, who knew her from her years of patronage. The manager listened attentively and told her that their no-return policy didn't apply to damaged goods, and they could repair the coat or refund it—a huge difference in treatment.

This story illustrates how not listening to others can make a person feel insignificant, as this store clerk made Henrietta feel. But when the manager listened and made Henrietta feel important, she was much more inclined to return to the store, thus demonstrating how this strategy can help in business. Moreover, this episode reinforces how important positivity is maintaining good relationships, because the store clerk's negativity and unwillingness to listen nearly lost this department store their loyal customer.

Even the most violent critic will soften in the presence of a patient, sympathetic listener. For example, the New York Telephone Company was dealing with a vicious customer who cursed out customer service, until one staff member simply listened to him and sympathized with him for hours on end. By their fourth call, the man withdrew his complaints and paid his bills in full. In reality, all he wanted was a feeling of importance.

Here, Carnegie explicitly discusses why attentive listening is so valuable: it makes a person feel important. Carnegie has already established that everyone desires importance, and so fulfilling this desire in others simply by paying attention to them is an important and easy way to influence others.

Julian F. Detmer, founder of the Detmer Woolen Company, once dealt with a loyal customer who owed a small sum of money. However, he believed that the company was mistaken about the charge and came to Detmer's office to rage about the mistake. Detmer listened, thanked him for bringing the issue to Detmer's attention, wiped the charge, and recommended another company to buy from if he didn't want to continue buying from Detmer. Detmer sympathized with the man, and as a result, the man later placed a larger order than ever before. Later, the man discovered that he was actually mistaken about the bill, so he apologized and paid the small sum. Subsequently, he remained Detmer's friend and customer for 22 years and even gave his child the middle name Detmer.

This story reinforces two of Carnegie's key ideas. It was crucial that Detmer acted both positively and selflessly in this meeting with his customer. Rather than take an argumentative approach, he showed that he actually cared about the customer's needs and input—being willing to wipe the charge, thanking him for alerting him to the mistake, and offering to find him another company. Only in taking this selfless approach was Detmer able to keep the customer's business—and the customer later admitted he was wrong and paid the charge anyway. This shows how those who act selflessly are more likely to get what they want.

Years ago, a poor Dutch boy came to America named Edward Bok. He only went to school for six years, but he gradually became a successful magazine editor. He did so by writing to famous people and asking for information about their childhoods. He corresponded with people like James A. Garfield, Ralph Waldo Emerson, and Louisa May Alcott. Eventually he visited them at home, giving him confidence in interviewing and sparking his ambition—all because he was genuinely interested in them and wanted to listen.

Bok's story is another example of how a person can benefit from making others feel important. Not only was he able to speak to these political and literary giants by making them feel important, but he was also able to build his interviewing skills, which then helped launch his career. This again underscores the idea that making others feel important can often benefit oneself.

During the darkest time in the Civil War, Lincoln wrote to a friend in Illinois asking him to come to Washington. After the friend arrived, Lincoln discussed the pros and cons of a proclamation freeing the slaves, talking for hours. He didn't want advice—he just wanted a friendly, sympathetic listener.

Here, Carnegie illustrates that leaders aren't the only people who can use the technique of making others feel important— it can also work among friends.

The best way to turn people off is to talk only about yourself, interrupt others, and never listen for long. People who talk only of themselves think only of themselves. Instead, be a good listener—that's what makes a good conversationalist. To be interesting, be interested in others. Ask good questions that people will want to answer, because they are more interested in themselves than they are in you.

Carnegie contrasts his advice of prioritizing other people and making them feel important with what not *to do: that is, to focus on yourself and make yourself seem more important and interesting. Again, he stresses that those who are humble and selfless are the most likely to succeed.*

PART 2, CHAPTER 5

Whenever Teddy Roosevelt was expecting guests, he always read up on their favorite subjects the night before, because he knew that the best way to a person's heart is to talk about the things that interest them. For example, Edward L. Chalif, who is active with the Boy Scouts, wanted the president of one of the largest corporations in the U.S. to pay for a trip for his troop. Chalif heard before visiting the president that he had written a check for a million dollars, and when it was canceled, he had it framed. Chalif opened their discussion by asking interestedly about the check—and when they got around to discussing the Boy Scouts, the man gave Chalif all that he asked for and much more.

These examples reinforce the idea that it's better to be interested in others than to get others interested in yourself. Because Roosevelt and Chalif focused on what others liked (studying the guests' favorite subjects or discussing the million-dollar check), they were more able to make friends—and, as a result, to get what they wanted out of other people.

In another example, Mr. Duvernoy was trying to sell bread to a certain New York hotel, and he called on the manager every week for four years. Then he changed tactics, finding out that the man belonged to the Hotel Greeters of America, a society of hotel executives. Duvernoy asked about the Greeters without mentioning bread at all, and the man excitedly talked about the organization for hours. The next day, the manager bought Duvernoy's bread.

The example with Mr. Duvernoy illustrates the benefit of prioritizing others in business. Rather than discussing his bread, Duvernoy opened with what the hotel manager was interested in. And as a result of taking the time to talk about the manager's interests, he was able to sell his bread as well.

Edward Harriman struggled to find a job after his military service, and he found that the companies in the area were largely owned by a business maverick, R. J. Funkhouser. Mr. Harriman not only got to know Funkhouser's interests—largely making money—but also his secretary's interests and goals, so that he could convince her to set up a meeting between them. At the meeting, Harriman told Funkhouser that he believed he could make money for Funkhouser and told him about his ideas. Funkhouser hired him at once. This illustrates how talking in terms of the other person's interests pays off for both people.

Harriman takes Carnegie's advice one step further—becoming familiar not only with Funkhouser's interests but also with his secretary's. And again, Carnegie demonstrates how this selflessness and willingness to consider other people's interests benefited Harrington as well. This illustrates how people who act selflessly also tend to help themselves in the process.

PART 2, CHAPTER 6

When Carnegie waited in line at the post office one day, he could tell that the clerk was bored with the job. Carnegie said to himself that he wanted to make the clerk like him, wondering what he could honestly admire about the man. When he approaches the window, he complimented the clerk on his head of hair, and the clerk immediately beamed. Others might ask what Carnegie wanted to get out of the man, but Carnegie dismisses the question as selfish. He was just trying to "radiate a little happiness and pass on a bit of honest appreciation," explaining that if selflessness seems impossible to people, they will be met with failure.

In this example, Carnegie praises the value of both selflessness and humility. He emphasizes that he was not trying to flatter the clerk in order to get something out of him—he sincerely wanted to make the man feel better about himself and did so by complimenting something that he genuinely admired. Carnegie knew that this would help "radiate a little happiness" to both the clerk and to the other people whom the clerk interacted with that day. By contrast, Carnegie suggests that those who act selfishly and insincerely will fail.

There is one important law of human conduct that will bring countless friends and happiness: always make the other person feel important. Philosophers have speculated on the rules of human relationships for thousands of years, and most find one important rule, which Jesus summed up: "Do unto others as you would have others do unto you." We all want approval and recognition, so we should try to give those same gifts to others.

Here, Carnegie suggests that making others feel important is a crucial part of being an effective leader. To prove his point, he cites a religious and historical figure renowned for his morality, humility, and leadership: Jesus Christ. "Do unto others" is one of the most well-known quotes from the Bible, deriving from Leviticus 19:18 and cited by Jesus in Matthew 7:12.

Polite phrases, like "Would you mind?" and "Thank you," go a long way. They show respect and appreciation for the other person. For example, Hall Caine was a poor son of a blacksmith—but one day he wrote a letter to Dante Rossetti, whose poetry he loved, exalting him for artistic achievement. So, Rossetti invited him to come to London to work as his secretary, where he also met other writers. As a result, Caine launched a career that made him the richest novelist of his time. This is the power of sincere, heartfelt admiration.

This passage again emphasizes the value of humility, and it suggests that an easy way to be humble is by using polite phrases that make the other people feel respected and important. Additionally, the story about Caine emphasizes the power of making others feel important in the way that Caine made Rosetti feel important. As a result of this ability, Rosetti rewarded Caine with a job that ultimately launched his very successful career.

Almost everyone you meet believes that they're superior to you in some way, and the best way to their hearts is to recognize their importance sincerely. Often, people who have the least justification for achievement bolster their egos by shows of conceit.

Carnegie not only suggests that all people are important, but he also reemphasizes the value of sincerity in appreciating others' importance. By contrast, people who try to bolster their own importance are quickly identified as conceited.

One of Carnegie's students, Mr. R., once visited his wife's relatives and complimented his wife's aunt on her beautiful home. The aunt gave him a tour and showed him the beautiful treasures she picked up over a lifetime. She then led him outside, where there was a Packard car in mint condition that her late husband bought shortly before he died. She told Mr. R. that because he appreciated nice things, she wanted to give him the car. She was starving for appreciation, and she expressed her gratitude by appreciating Mr. R. in return.

Mr. R.'s story illustrates how humility is often rewarded. Mr. R. genuinely valued the woman's taste when no one else did. In gratitude for making her feel important, she gave him a beautiful luxury car—an example of how sincere generosity and humility can garner unexpected rewards.

