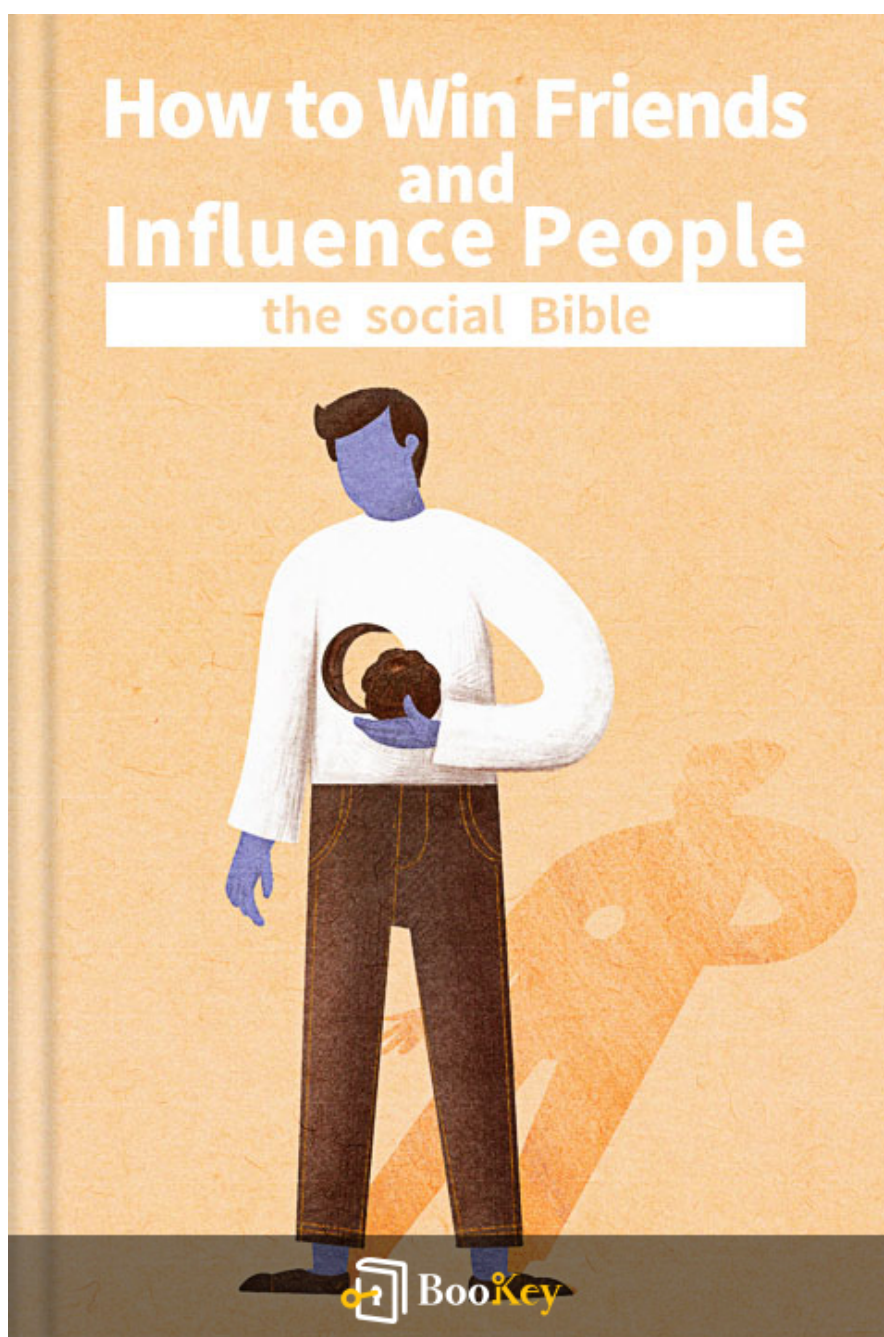


# How To Win Friends And Influence People PDF (Limited Copy)

Dale Carnegie



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# **How To Win Friends And Influence People**

## **Summary**

Timeless Strategies for Building Relationships and Achieving Success

Written by New York Central Park Page Turners Books Club

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## About the book

In this updated edition of Dale Carnegie's timeless classic, \*How to Win Friends and Influence People\*, readers will uncover the enduring principles that have changed the lives of millions for over eighty years. Thoughtfully revised by Carnegie's daughter, Donna, this edition retains key insights from the original 1936 text while ensuring its relevance for today's audiences. With a rich mix of practical advice and engaging stories, the book imparts essential skills like effective communication, relationship building, and leadership. Whether you're looking to enhance your personal life or advance in your career, Carnegie's invaluable guidance will help you navigate social dynamics and cultivate meaningful connections. Experience the powerful lessons that have made this book a perennial favorite, and unlock your potential for success.

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## About the author

Dale Breckenridge Carnegie (1888–1955) was a prominent American writer and lecturer, known for his pioneering courses in self-improvement, salesmanship, public speaking, and interpersonal skills. Born into poverty on a Missouri farm, Carnegie achieved fame with his iconic book, "How to Win Friends and Influence People," first published in 1936 and still highly regarded today. His innovative teaching methods established the foundation for his namesake institute, which has produced hundreds of thousands of graduates. Carnegie's work highlighted the significance of personal interaction and the ability to influence others by altering one's own responses. His legacy goes beyond his bestselling books, as he has inspired countless individuals to develop greater self-confidence and communication abilities.

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Arousing Resentment

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# Chapter 1 Summary: Fundamental Techniques in Handling People

## PART ONE

### Fundamental Techniques in Handling People

#### 1

### **“IF YOU WANT TO GATHER HONEY, DON’T KICK OVER THE BEEHIVE”**

This chapter tells a compelling story about a notorious criminal, “Two Gun” Crowley, portraying how he and other criminals frequently avoid self-blame. It highlights that many individuals tend to rationalize their behavior, failing to accept accountability. The author suggests that criticism often proves to be a fruitless endeavor, leading to defensiveness and resentment. Instead, he emphasizes that appreciation and understanding are far more effective in influencing behavior than condemnation or reprimands.

For example, rather than reprimanding employees, a safety coordinator achieved success by asking about their comfort and explaining the protective purpose of hard hats. Historical examples demonstrate how leaders, such as



Abraham Lincoln, managed to inspire without harsh criticism. A pivotal moment in Lincoln's journey reshaped his approach, allowing him to adopt a mindset rooted in understanding.

The text wraps up with key principles that guide interpersonal relationships:

- **Criticism** can damage relationships and engender resentment.
- **Understanding** and **appreciation** promote healthier interactions.
- Effective communication hinges on recognizing others' needs rather than merely focusing on one's own desired outcomes.

## **PRINCIPLE 1**

**Don't criticize, condemn, or complain.**

**2**

## **THE BIG SECRET OF DEALING WITH PEOPLE**

The author conveys that the only way to truly influence others is by

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inspiring them to want to take action, which is rooted in understanding their desires. This inherent human need for significance drives behavior, and recognizing this reality allows for the cultivation of cooperation and goodwill.

The text provides examples demonstrating that shifting attention from your own desires to the needs of others can enhance communication effectiveness. Charles Schwab, for instance, highlights the power of appreciation and encouragement over criticism for boosting team performance.

## **PRINCIPLE 2**

**Give honest and sincere appreciation.**

3

**“HE WHO CAN DO THIS HAS THE WHOLE WORLD WITH HIM. HE WHO CANNOT WALKS A LONELY WAY”**

The principle of evoking eager wants in others is discussed, using fishing metaphors to illustrate the importance of attending to someone else's

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interests to foster cooperation. Real-life situations underscore the benefits of understanding and addressing the desires of others, leading to mutually advantageous outcomes.

Readers are encouraged to continually consider the perspectives of others, which nurtures a cycle of generosity and understanding, greatly enhancing both personal and professional relationships.

### **PRINCIPLE 3**

**Arouse in the other person an eager want.**

**In a Nutshell**

## **FUNDAMENTAL TECHNIQUES IN HANDLING PEOPLE**

### **PRINCIPLE 1**

**Don't criticize, condemn, or complain.**

### **PRINCIPLE 2**

**Give honest and sincere appreciation.**

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## **PRINCIPLE 3**

**Arouse in the other person an eager want.**

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# Chapter 2 Summary: Ways to Make People Like You

## PART TWO: Ways to Make People Like You

### 1. Do This and You'll Be Welcome Anywhere

- The heart of friendship lies in showing a genuine interest in others.
- Dogs teach us that affection doesn't rely on hidden motives—people respond warmly to authentic joy and curiosity.
- Emphasizing others enhances our capacity to connect and build friendships; sincere interest is far more impactful than attempting to impress.
- Our communication often reveals our self-centered tendencies, with "I" being the most frequently used word.
- Psychologist Alfred Adler pointed out that those who show little interest in others face significant challenges in life.
- Successful relationships depend on our ability to appreciate others, whether through written communication or face-to-face encounters.
- Historical figures like Theodore Roosevelt exemplified this principle by taking a genuine interest in everyone, fostering lasting connections.