In another case, Donald McMahon was landscaping a famous attorney's estate, and he admired the man's dogs. The man had prizewinning purebred dogs, and he spent an hour showing McMahon his kennel. At the end of their time together, he gave McMahon a puppy worth several hundred dollars because McMahon expressed honest admiration for his hobby.

McMahon's story is similar to Mr. R.'s, but it shows how even a famous attorney wants to feel appreciated and important, just like anyone else. Because McMahon admired the attorney's hobby, the man returned that appreciation with a valuable dog.

Even men of tremendous accomplishment need small recognitions. Once, George Eastman of Eastman Kodak was building a school of music. The president of a theater seating company, Mr. Adamson, wanted to supply the theater chairs for the buildings. When Adamson arrived in Eastman's office to make his pitch, he complimented the man on the beauty of his office and admired the different types of wood it was made from. Giving a tour of the office, Eastman then pointed out some of his most treasured possessions and told stories from his childhood. Two hours passed and they were still talking, and Eastman invited Adamson to his home for lunch. Afterwards, Adamson easily made the $90,000 sale, and they remained friends for years.

Carnegie provides yet another example of how even highly successful people like CEOs still enjoy the same feelings of appreciation and importance that everybody else does. Therefore, listening and acting with humility can earn good will from anyone, regardless of the power dynamics between the two people. In this example, Adamson did just that—and as a result he was able to win both Eastman's business and his friendship.

Claude Marais, a restaurant owner in Rouen, also used this principle to keep a key employee in his restaurant. When the employee wanted to resign, Marais told her how much she meant to him and the success of the restaurant in front of the entire staff. She withdrew her resignation, and he frequently reinforced his appreciation for what she did afterward. It's key, Carnegie says, to make others feel important and to do it sincerely.

Here, Carnegie suggests that part of making other people feel important is giving them recognition in front of other people (making them important not just in your eyes but also in others' eyes). And, once again, he emphasizes that these efforts will only succeed if they're made earnestly.

PART 3, CHAPTER 1

One evening, when Carnegie attended a banquet to honor a World War I hero, he was sitting next to a gentleman whose humorous story hinged on a famous quotation. He held that the quotation was from the Bible, but Carnegie corrected him, explaining that it was actually from Shakespeare. Later, on the way home, a colleague of Carnegie's told him that he shouldn't have corrected the man, because it just embarrassed him.

Here, Carnegie demonstrates that he, too, makes mistakes. In correcting this man, he was trying to bolster his own importance while embarrassing the other person. Carnegie's own principles dictate that he should have done the opposite: remain humble and let this man maintain his dignity.

Carnegie spent his childhood arguing, but as he has grown up, he's come to believe that there is only one way to win an argument—and that is to avoid it entirely. If you win an argument, you are still losing it, because the other person will be resentful and feel inferior. Carnegie also cites the maxim, "a man convinced against his will is of the same opinion still."

Here, Carnegie illustrates why his argument with the man was futile, because opening the discussion by contradicting the man only incurred resentment. And, as the quotation suggestions, arguments don't usually change a person's opinion—therefore, it is best to avoid them.

One of Carnegie's students, Patrick J. O'Haire, tried without success to sell trucks—he was too argumentative. But he changed tack: if someone told him that another company's truck was the best, O'Haire agreed. But then, he moved on and gave the good points of his company's truck. The other person couldn't argue anymore, and they were able to move forward. Winning an argument is an empty victory because it never gets your opponent's good will.

Here, Carnegie introduces better strategies for having discussions. Rather than arguing points, O'Haire instead found common ground on which he and the other person could agree. By finding this basic agreement, O'Haire could then move past arguments and avoid incurring resentment.

Frederick S. Parsons, an income tax consultant, argued for an hour with a government tax inspector over $9,000 in taxes—Parsons claimed it was a bad debt that shouldn't be taxed. But Parsons saw that the more he argued, the more stubborn the man became. So, he changed the subject and instead expressed appreciation for how well the man did his job. The man gradually became friendly, and three days later, he informed Parsons that he was going to leave the tax return as it was filed. Initially, the inspector got importance from asserting his authority—but as soon as he felt important, he became sympathetic.

This example illustrates how arguments can be wrapped up in people's desire for importance and appreciation. The tax inspector wanted to feel important, and so he tried to claim authority over Parsons. But as soon as Parsons switched from criticism to appreciation, the inspector also became much more positive in their interaction. Again, being friendly and providing others with a sense of importance are much more effective than trying to be argumentative and self-important.


An article from *Bits and Pieces* makes some suggestions on how to keep a disagreement from becoming an argument. First, welcome the disagreement, as this allows people to correct mistakes. Next, watch out for defensiveness and control your temper. Listen first and look for areas of agreement; be honest and admit mistakes; and promise to think over opponents' ideas and study them carefully. Thank your opponents for their willingness to disagree and have a discussion. Then, postpone action to give both sides time to think through a problem, so that people can consider if their opponents might be right. Yelling in arguments only cuts off communication and makes people argue even more.

Citing this article from a motivational magazine of the day, Carnegie suggests that there is a distinction between argument and disagreement. Argument cuts off communication and comes from a spirit of negativity. But when people simply disagree, they're honestly listening to and respecting others' ideas, avoiding negativity and resentment. As a result, the article suggests, people are much more likely to come to productive conclusions when they avoid arguments.

PART 3, CHAPTER 2

Telling other people that they are wrong only makes them want to strike back—it is difficult to truly change people's minds. If you're going to tell someone that they're wrong, begin by admitting *you* may be wrong, and then direct the other person to examine the facts. No one will ever object to this opening.

Whereas the previous chapter focused on how to make sure discussion participants feel appreciated, this chapter illustrates the importance of changing your attitude about your own ideas. Being humble and acknowledging that you might be wrong makes others much more willing to listen.

This tactic helps particularly in customer service, where customers tempers are often flared. Harold Reinke, Carnegie's student, explains that he would approach people by saying that admitting that he might be wrong, which caused customers to thank him for being understanding.

With this anecdote, Carnegie implies that admitting you might be wrong shows that you're humble, empathetic, and open-minded to other people's points of view.


Bluntly saying that people are wrong rarely works out. Mr. S., a young New York attorney, once corrected a judge about a statute of limitations law in the courtroom. While he was right, this did not make the judge more friendly to him, and he recognized that he made a blunder. We change our minds all the time, but when someone tells us we are wrong, we resent this implication and dig in our heels, finding arguments to maintain our current beliefs.

Again, Carnegie illustrates how starting an argument often has the opposite effect that people want. It makes others resentful and even less willing to consider another person's points because they feel that their judgment is being questioned.

In a personal example, Carnegie once hired an interior decorator to make drapes, and he was dismayed at how expensive they were. When he told a friend about their price, she said that the decorator took advantage of Carnegie, and he immediately tried to defend himself and his judgment. The next day, another friend admired the drapes and wished she could afford such wonderful creations for her home—and he admitted that he paid too much. When we are wrong, we may admit it to ourselves, but not when someone is trying to criticize us in the process.

In this section, Carnegie provides a personal example of the principle he just described. He was more than willing to admit he made a mistake—but only when the other person wasn't criticizing him. This suggests that it's important not to condemn others in arguments, returning to the point that positivity is always more effective than criticism.

Horace Greeley, a famous editor, disagreed with Lincoln's policies and believed he could debate Lincoln into agreeing with him through abusive ridicule and argument. But this didn't make Lincoln budge one inch. Ben Franklin, by contrast, never disagreed with others even when they personally attacked him. Instead, he observed that in certain cases the person was right, but in this particular case there were differences. This brought him much greater advantage, as he was able to win others to his point of view more easily.

Ben Franklin's strategy is much more effective than Greeley's because he doesn't criticize the other person's ideas. Instead, he comes from a place of open-mindedness and humility, which makes the others much more willing to listen. Then, he can enumerate some of his own points and hopefully reach an agreement that satisfies both parties.


Carnegie illustrates how this works in business. His student, Katherine Allred, was an industrial engineering supervisor in a yarn-processing plant. Part of her job included setting up incentive systems and standards for operators so they could produce more yarn. She held a meeting to tell the management how to completely reform their system, showing how the current system was unfair and wrong. She realized after taking Carnegie's course where she made her mistakes, and she later called another meeting and helped them develop the system themselves rather than simply saying they were wrong.

This example illustrates that in disagreements, it's important to be humble. Even though Allred thought that her strategies were far superior, saying so bolsters her own importance while denigrating the company. Instead, it was important to make management feel good in developing the idea themselves, and as a result, Allred got what she wanted.

In another case, R.V. Crowley was a salesman for a lumber company in New York. He argued with lumber inspectors for years, until he decided to change tactics. When a situation came up where a company refused to take a shipment of wood, believing it to be below grade, he normally would have argued with the man. Instead, he asked the inspector to continue unloading the wood, sorting them into good and bad piles. In doing so, the man realized that his inspection was much too strict. When Crowley simply asked questions in a friendly and cooperative manner, the inspector realized his mistakes and admitted he wasn't as experienced with the kind of wood they were unloading. As a result, they accepted the wood and paid in full.

This episode illustrates how positivity and humility work where criticism doesn't. Rather than springing into an argument, Crowley didn't criticize and asked questions instead. This made the lumber inspector much more receptive to Crowley, and it even spurred the inspector's own humility. The inspector was then able to admit that this kind of wood was not his area of expertise. In this way, Carnegie demonstrates how humility and positivity are key to getting what you want in a disagreement.

Martin Luther King, Jr. was asked how, as a pacifist, he could admire Air Force General Daniel James, the nation's highest ranking Black officer. King replied, "I judge people by their own principles—not by my own." His point is to agree with your enemy, to show respect for their opinions, and have a little diplomacy.

In citing Martin Luther King, Jr., Carnegie again suggests that good leaders are respectful of others' opinions. They discuss issues with the goal of finding agreement rather than criticizing others and proving themselves right.

PART 3, CHAPTER 3

Close to Carnegie's house, there is a stretch of park where he lets his dog off leash. Once, however, a policeman stopped Carnegie and told him angrily that it is against the law to let his dog off leash. Carnegie said he didn't think the dog would do any harm, but he promised to obey. But gradually, Carnegie decided to take his chances and let the dog off leash—and another day, the policeman again approached him. But before the policeman could say anything, Carnegie admitted that what he did was wrong and that he has no excuses. Because of Carnegie's admission, the policeman let him off easily and told him that if he went over the hill where the policeman couldn't see him, it would be okay to let the dog run around.

In the last chapter, Carnegie suggested that it's important to acknowledge that you might *be wrong in any disagreement. Here, he illustrates that when you* know *you're wrong, it's crucial to be humble and admit it quickly. Because Carnegie was willing to admit his mistake, he headed off the policeman's criticism and got a much more understanding response from the man than if Carnegie had argued instead.*

When you know you are going to be rebuked, it is better to admit it yourself. People are more inclined to be generous and forgiving as a result. One artist, Ferdinand Warren, discusses how he often worked with a very critical art director in publishing who would find fault in every piece. One day after delivering a piece to this director, he got a call to visit the man's office. When Warren arrived, he immediately apologized for his errors, profusely criticizing himself and saying that he would do the painting over. Hearing this, the man praised the work and assured Warren that he only wanted a minor change. They also had lunch afterward, building a more friendly relationship overall.

Wesson's story underscores Carnegie's point that it is always beneficial to be humble and admit mistakes. Warren's contrition made the art director much more forgiving (requesting only a minor change in the piece) and even led to a friendlier bond between them. This illustrates how Warren's humility and willingness to admit his mistakes made him much more successful than if he had acted self-important and defensive.

Admitting one's mistakes takes courage, but it is satisfying. It clears the air of guilt and defensiveness and helps solve the problems. Once, Bruce Harvey incorrectly paid wages to an employee on sick leave. Knowing he had to tell his boss, he opened by apologizing. The manager blew up, blaming several other departments while Harvey repeated it was his fault. Finally acknowledging that it was Harvey's fault, the boss asked him to straighten it out, and the boss respected that he was able to handle a tense situation and not make excuses.

In this passage, Carnegie emphasizes how even though many people view admitting mistakes as demoralizing or upsetting, in reality, being humble in this way usually improves the situation. It allows people to move on from their mistakes and often creates better outcomes than becoming argumentative or deflecting blame. Bruce Harvey avoided all of these pitfalls here, and as a result, his boss was actually impressed with (rather than disappointed in) his behavior.

Robert E. Lee blamed himself completely for the failure of Pickett's charge at Gettysburg: General George Pickett and his devoted troops charged a weak point in the Union's strongholds, but the Union army correctly guessed where they would try to attack and hid there. This charge ultimately killed more than half of Pickett's men—a turning point that spelled doom for the Confederacy. Lee could have blamed others, but he accepted the blame himself, somberly meeting what remained of Pickett's troops when they returned and apologizing—which few generals have ever done.

This is yet another example—this time from history—of how humility is a key aspect of leadership. Carnegie commends Confederate General Robert E. Lee for being willing to take responsibility for the mistakes he made, suggesting that everyone should be able to maintain that same humility—particularly in circumstances that aren't life and death, like this one.

Michael Cheung, who teaches Carnegie's course in Hong Kong, explains how Chinese culture can present some particular problems in this area. One of his students was a middle-aged man who was estranged from his son, and in Chinese tradition, an older person does not usually take the first step to reconcile. However, he deeply longed to meet his grandchildren and said that it was more important to lose face by asking forgiveness than to stick to tradition. He went to his son's house and as a result, he was able to rebuild his relationship with his son.

Here, Carnegie addresses how there are sometimes cultural differences that dictate whether people are willing or able to admit mistakes. But he maintains that regardless of cultural norms, owning up to one's mistakes can be crucial to repairing relationships, as it was for this father and son.

When we are right, it's important to win people over gently and tactfully. And when we are wrong, we should admit our mistakes quickly and enthusiastically—it is a lot easier than defending ourselves. Carnegie cites a proverb: "by fighting, you never get enough, but by yielding, you get more than you expected."

Here, Carnegie ties this chapter's lesson to the previous chapter's: arguing and negativity never get you what you want, according to the proverb. By contrast, humility and positivity are much more effective and will perhaps even allow you to exceed your expectations.

PART 3, CHAPTER 4

Beginning a conversation by unloading one's temper on another person can be satisfying for you, but never for anyone else. John D. Rockefeller, Jr. appreciated this—back in 1915, he was despised by coal miners in Colorado after one of the bloodiest strikes in history. But he was able to win them over and end the strike—first, by visiting them in their homes and becoming friends, then with a speech addressing the miners' representatives, calling them friends and discussing their common interests.

In this chapter, Carnegie once again emphasizes positivity over negativity, this time in the context of arguments. Here, John D. Rockefeller, Jr. was able to solve a dramatic coal miner strike by making an effort to become friends with the strikers. Only by fostering that spirit of positivity rather than becoming angry or argumentative was the strike resolved.

If Rockefeller Jr. had taken a different tack, there would only have been more hatred and revolt. Lincoln said that to first win a person to your cause, you have to convince him that you are his sincere friend. Many business executives have learned that it pays to be friendly with strikers. For example, the president of the White Motor Company found this when he bought strikers baseball bats and gloves and invited them to play. As a result of this good will, the strike ended with a compromise settlement within a week.

This is another example from business that illustrates how friendliness and positivity resolve issues much more quickly than any other strategy. Even though buying strikers bats and gloves was a relatively small gesture, doing so suggested that the White Motor Company supported the strikers, which in turn made the strikers more open to a compromise.

Carnegie provides other examples of how good will begets more good will—like a tenant appreciating his landlord and getting the rent reduced as a result. In another case, the superintendent of a department of a local electric company in Pennsylvania kindly approached a photojournalist to explain what looked like a bunch of people wasting time and not doing work—in reality, they were learning how to do a particular job and many people were watching. This friendly approach saved the company a lot of bad publicity.

Carnegie provides other examples, showing how positivity works not just with business disputes or strikes, but with winning people over in general. These examples also tie back to Carnegie's earlier story about the post office clerk, when people asked him what he wanted to get out of the man. These stories seem to answer that question, illustrating how being friendly and positive can earn you things you might not have even asked for.

Another member of Carnegie's classes, Gerald H. Winn, experienced severe flooding during a heavy rainstorm, and he found out later that the builder did not put in a storm drain, which would have prevented the damage. Winn talked to the builder first about his recent vacation before moving on to the issue of the water damage—the man then said he would pay for the damage and put in a storm drain to prevent this from happening again.

As with the other examples in this chapter, because Winn first started with a positive attitude (and talked about the other person first), the builder was much more accommodating. This likely would not have worked (and they certainly would not have maintained a good relationship) if Winn had come into the conversation blaming and criticizing the builder.

Carnegie once heard a fable about the sun and the wind, who quarreled about who could get an old man to take off his coat faster. The wind tried first, blowing like a tornado, and the man clutched his coat tighter, refusing to relinquish it. When the wind gave up, the sun came out from behind a cloud and the man pulled off his coat. Gentleness and friendliness were stronger than fury. Or, as Lincoln said, "A drop of honey catches more flies than a gallon of gall."

This fable, coupled with the quote from Lincoln, demonstrates that that anger and negativity (represented by the wind) only make people cling to their ideas and grow resentful. On the other hand, warmth and positivity (represented by the sun) are much more pleasant and therefore effective.

PART 3, CHAPTER 5

When speaking to people, it is important to first emphasize the things on which you agree. Get the other person saying "yes" at the beginning of the conversation rather than "no"—a "no" is much harder to overcome. When people say no, their whole physical and mental states shift, and they become ready to disagree further.

Continuing the same pattern from the last several chapters, Carnegie again illustrates how it's best to approach arguments with positivity. In this chapter, he focuses on the fact that finding common ground can then lead to even further agreement.