**Principle 1:** Become genuinely interested in other people.



## **2. A Simple Way to Make a Good First Impression**

- A person's facial expression often carries more weight than their clothing when it comes to making impressions.
- A smile represents warmth and approachability, significantly affecting both personal and professional interactions.
- Smiling can transform perceptions in a favorable way, even enhancing the effectiveness of written communication.
- Research indicates that smiling often leads to successful interactions across various domains.
- A positive and cheerful demeanor creates a more inviting environment for building relationships.

**Principle 2: Smile.**

## **3. If You Don't Do This, You Are Headed for Trouble**

- Remembering names is essential for social interactions, as it makes individuals feel valued.
- Personal connections can greatly influence business success and overall life

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satisfaction.

- Influential figures like Jim Farley and Andrew Carnegie built their legacies on the importance of personal relationships.
- Failing to remember names can hinder your social and professional opportunities.
- Learning and using people's names effectively strengthens bonds and creates a lasting sense of connection.

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

#### **4. An Easy Way to Become a Good Conversationalist**

- Engaging conversations hinge on active listening and paying attention to what interests the other person.
- Listening attentively shows respect and appreciation for the speaker, often valued more than nonstop talking.
- Being a good listener enhances your reputation as a conversationalist and helps build rapport.
- Exceptional listeners, like Sigmund Freud, showcase the power of dedicated attention over superficial exchanges.
- People have a deep desire to share about themselves, making listening an essential skill for nurturing relationships.

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

## **5. How to Interest People**

- To engage others, discuss topics that resonate with them, fostering more meaningful connections.
- Leaders like Theodore Roosevelt took the time to learn about subjects important to their guests, resulting in positive relationships.
- A successful approach often involves exhibiting genuine curiosity about what interests the other individual.
- For instance, understanding a colleague's passion can unlock opportunities that direct requests cannot.

**Principle 5:** Talk in terms of the other person's interests.

## **6. How to Make People Like You Instantly**

- Making others feel important is crucial for building rapport.
- Sincere appreciation enhances relationships and allows individuals to feel

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valued.

- Acknowledging others' achievements or qualities boosts their self-esteem and fosters goodwill.
- Compliments should reflect true admiration, as genuine remarks carry greater weight.
- Everyone craves recognition; understanding this can transform your interactions.

**Principle 6:** Make the other person feel important—and do it sincerely.

### **In a Nutshell: Six Ways to Make People Like You**

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

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# **Chapter 3 Summary: How to Win People to Your Way of Thinking**

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

### **1. YOU CAN'T WIN AN ARGUMENT**

A lesson from Dale Carnegie's life highlights that arguing seldom persuades anyone; instead, it generally breeds resentment and defensiveness in the other person. The main takeaway is that winning an argument is elusive; you either lose or create negative feelings. To engage successfully with others, it's crucial to avoid arguments. When challenged, people often dig their heels in deeper regarding their beliefs, so it's wise to refrain from igniting discomfort in others.

### **2. A SURE WAY OF MAKING ENEMIES - AND HOW TO AVOID IT**

Carnegie stresses the importance of respecting others' opinions. Instead of insisting someone is wrong—a move that can trigger defensiveness—approaching conversations with humility and an open mind is more effective. By acknowledging our own potential for error, we open the door for cooperation rather than conflict.

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### **3. IF YOU'RE WRONG, ADMIT IT**

When you find yourself in the wrong, the best approach is to admit it candidly and sincerely. This kind of humility tends to disarm others and often brings about forgiveness, transforming potential arguments into opportunities to strengthen relationships. Carnegie shares stories where owning up to mistakes fostered more favorable outcomes and earned respect.

### **4. A DROP OF HONEY**

Taking a gentle approach earns support far more efficiently than confrontation. Carnegie notes that being calm, friendly, and appreciative promotes cooperation. This principle is underscored by multiple examples where a soft approach led to better negotiations and responses.

### **5. THE SECRET OF SOCRATES**

A successful method is to begin conversations with points of common agreement, encouraging opponents to say "yes" early on in the discussion. This establishes a positive atmosphere, making it easier to address and resolve differences. The “yes, yes” strategy capitalizes on our natural inclination towards agreement.

### **6. THE SAFETY VALVE IN HANDLING COMPLAINTS**

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By listening more and allowing others to voice their thoughts, you create rapport. Carnegie shares instances where listening, instead of speaking, has yielded better outcomes in both business and personal interactions. This practice cultivates goodwill and understanding.

## **7. HOW TO GET COOPERATION**

Inviting others to share their ideas fosters a sense of importance and encourages collaboration. Carnegie supports this with examples illustrating how allowing people to feel ownership over decisions leads to greater engagement and success.