James Eberson discovered the benefits of this "yes" technique. He was a bank teller, and a man came in to open an account, but there were questions on their standard form that he refused to answer. Eberson could have stated that if he did not give the bank all the information requested, they could not open the account. But instead, he agreed with the man, saying that the information wasn't necessary to give. But then he asked if the man would want the bank to transfer his money to his next of kin in the event of his death. When the man said yes, Eberson asked if it would be a good idea to then give the bank that person's contact information. Using this approach, the man ultimately gave all the necessary information.

This example of the bank teller gathering important information is a good example of how finding common ground at the outset is more beneficial than taking a hard line of authority, which Eberson could have done. The story demonstrates how using a friendly approach and finding ways to agree—in other words, framing a disagreement in a positive way—are much more effective strategies than angrily debating or criticizing.

Joseph Allison, a sales representative for an electric company, experienced the same thing: after 13 years of trying to get a man's business, the man finally ordered a few motors—with the expectation that he would order several hundred more if he liked the first set. But the man later called and said the motors were too hot—he couldn't put his hand on them. Allison agreed, saying that the man shouldn't buy motors that are hotter than the standards for motors—citing the temperature of 72 degrees above the room's temperature. He then asked how hot the mill room was, and the man said 75 degrees. Allison points out that it would be a bad idea to put his hand on anything that was 147 degrees, and the man agreed. Seeing reason, the man ordered the rest of the motors.

Allison's story reinforces the same principles as Eberson's. Rather than immediately disagreeing with the man, he instead found common ground: both of them agreed that the man shouldn't buy motors that are hotter than what is standard. But in showing how it would be unreasonable to be able to put his hand on even a standard motor, the man came around to Allison's viewpoint. As a result, they maintained good will, and the man ordered the rest of the motors. This demonstrates that approaching disagreements positively is much more effective than becoming argumentative.

Eddie Snow, who helps sponsor Carnegie's courses, once became the person saying "yes." He often rented hunting equipment, but one year the store manager convinced him to buy the equipment because he would save money in the long run. He did so by first getting Eddie to agree that he liked saving money.

Snow's story illustrates that agreeing at the outset is more effective in an argument, and the store manager used another one of Carnegie's techniques. He genuinely cared about what Snow wanted (to save money) rather than focusing on his own priorities (to sell the equipment).


Socrates, one of the greatest philosophers in the world, established the "Socratic method." This argumentative technique involved asking questions that his opponents had to agree with, so that they were forced to come to the conclusion he wanted. Thus, the method of getting people to say yes is time-tested.

Carnegie cites the Socratic method to illustrate that his principles have been around for thousands of years—even famous historical figures used the same methods to win their arguments.

PART 3, CHAPTER 6

When handling complaints, it is important to let the other person do most of the talking. Don't interrupt, simply listen patiently and with an open mind. In one example, Mr. R. represented an upholstery manufacturer and was negotiating with a car company, vying to sell his products. He arrived at the meeting with a case of laryngitis, and as a result, the president of the car company made his case for him, pointing out the benefits of his products. Mr. R. was then awarded $1.6 million in sales, and he realized after that conference how much it pays to let other people do the talking.

This chapter focuses on some of the tactics that Carnegie introduced in Part 2, like the importance of being a good listener and having humility in a conversation. In this case, Carnegie illustrates how this not only helps win people over but can actually be an effective business strategy. This is because it makes the other person feel important, and that their voice and input is being heard.

In another example, Barbara Wilson and her daughter Laurie's relationship struggled when Laurie became a teenager and started to act out. Barbara scolded and threatened and punished Laurie, to no avail. One day, after Laurie disobeyed her, instead of yelling, she simply asked, "Why?" Laurie then told Barbara that she never listened and was always telling Laurie to do things. Barbara realized how much Laurie needed her guidance. Now, Barbara listens more, and their relationship has improved as a result.

Barbara's example illustrates the importance of listening and prioritizing her daughter's voice, and it returns to the idea that positivity is better than negativity. Part of Laurie's problem is that she feels Barbara criticizes her all the time, instead of giving her guidance about how to grow up. Thus, this episode illustrates the importance of both positivity and humility in disagreements.

Charles T. Cubelson was applying for a job, and before his interview, he found out every possible thing about the person who founded the business. Then Cubelson was able to ask the founder questions about how he started the business, his experience, and the challenges he faced. As a result, the founder immediately hired him.

Being humble in conversation and taking the time to prioritize others rather than yourself can actually help get what you want, as in the case of this man applying for a job.

Richard Pryor discusses a similar experience: when he was interviewing someone who was hesitant about taking a job at Pryor's firm, he let the interviewee talk through the negatives. But with each point he brought up, the interviewee quickly refuted himself, so that by the end of the interview he convinced himself to take the job.

In this situation, Pryor also remained humble in the conversation—and in doing so, the other person actually refuted all of his own hesitations about taking the job. This also connects to the following chapter, in which Carnegie argues that it's important to make people feel like an idea is theirs. In this case, because the man sold himself on the job, he was much happier about taking it.

Even friends would much rather talk about their achievements than ours, which is why it's best not to boast too much about our own triumphs. Henrietta G. discovered this when she would brag about the accounts she opened every day, and her colleagues started to resent her for it. After taking Carnegie's course, she stopped talking about herself and started listening to her friends' accomplishments, and they stopped resenting her as a result. The key, she realized, is to let others do most of the talking.

This story again underscores the importance of being humble, as being self-important and talking about one's own accomplishments only makes people frustrated. Instead, it's best to make other people feel important by asking about their achievements, because humility is much more appealing to others.

PART 3, CHAPTER 7

People have more faith in their own ideas than in others' ideas. Rather than ramming one's opinions down another person's throat, it's wiser to make suggestions and let the other person come to their own conclusion. Once, Adolph Seltz, a sales manager in a car showroom, met with his sales team. He asked what they expected of him, and he wrote their ideas down. Then, he asked what he should expect from them, and their responses came quick and fast: honesty, initiative, optimism, and teamwork. They left the meeting with much more energy than if he had told them what he expected of them—people like to feel that they are acting of their own accord.

Branching off of the previous chapter, Carnegie transitions to another lesson in humility. Proposing ideas and taking credit for them only makes you feel important, while others feel like they are left without agency. Instead, it's important to maintain humility yourself, inviting collaboration as in the example with Adolph Seltz. While he could have come up with expectations for his team, the fact that they came up with their own expectations for themselves made them more enthusiastic about fulfilling them.

Eugene Wesson made sketches for a studio that created designs for textile manufacturers. After 150 failed attempts to sell his sketches, he took a new approach: he gave the manufacturers several unfinished sketches and asked how he should finish them so that the manufacturers could use them. They gave him suggestions and he finished them accordingly—and they bought them all. By asking for their ideas, Wesson was able to succeed.

In Wesson's case, rather than believing his work was flawless and blaming the company for his failure, he accepted input and let the company sell itself on his sketches. Being humble about his ideas in this way allowed him to be more successful.

One manufacturer found the same success when asking doctors how to improve their X-ray machines—the doctors' input improved the machines and then made the doctors want to buy them, because they appreciated their own ideas.

Similarly, this manufacturer was able to create a better product by inviting input from doctors. It also enabled the company to sell its products more widely, illustrating the benefit of humility.

Colonel Edward M. House was very influential in national affairs when President Wilson occupied the White House. He found that the best way to convince Wilson of an idea was to plant it in his mind casually, so as to interest him in it of his own accord. It was also important that House didn't care about getting credit for his own ideas; he instead simply wanted to enact the idea in the first place.

Here, Carnegie emphasizes that humility is crucial. It doesn't matter to House that he gets credit for his ideas—the most important part is that his ideas are used at all. In addition, this helps him maintain a good relationship with Wilson, whereas insisting that Wilson use his ideas or claiming credit for them would only have caused resentment.

Carnegie experienced this himself: he planned on fishing and canoeing on a trip to New Brunswick. He wrote the tourist bureau for information and was bombarded with advertisements. Then, one camp owner sent him the names of several New Yorkers who stayed at his camp and invited Carnegie to call them himself and ask about their experience there. The camp let him sell himself on the idea—and as a result, it was the one that Carnegie visited.

Carnegie even experienced this from the perspective of the consumer. Because the company asked him to form an opinion, simply steering him in the right direction, he felt much more important and autonomous when making the decision. And in this way, they were able to get his business.

Carnegie concludes the chapter with a metaphor from Lao-tse: that rivers and seas receive the tributes of mountain streams because they keep themselves lower than the streams. "So the sage, wishing to be above men, putteth himself below them; wishing to be before them, he putteth himself behind them."

This metaphor and quote sum up the importance of humility, highlighting how the most powerful rivers and seas only have that power because they're lower than the mountain streams. As such, people must do the same: to have true power and wisdom, one must remain humble.

PART 3, CHAPTER 8

Even though other people may be totally wrong, don't condemn them—try to find out *why* the other person thinks the way they do. Success in dealing with people depends on a sympathetic understanding of the other person's viewpoint. Sam Douglas used to tell his wife that she spent too much time working on their lawn, which looked no better than when they bought it—comments that distressed her immensely. Mr. Douglas never realized that she might enjoy doing the work and that she might appreciate a compliment. So, one evening he offered to help her, making her immensely happy and showing him how much better the yard did look because of the work she did.

In this chapter, Carnegie returns to the idea that it's important not to condemn or criticize people. Instead, one should take a selfless and empathetic approach, acknowledging that people have a reason for acting and thinking the way they do. In this example, Sam Douglas discovers that he didn't fully appreciate all that his wife did to keep the yard looking good. But by trying to understand her perspective rather than criticize her, he saw how her efforts made a difference and was willing to change his mind.

Carnegie himself enjoys walking and riding in parks near his home and was distressed when young people would kill shrubs off by setting needless fires to cook food under the trees. Carnegie took it upon himself to warn the young boys that they could be jailed for starting a fire and requested that it be put out. They sullenly obeyed, but he recognizes that they probably restarted the fire when he left.

Carnegie illustrates that he doesn't always follow his own rules: even he has the impulse to criticize others when they're doing something he doesn't like. But, in this example, he understands that his criticism likely only changed the boys' behavior temporarily, suggesting that criticism is largely ineffective.

As years passed, Carnegie gained more tact. When he saw fires, he empathized with the boys' desire to build the fires but said that some boys don't always take care to put the fire out when they're done. He then kindly requested that they make sure to put it out and to rake the leaves away from the fire, so that it didn't get out of control. The boys agreed to cooperate with this understanding request, rather than an order.

In contrast with Carnegie's previous encounters, when Carnegie was able to understand the situation from the boys' point of view, he approached them in a friendly way rather than criticizing them. As a result, this approach made them much more likely to follow his request, again affirming the benefit of positivity.

Seeing things from another person's perspective eases personal problems, too. Elizabeth Novak was six weeks late on her car payment but had no way of coming up with the money. She called the man handling her account and sincerely apologized for the inconvenience, admitting that she was a very troublesome client. Hearing her empathy for him, his tone changed immediately, and he let her pay the money gradually rather than having to do it all at once.

This passage (and Carnegie's discussion of empathy as a whole) returns to the idea that it's better to talk in terms of the other person's interests rather than your own. Because Novak acknowledges that she is a troublesome client (seeing the situation from the man's perspective rather than focusing on her own difficulty making the payment), he is much more willing to listen to her side of the story and make concessions for her.

Carnegie explains that it's important to think about situations from others' point of view and consider why they would want to do whatever you're asking. It's important to have a clear knowledge of others' motives—it may prove to be one of the stepping-stones of a person's career.

Carnegie's conclusion here uses almost exactly the same language as a passage in Part 1, Chapter 3—both of which emphasize that prioritizing others' perspectives is a crucial aspect of finding success.

PART 3, CHAPTER 9

The best phrase to stop arguments and create good will is "I don't blame you one iota for feeling as you do. If I were you I would undoubtedly feel just as you do." An answer like this will help soften anyone you're talking to. Most people are thirsting for sympathy and will love you for giving it.

As in the previous chapter, Carnegie recognizes the importance of being sympathetic—whether in an argument or outside of it—because centering others will help win them over.

Carnegie once gave a broadcast discussing Louisa May Alcott, and he incorrectly stated that she wrote *Little Women* in Concord, New Hampshire rather than Concord, Massachusetts. He was bombarded with indignant letters and telegrams, one from a woman who was particularly wrathful. He started to write a scathing letter back, but then he decided to turn her hostility to friendliness.

Carnegie illustrates in this story that even when you're met with negativity, it's still your responsibility to be humble and change that negativity into positivity. It's important to empathize with the other person to make them feel seen and heard rather than centering your own feelings.


Carnegie called the woman on the telephone and immediately apologized, thanking her for taking the time to write. She apologized in return for losing her temper in the letter and stated that she was born in Concord and was very proud of her state—this is why she was distressed at the error. At the end of the call, she thanked Carnegie for being so kind and accepting her criticism.

As Carnegie suggested earlier, he immediately recognizes and admits to his mistakes. Because of this humility and positivity, the woman on the phone felt that she could approach the conversation with the same spirit, and they were each able to move on from the conflict.


President Taft appreciated the value of sympathy: one woman whose husband had political influence asked him to give her son a job. He appointed someone else, and she sent him a harsh letter, asking if this was how he thanked her for getting him the votes for a bill he wanted. While his impulse was to be severe for her impropriety, he waited two days and instead said that he understood a mother's disappointment, but that the appointment was not simply due to personal preference. She sent a note back saying that she was sorry for what she wrote. When Taft later put on a musical at the White House, the woman and her husband were the first to arrive and to greet him.

Again, because Taft was able to appreciate a mother's concern for her son, and because he responded positively rather than immediately getting severe with her, he was able to maintain his friendship with her and presumably retain her political support. Without these two key strategies, it's likely that their relationship would have suffered greatly, and Taft would have lost a key supporter.

Jay Mangum represented an escalator company and had to schedule a repair in a leading hotel. The manager did not want to shut down the escalator for more than two hours because he did not want to inconvenience the guests—but the repair would take at least eight hours. Mangum sympathized and explained that he wanted to accommodate the hotel, but if they didn't do a complete job, the escalator could suffer more serious damage which would cause a longer shutdown. The manager then understood and agreed to Mangum's demands without any rancor.

In this case, Mangum understood and empathized with the hotel manager's desire to make sure his guests could use the escalator. But he also understood that not taking the time would only worsen the issue. Additionally, by understanding the manager's problems and prioritizing his needs accordingly, Magnum was able to get the outcome that he wanted as well, showing again that those who act selflessly often achieve better outcomes for themselves than those who don't.

Sympathy worked for a piano teacher trying to get her student to trim her nails, and it worked for an opera producer when convincing his star that he could go on despite a sore throat. As psychologist Arthur Gates says, people universally crave sympathy—like a child displaying a cut or bruise to be comforted. Adults relay their problems for the same reason, so the best way to win people over is to sympathize with their ideas or desires.

Carnegie concludes by showing how sympathy works in a variety of scenarios—but in each case, it helps those who are sympathetic and selfless win people over and influence others' behavior in the ways they want.

PART 3, CHAPTER 10

Once, Carnegie visited Jesse James's farm, where James's wife told Carnegie how the man robbed trains and held up banks and then gave money to the farmers to pay off their mortgages. Like "Two Gun" Crowley, James probably regarded himself as an idealist—all people have a high regard for themselves and like to be good and unselfish in their eyes.

Here, Carnegie returns to the idea that everyone likes to maintain a good self-image—even people like Jesse James, a notorious bank robber. All people, Carnegie suggests, like to feel important and selfless.

J.P. Morgan believed that a person usually has two reasons for doing something: one that sounds good and a real one. So, the best way to change people is to appeal to their noble motives. In the case of Hamilton Farrell, he had a disgruntled tenant who threatened to move despite four months left on his lease. Instead of becoming angry and forcing him to pay the rest of the rent, Farrell reasoned with the man. He explains that he took the tenant as a man of his word and asked the tenant to think it over. Appealing to this nobler motive, the tenant decided the honorable thing to do was to keep the lease.

In addition to making others feel important, Carnegie illustrates how useful it is to play on people's desire *to feel important. In this case, Farrell played up the idea that the tenant would be noble and honorable by keeping the lease, which is what the man then did. Farrell used his desire to be important to get what he wanted out of the man.*

This worked for John D. Rockefeller, Jr., who wished to stop newspaper photographers from taking pictures of his children, telling them it's not good for youngsters to get too much publicity rather than saying that he didn't want their pictures taken. When Cyrus Curtis, a poor boy from Maine, was starting on a "meteoric" journalism career, he appealed to famous writers' nobler motives when asking them to write for him. Rather than offering to pay them (much less than what other magazines did), he offered to make a contribution in their names to their favorite charity. Carnegie concedes that this may not work for everyone—some people don't care as much about seeming virtuous. But it is worth trying if usual methods of persuasion do not work.

Again, Curtis and Rockefeller are both playing on the idea that other people want to be seen as important or virtuous. While this might be seen as cynical, it is still worth noting that the outcome is the same: people are able to do good by contributing to charity, or by preventing children from being unnecessarily photographed. This strategy is predicated on the idea that people do actually want to do good, and Rockefeller and Curtis simply enabled them to do better—even if Rockefeller and Curtis have self-interested motives as well.

For example, James Thomas, Carnegie's former student, worked for a car company. When people refused to pay bills for servicing their cars, usually the manager simply argued with them. Instead, Thomas tried a different approach. He asked what the company had done wrong, listened with sympathy, and told him he was the authority. He thanked them for their fairness and patience and asked them to pay what they thought was right. Five of six cases paid in full, and all six bought a new car from the company within the next two years. Thomas found it was best to assume people like to consider themselves sincere, honest, and moral.

This anecdote sums up many of the points that Carnegie has made throughout the book. First, Thomas avoids argument in favor of a more positive approach. He then listens to the customers, making them feel important and expressing his gratitude for their patience. He asked for their input and selflessly agreed to put their needs and perspective on the situation above his own. As a result, he was able to get most of the money that he was owed, kept their goodwill, and maintained his business relationship with them.