## **8. A FORMULA THAT WILL WORK WONDERS FOR YOU**

Understanding another person's perspective is crucial for effective communication. By genuinely attempting to see the situation from their viewpoint, you can cultivate sympathy and fortify relationships. This approach enhances your ability to positively influence ideas.

## **9. WHAT EVERYBODY WANTS**

Employing phrases that recognize the feelings of others significantly lessens hostility. Showing understanding and sympathy can defuse conflicts, as

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illustrated by Carnegie's own experiences with a critical letter.

## **10. AN APPEAL THAT EVERYBODY LIKES**

When seeking to persuade others, appealing to their nobler motives is particularly effective. Carnegie shares anecdotes demonstrating how touching upon ideals leads to more successful negotiations and stronger relationships.

## **11. THE MOVIES DO IT. TV DOES IT. WHY DON'T YOU DO IT?**

Dramatization can enhance communication and facilitate better understanding and memory retention. Carnegie encourages the use of vivid examples and storytelling to convey points and persuade others more effectively.

## **12. WHEN NOTHING ELSE WORKS, TRY THIS**

Introducing a challenge can spark competition and motivate individuals to perform at their best. Illustrated through stories from history and business, presenting goals as challenges can inspire action and boost performance.

### **In a Nutshell**

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**PRINCIPLE 1:** The only way to win an argument is to avoid it.

**PRINCIPLE 2:** Show respect for the opinions of others. Never say, "You're wrong."

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

**PRINCIPLE 4:** Start in a friendly manner.

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

**PRINCIPLE 6:** Allow the other person to do most of the talking.

**PRINCIPLE 7:** Make the other person feel that the idea is theirs.

**PRINCIPLE 8:** Try to see things from the other person's perspective.

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

**PRINCIPLE 10:** Appeal to noble motives.

**PRINCIPLE 11:** Dramatize your ideas.

**PRINCIPLE 12:** Present a challenge.

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# **Chapter 4: Be a Leader: How to Change People Without Giving Offense or Arousing Resentment**

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

### **1. IF YOU MUST FIND FAULT, BEGIN THIS WAY**

Start with praise before pointing out any faults. Emphasizing the positive first helps to soften the impact of criticism. Leaders like Calvin Coolidge and Abraham Lincoln exemplify the success of this method.

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

### **2. HOW TO CRITICIZE WITHOUT BEING RESENTED**

Direct criticism often breeds resentment; instead, opt for indirect approaches. Swap out "but" with "and" to soften your critique while preserving trust. Subtly acknowledging issues fosters change without triggering defensiveness.

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

### **3. TALK ABOUT YOUR OWN MISTAKES FIRST**

Humility can diffuse criticism. By admitting your own shortcomings, you create common ground for growth, making it easier to deliver constructive feedback.

**PRINCIPLE 3: Discuss your own mistakes before addressing someone else's.**

### **4. NO ONE LIKES TAKING ORDERS**

Avoid issuing direct commands. Instead, offer suggestions and ask questions to promote collaboration and accountability, which enhances cooperation.

**PRINCIPLE 4: Ask questions rather than giving direct orders.**

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## **5. LET OTHERS SAVE FACE**

Always allow others to maintain their dignity. Ensure that your feedback and decisions do not embarrass them, fostering a respectful and supportive environment.

**PRINCIPLE 5: Allow the other person to save face.**

## **6. HOW TO ENCOURAGE SUCCESS IN OTHERS**

Motivation thrives on encouragement. Offer praise generously to build confidence and inspire further improvement in their skills.

**PRINCIPLE 6: Praise even the slightest improvement and celebrate every achievement. Be “hearty in your approbation and lavish in your praise.”**

## **7. GIVE A DOG A GOOD NAME**

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Attribute positive qualities to individuals to inspire them to meet those expectations. Framing them with good reputations can drive excellent performance.

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

## **8. MAKE FAULTS SEEM EASY TO CORRECT**

When discussing issues, present them as manageable challenges. Use encouragement to instill a desire to improve, which enhances motivation and self-efficacy.

**PRINCIPLE 8: Use encouragement. Make the faults appear easy to correct.**

## **9. MAKE PEOPLE GLAD TO DO WHAT YOU WANT**

Present requests in a manner that highlights the benefits for the other person. By making them feel valued and important, you increase the chances of compliance with your suggestions.

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## **PRINCIPLE 9: Ensure the other person is happy to do what you propose.**

### **In Summary**

To lead effectively and foster positive change in others, apply the principles of sincere appreciation, gentle correction, personal accountability, respectful communication, dignity preservation, consistent praise, positive framing, encouragement, and alignment of benefits.

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