PART 3, CHAPTER 11

Many years ago, the *Philadelphia Bulletin* was being maligned by people saying it had too much advertising and too little news. To combat this, the *Bulletin* clipped reading matter from one day and published it as a book containing 307 pages—dramatizing the fact that it carried an enormous amount of interesting reading matter. Showmanship can help when truth alone doesn't work.

This chapter focuses on dramatizing one's ideas, and this example connects to Carnegie's idea that positivity works better than negativity. Rather than trying to argue or combat the rumors about the Bulletin, *they instead focused on how to prove that they did have a lot of substantial material and found that dramatization was an effective way to create that positive image.*

Experts in window displays and TV commercials understand dramatic techniques in advertising products, which help sell those products. It is just as easy to dramatize one's ideas in business or in other aspects of life. Jim Yeamans, who works for the National Cash Register company, demonstrated this. He approached a grocer who had very outdated cash registers and told him he was throwing away pennies each time a customer went through the line, which he dramatized by throwing pennies on the floor. This got the man's attention immediately, and he ordered replacements for all his machines.

In this example, Yeamans used dramatization as a way to call attention to the fact that he was trying to do something in the grocer's interest—that is, to save the man money. In this way, dramatization is just a strategy to heighten or highlight many of the other principles that Carnegie has outlined in the book.

Dramatizing works in personal situations as well, like kneeling down on one knee when proposing. Or, in another case, it worked for a man who invented a "train" using his children's tricycle and wagon and getting them to load the "coal" (their toys) in the train every night as a way of cleaning their room.

Again, dramatization works in tandem with Carnegie's other strategies. In the example of the toys, by considering the activity from the children's perspective and thinking about how to make it fun, the father was able to get what he wanted—for his children to pick up the toys.

Mary Catherine Wolf was having problems at work: her boss refused to see her to discuss problems she was having. So instead, she wrote a letter in which she asked him to fill out a form stating when she could see him—this got him to respond to her immediately, because she dramatized the fact that she really wanted to meet with him.

In this case, Wolf used dramatization to approach the situation positively rather than negatively. In using the form, she acknowledged that her boss might be busy and provided him with an easy way to set up a meeting with her—a positive and understanding attitude that made him more likely to want to meet with her.

James Boynton prepared a lengthy market report for a leading brand of cold cream with data about the competition in the market. At first, the person he prepared the report for was uninterested and argumentative. So, he came into a second meeting with 32 jars of cold cream and printed information on the tag about each competitor. He was much more interested and asked questions for much longer than the meeting was originally scheduled for.

Here, Boynton also uses dramatization to take a positive spin on a conflict. Whereas his boss was initially uninterested and critical, Boynton used the cold cream jars to make him more attentive to the information without getting into an argument. As a result, Boynton was able to achieve much more with his boss than if he hadn't found a way for the man to positively engage with the material.

PART 3, CHAPTER 12

Once, Charles Schwab had a mill manager whose employees weren't making their quota. At the end of one day, Schwab asked how many heats (a unit in the steel mill) the day shift made. When the manager said six, he chalked the number on the floor. The next day, the night shift had chalked in the number seven—proving that they made more than the day shift. So, the crew enthusiastically pitched in and made 10 heats. Presenting a challenge appeals to people's desire to excel.

This chapter explores the value of a challenge. In describing this example involving Charles Schwab, Carnegie illustrates that his principles are used even by highly successful people like steel magnates. Schwab's challenge to his employees made them excited to do it—and reaching their goals gave them a crucial sense of achievement and importance.

When Al Smith was governor of New York, Sing Sing prison was without a warden. He asked for Lewis Lawes, who was nervous about the position, as Wardens didn't often last very long. Seeing this hesitation, Smith said he didn't blame Lawes for being nervous—it would take a big person to do the job. Hearing this challenge, Lawes took the job and became the most famous warden of his time.

This example returns to the idea that people want the chance to have a good reputation and be important. Because of Smith's challenge, Lawes wanted to live up to the reputation that only a "big person" could do the job—and he did so as a result.

Frederic Herzberg, a famous behavioral scientist, found that the most stimulating part of any job isn't money or benefits—it's the work itself. If the work is exciting and interesting, people look forward to it and are motivated to do a good job. Every successful person loves the chance to prove their worth and excel.

Herzberg illustrates how valuable a sense of importance is when doing any kind of work. Feeling like you are successful at what you do is critical, and a challenge can provide people with an opportunity to achieve that success.

PART 4, CHAPTER 1

Carnegie's friend was a guest at the White House during President Coolidge's administration. While in the president's office, he heard Coolidge praise his secretary's dress before commenting on how he wished she would be more careful with her punctuation. His method is clear, but it works: it is easier to listen to criticism after someone receives praise.

This chapter focuses on another aspect of the importance of positivity. Carnegie illustrates that in some scenarios, criticism is unavoidable. But in those cases, the best thing to do is to soften the blow with positivity before negativity.

McKinley and Lincoln did the same: McKinley thanked his speechwriter for a splendid campaign speech before saying it was a little too somber for the occasion and asking him to rewrite it. Likewise, Lincoln wrote to General Hooker during the darkest period of the Civil War, when the general was leading them through a period of several defeats. But before saying how dissatisfied he was with the general's performance, he complimented the man on being a brave and skillful soldier.

It is important to note that in each of the examples, the presidents complimented people (as a great speech writer or a brave and skillful soldier) before moving on to criticize a specific aspect of their work. Not only does this balance negativity with positivity, but it also allows the men to maintain their dignity and feel important even when facing criticism.


In W.P. Gaw's case, his company was contracted to build a large office building by a certain date, but it was held up by the subcontractor making the ornamental bronze work. Gaw was frustrated by the delay, but he visited the man at the factory and complimented the man on his work. When they sat down to lunch, the subcontractor said he was surprised by Mr. Gaw's pleasantness, and he would make an effort to get the material to Gaw on time even if other orders were delayed.

In this case, Carnegie illustrates how sometimes—particularly when people know they have made a mistake—negativity isn't even necessary. Instead, Gaw's appreciation prompted the subcontractor to work harder so that he could avoid criticism entirely. This is similar to Bob Hoover's story in the book's first chapter, when he chose not to criticize the boy who fueled his plane incorrectly because he knew that the boy already understood his mistake and would correct it himself. Thus, Carnegie underscores how positivity works much better than negativity.

In another example, Dorothy Wrublewski, a branch manager at the Federal Credit Union, was having a problem with one of her tellers. The teller was great with customers but took too long to balance out at the end of the day. When Wrublewski approached the woman, she was nervous and upset, but Wrublewski praised her and simply reviewed the cash balancing procedures. Once the teller realized that Wrublewski was confident in her, she had no problem correcting her issues. This is why a dentist uses Novocain before drilling—people need praise before criticism.

Again, Carnegie illustrates that people often don't mind being criticized as long as they feel valued and important. Because Wrublewski assured the teller that Wrublewski had confidence in her abilities, she was then better able to handle the criticism. By comparing this idea to a dentist using Novocain, Carnegie suggests that praise can soften the blow of criticism—therefore, using positivity first is an effective leadership strategy.


PART 4, CHAPTER 2

Charles Schwab was passing through his steel mill when he noticed employees smoking under a sign that said "No Smoking." Instead of yelling at them, he gave each one a cigar and said he would appreciate it if they smoked outside instead.

Because Schwab didn't call out his employees' mistakes directly, he maintained their respect and good will. On the other hand, criticizing them would likely have made them annoyed and defensive.

Many people begin criticism with sincere praise followed by the word "but." Using "but" makes people question the sincerity of the original phrase. This is easily rectified by changing "but" to "and." In changing a child's attitude toward studying, one might say, "We're really proud of you for raising your grades, but if you had worked harder in algebra, you would have done better. Instead, it's better to say, "We're really proud of you for raising your grades, and if you continue your efforts, your algebra grade can match the others." With the latter statement, there is no inference of failure, and instead the student will try to live up to expectations.

In this passage, Carnegie clarifies the principle he established in the previous chapter. He emphasizes that the praise people give cannot be immediately negated by criticism. Rather, criticism should call attention to mistakes indirectly, reframing them in a positive way. In this example, the parents don't criticize their child for a bad grade but instead express the hope that they can continue improving in school.

Calling attention to mistakes indirectly can be useful. Marge Jacob was dealing with construction workers building additions on her house, and the first few days they were there, she noticed the yard was strewn with lumber. So, she and her kids picked up the mess, and then she told the construction workers that she was pleased with the way the front lawn was left last night. From that day forward, they cleaned it up themselves.

Even though Marge was the one who cleaned up the lawn at first, the construction workers wanted to live up to her praise and therefore started doing it themselves. In this way, this example again illustrates how positive feedback works better than negative feedback.

One day, Lyman Abbott was invited to make a speech for his friend's passing. When his wife read the speech—which was poor and very dry—she remarked that it would make an excellent article for the *North American Review*. She praised it while at the same time implying that it wouldn't do well as a speech. He saw the point and spoke without using any notes at all. An effective way to correct mistakes is to call attention to people's mistakes indirectly.

Again, Carnegie illustrates how praise can still call attention to mistakes—like in Abbott's wife's remarks about her husband's speech—but without making a person feel dejected or denigrated. Criticizing through positivity, Carnegie suggests, is much better than condemning someone outright.

PART 4, CHAPTER 3

Carnegie's 19-year-old niece Josephine arrived in New York to be his secretary, and though she became very proficient, in the beginning she struggled. But one day, when Carnegie started to criticize her, he remembered his own mistakes when he was 19 years old, and he knew that she was doing much better than he did. So, he prefaced his criticism by acknowledging that he made mistakes just like she did, and that she would get better with experience. Criticizing yourself first makes it easier for other people to hear criticism.

This chapter returns to the importance of humility. While Carnegie's initial impulse was to criticize his niece, he also realized upon reflection that he made many of the same mistakes (if not more of them) that she did. And so, by being humble, he was able to acknowledge that he wasn't perfect either, which made her feel better about her mistakes while still encouraging her to correct them.

E.G. Dillistone found the same thing—he was also having problems with his secretary, who made frequent spelling mistakes. He told her that he often has difficulty spelling and that he keeps a dictionary with him to double check his work when he's not sure. After that conversation, her spelling errors were significantly reduced.

Carnegie illustrates that sometimes, you don't even need to criticize others—simply calling attention to your own failures and how you cope with them can help people use the same strategies and correct their own mistakes. This again illustrates how positive framing—rather than simply criticizing others—is effective.

When Prince Bernard von Bülow was the Chancellor of Germany in 1909, while Wilhelm II sat on the throne, the Kaiser made a series of absurd, egotistical announcements in public—like that he was constructing a navy against Japan or that he saved England from war with Russia and France. The entire continent was outraged, and the Kaiser wanted Bülow to take the blame for advising him to make the remarks. Upset, Bülow explained he would never have advised those remarks. But realizing his mistake in criticizing the Kaiser, he complimented the man profusely, saying that he was much more knowledgeable regarding the military, science, and other subjects. But he also said that Bülow had some historical and political knowledge that could complement the Kaiser's knowledge. As a result, the Kaiser looked on him much more favorably.

This story involving Bülow and the Kaiser illustrates two of Carnegie's main points. First, it highlights that it is better to praise people before criticizing them. Bülow did not do this, and he acknowledged the problems with this mistake quite quickly. However, Bülow moved on to more effective strategies, like genuinely complimenting the Kaiser on his extensive knowledge, while acknowledging his own shortcomings in areas like science and the military. Because Bülow admitted his own mistakes, the Kaiser forgave his earlier error and treated him much more favorably, reinforcing the importance of humility on Bülow's part.

Admitting one's own mistakes can help convince others to change their behavior, like Clarence Zerhusen, whose 15-year-old son Dave started to smoke. Clarence and his wife also smoked, and he acknowledged that nicotine got the best of him and that his cough was very irritating. He didn't make threats or warn Dave about the dangers—he just pointed out his own faults. And so, Dave stopped smoking, and with Dave's support, Clarence even stopped smoking himself.

In this example, Clarence's humility and willingness to admit his own mistakes not only succeeded in preventing his son Dave from smoking, but it also helped him correct his own mistakes. Thus, Carnegie suggests that being humble can even help people overcome their own issues.

PART 4, CHAPTER 4

Carnegie once dined with Ida Tarbell, the famous biographer. She told Carnegie that she was writing a book on Owen D. Young, who only ever gave suggestions, not orders. He would say "What do you think of this?" instead of "Do this or do that." This makes it easy for a person to correct errors, as it leaves their pride intact and makes them feel important. It encourages cooperation instead of rebellion.

In this chapter, Carnegie focuses on how leaders should ask questions and make requests rather than simply giving orders. Doing so is not only a humbler way to approach delegation (thus making the other person feel more important), but it also makes people feel like they have some autonomy in solving the problem.

Dan Santarelli, a teacher at a vocational school in Wyoming, told Carnegie's class how a student once blocked the entryway to the school with their car. An instructor yelled at the student, demanding that they move immediately before the instructor dragged the car away himself. The student resented the instructor's action, and the other students gave him a hard time from then on. If the instructor had instead suggested that the person move the car so that other cars could get in and out, there would have been no issue.

In this example, Carnegie illustrates how making a suggestion or asking a question would have been better ways to handle the situation. Because the instructor was so negative and harsh, he incurred resentment and created additional conflict between himself and the students—all of which could have been avoided if he'd been more positive from the start.

Ian Macdonald was the general manager of a manufacturing plant, and he had an offer to accept a large order, but he knew that he would likely not meet the promised delivery date. Instead of rushing his workers, he called them together and asked if they could make it possible to produce the order on time—additionally asking for their input to make it happen. As a result, they approached it with a "can do" attitude, and the order was produced on time.

Because Macdonald didn't merely demand that his team do the work more quickly, they came up with many creative ideas to get the job done and approached it enthusiastically. While giving orders might make people resentful, making suggestions and requesting input makes them feel autonomous and important. As a result, the people who approach their teams in this way get better results.

PART 4, CHAPTER 5

Years ago, the General Electric company had to remove Charles Steinmetz from the head of a department. Instead of firing him, they gave him a new title for work he was already doing and let someone else head up the department. Everyone was happy, particularly Steinmetz, because they considered his feelings and let him save face.

This chapter focuses on allowing people to save face. In this example, Steinmetz harbored no animosity toward the company because they let him maintain his dignity and continue to feel important thanks to a new title.

Being fired disappoints people, and they retain no love for the company that lets them go. One manager at an accounting firm, Marshall Granger, discusses letting their seasonal workers go. He compliments them and says the firm is proud of them. As a result, they don't feel let down, and they know that if the firm had work for them, it would keep them on.

Again, Carnegie emphasizes that the point of letting people save face is to focus positively on the work that they are doing, particularly in situations where they might be inclined to think negatively—like when workers are being let go. As a result, good relationships are maintained on both sides.

Fred Clark told of one incident in which a vice president was asking pointed and embarrassing questions of one of the production supervisors, which made the supervisor evasive. This, in turn, made the vice president angry—and a few months later, the supervisor left the firm to work for a competitor.

In this example, Carnegie illustrates what happens when people don't allow others to save face. This vice president lost a valuable production supervisor because he humiliated him and prevented him from feeling important.

Anna Mazzone's case illustrates how it is better to let people save face. Once, she made a mistake in test marketing a product, and the entire test had to be done over again. When she was called in to give a report, she was very upset, but her boss didn't blow up. He thanked her for her work and told her he had faith in her—and that her lack of experience, not ability, was the reason for the failure. She left the meeting with her head high, determined never to let him down again. Real leaders will let people save face.

Again, this example illustrates that letting people save face prevents resentment overall, and it can also spur people to do even better work after making mistakes or failing, as in Anna Mazzone's case. Only by allowing her to hold her head high is she then able to succeed the next time.

PART 4, CHAPTER 6

Pete Barlow had a dog and pony act and spent his life traveling with circuses and vaudeville shows. Whenever Pete trained a new **dog**, he praised the dog for the slightest improvement. Carnegie posits that we should use the same technique for people, as it inspires them to keep improving. People can often identify moments when words of praise changed their entire life.

Again, Carnegie uses dogs to illustrate how we can use the same techniques with people. This time, he illustrates that just like dogs, people need love and support—particularly when they are learning to do something. This underscores the need for positivity.

Many years earlier, one young boy longed to be a singer. His first teacher discouraged him, but his mom praised him and told him she could already see improvement. That encouragement changed his life—his name was Enrico Caruso, and he became the greatest and most famous opera singer of his time.

In this example involving Caruso, Carnegie shows how little encouragements can spur people to success, even if they may not be the most innately talented. Thus, it is always better to be positive and show encouragement, because one never knows how one could transform someone else's life.

The same is true of Charles Dickens: he grew up very poor, only attended school for four years, and had many editors reject his early stories. But when one editor praised him, he was thrilled, and this praise changed his whole life, taking him out of a harsh factory and ultimately propelling him to literary fame. H. G. Wells has a similar story, as he was very unhappy working as a clerk. But when a former teacher told him that he was suited for better things and offered him a job as a teacher, this spark ultimately led him to his literary career.

Carnegie once again emphasizes the benefits of praising people. Positivity is not simply for one's own edification, but because one can transform someone's life and—in these examples—make the world culturally richer for doing so. Only the power of encouragement stood between Dickens, Wells, and their literary careers.

Psychologist B. F. Skinner has shown that praise always works better than criticism. John Ringelspaugh found this with his children—when he yelled at them for their faults, they never improved. But when they managed to find things to praise, they would always improve. Then, some of their other faults began to disappear, and they went out of their way to do things right to gain that praise.

Here, Carnegie again cites psychologist B. F. Skinner's studies illustrating that positive reinforcement works better than punishment—and Ringelspaugh found that this is true with his children as well. Praise also made them feel important and made them want to gain further praise, showing how earning encouragement can become a positive cycle.

This works on the job as well, like when Keith Roper applied this to his print shop. A new worker was struggling to adjust to the job, and Mr. Roper spoke with the young man and told him how great the man's work was—pointing out the specific things that made it good—as well as how important the young man was to the company. As a result, the man became a dedicated worker. Mr. Roper didn't use flattery—he was sincere. Carnegie repeats that the principles in the book only work when they are heartfelt.

In this example, Carnegie reiterates that appreciation must come from a place of sincerity—otherwise, praise comes off as mere flattery. Because Mr. Roper pointed out specific things, the encouragement felt genuine. As a result, the young man changed his attitude and became a better worker for it, which benefitted Mr. Roper as well. This again suggests that praise can benefit both the receiver and the giver.

All people have far more power than they realize: they have the power to inspire others, particularly through praising them. Abilities can literally blossom under encouragement. So, it is important to praise even the slightest improvement, because that can spur even greater growth.

Here, Carnegie reaffirms that positive encouragement can transform people for the better, suggesting that praise is a kind of superpower that people should use frequently because it can make the world a better place overall.

PART 4, CHAPTER 7

When a good worker suddenly starts slipping, it's important not to berate or threaten them. Instead, as Henry Henke did with one of his workers, it's important to point out the person's good reputation and indicate that their work hasn't quite been up to the same standard. Most of the time, people don't realize that their work has been slipping and are eager to live up to their former reputation.

In this chapter, Carnegie again illustrates that it's important not to criticize people directly because it only discourages them. Rather, calling attention to their good reputation makes them feel important and spurs them to live up to that reputation.

Georgette Leblanc discusses the transformation of a servant girl named Marie, who worked in a hotel in Belgium. She was cross-eyed, bandy-legged, and very poor, but one day Leblanc complimented her and told her that she had great potential. This comment transformed Marie, and she started taking better care of her face and body. Soon after, she announced her coming marriage to the chef's nephew—all because Leblanc gave her a reputation to live up to.

Marie's example suggests that people don't even need a former reputation to live up to. Simply stating that she had potential (i.e., that she was capable of being important) made Marie realize that she could live up to that potential and prompted her to do so. As in the examples in the previous chapter, this encouragement changed her life.

A dentist in Ireland named Martin Fitzhugh was shocked when a patient pointed out that the metal cupholder on her chair was not very clean. As a result, Fitzhugh wrote to his cleaning woman, Bridgit, thanking her for her great work and telling her that she could work an extra half hour to clean things that needed less frequent attention like the cupholders. The next day he came in and found the place had been polished to perfection.

Rather than criticizing Bridgit, Fitzhugh's praise and his commendation of her normally great work prompted her to want to do even better work for him in cleaning the cupholders. This also ties back to the idea that it's better to call attention to people's mistakes indirectly, because that way they won't feel as bad and won't become resentful.

A fourth-grade teacher discovered that she had a bad student in her class at the beginning of the year. He was mischievous and caused discipline problems in the class—but he learned rapidly. The first day of class, she told him that she heard he was a natural leader and depended on him to make this the best fourth grade class that year. With that reputation, he couldn't let her down—and he didn't.

This teacher effectively shaped her student's behavior by playing on his desire to be important and virtuous. This example underscores how vital a feeling of importance is, and how those who stay humble and make others feel valuable have an advantage in negotiating with others.

PART 4, CHAPTER 8

Carnegie's friend became engaged at 40 and took dancing lessons with his fiancée. The first teacher said he did not dance well, but the second teacher told him that his fundamentals were right, and that he wouldn't have trouble learning a few steps. The first teacher discouraged him by emphasizing mistakes, whereas the second teacher praised the things he did right and told him he was a natural-born dancer. He knows she was trying to be nice, but he became a better dancer because she said so. She encouraged him and made him want to improve. Carnegie found the same thing when someone encouraged him that he would have a natural flair for bridge.

This chapter provides further examples of the idea that positivity is always better than negativity. The first teacher called attention to the man's mistakes, and as a result, he got discouraged. The second teacher, by contrast, encouraged him and made him believe that he could get better. Only encouragement and minimizing his mistakes allowed him to improve, whereas criticism nearly made him give up.

Speaking of bridge, famous bridge teacher Ely Culbertson came to America in 1922 and tried to get several jobs but failed at all of them. He played some bridge, but he was a poor card player and asked many questions about each round after it was played, frustrating his fellow players. Then he met a bridge teacher, fell in love with her, and married her. She told him that he analyzed his cards meticulously and was a genius at the game—this encouraged him to teach bridge professionally.

Culbertson's story is very similar to Carnegie's friend's story. Initially, people were frustrated with Culbertson's gameplay and as a result, he felt discouraged. But his wife's encouragement, by contrast, helped to foster his talent, and as a result, led him to great success—again highlighting the power of encouragement over criticism.

Clarence Jones found that making faults seem easy to correct completely changed his son's life. His son was badly scarred in a car accident and spent most of his childhood in special education classes—he was two years behind his age group. But he loved to work on radio and TV sets and wanted to be a TV technician. His dad encouraged him and pointed out that he needed math to qualify for training.

Jones not only focused on encouraging his son, but he also adopted the strategies that Carnegie proposed in the first part of the book. Seeing things from his son's perspective (knowing that he wanted to be a TV technician) helped him convince his son to improve at math.

To help David, Jones made flashcards for the multiplication and division tables, repeating the cards until David got each one right. He made a big deal out of each card David got right, and gradually they reduced his time for going through the cards. In this way, David discovered that learning was easy and fun. His grades in algebra improved significantly, and his reading and drawing also improved. He later won a city-wide science fair and remained on the honor roll through high school, proving that he could easily correct his mistakes and changing his whole life.

Again, Carnegie emphasizes the transformative power of encouragement. Not only did David improve in math, but he also learned a much more valuable lesson in realizing that learning could be fun. This encouragement then led him to improve all around, to the point that he was able to live up to his full potential.

PART 4, CHAPTER 9

In 1915, Woodrow Wilson tried to bring peace to Europe. William Jennings Bryan, the secretary of state, wanted to go to Europe to counsel with its leaders, but Wilson chose another man instead: Colonel House. Bryan was disappointed, but House assured him that Bryan was too important for the task and would attract too much attention, which satisfied Bryan. The lesson one can gather from this is to make the other person happy about doing the things you suggest.

This chapter returns to one of Carnegie's first principles: the best way to influence other people is to make them want to do what you suggest. This requires seeing things from other people's perspectives and thinking more selflessly, as House did here in stating that Bryan was too important to go to Europe.

Wilson didn't always follow that policy, unfortunately. He didn't make the Republican Party happy by entering the United States into the League of Nations. He also refused to take prominent Republican leaders to the peace conference with him, instead taking unknown men from his own party. As a result of this crude handling of human relations, he wrecked his own career, caused the U.S. to stay out of the League, and altered world history.

Here, Carnegie illustrates the problems when people do not follow this strategy. Because Wilson angered the Republican Party and made them not want to join the League of Nations, he likely changed the course of history. The League lost a key country, which may have contributed to its dissolution and failure to prevent World War II.

This is important even for people who are not diplomats: Dale Ferrier encouraged his son to willingly do the chore he was assigned—picking up pears from under the pear tree—by offering to pay him a dollar for every bushel of pears he picked up. But Ferrier would also take away a dollar for every pear left in the yard. His son then picked up all of the pears eagerly.

As in the other examples in the chapter, Ferrier thought about what his son might want—and in offering a reward for the work, his son got what he wanted (the money) and Ferrier got what he wanted (for the yard to be clear of pears). This returns to the idea that empathizing with others' perspectives benefits both parties in an agreement.

Gunter Schmidt, who ran a food store, talked about one of his employees who was negligent about putting the proper price tags on shelves, which caused confusion. After failed attempts to remind and scold her, he appointed her the Supervisor of Price Tag Posting for the entire store. This new responsibility changed her attitude, and she fulfilled her duties well from then on.

This example supports Carnegie's idea that it's important to make the other person happy about doing what you want, and it also returns to the idea that making others feel important is crucial when trying to influence them. Schmidt understood this idea, because giving his employee a new title to make her excited about her responsibilities helped her do the work well.


Giving titles and authority is effective: it worked for Napoleon, who called his troops the "Grand Army," and for Ernest Gent, who kept a group of boys from running across her lawn by appointing one of them her "detective" and putting him in charge of keeping all trespassers off her lawn.

These examples again show how making others feel important can be an effective way to improve morale and make others feel important—and in doing so, influence people to do what you want.

When changing attitudes are behavior, these principles are essential: be sincere; concentrate on the benefits to the other person; know what you want the other person to do; be empathetic; and put your request in a form that shows what the person will gain out of doing it. You may not always get a favorable reaction from people, but you are more likely to change attitudes and behaviors this way—and that is *your* benefit.

Here, Carnegie gives a short summary of many of the principles in his book. He emphasizes the value of focusing on what the other person wants rather than what you want; being humble and positive; making the other person feel important; and appreciating them sincerely. Doing so will not only benefit them—it will also benefit you.

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