

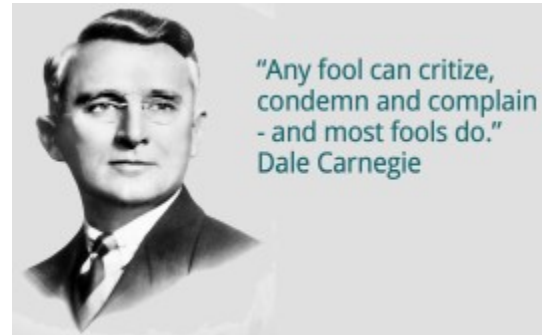
# VENTURING MAGAZINE

LeaderThoughts #23 by Michael Brown

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## Dale Carnegie

One of the classic works of "self improvement" is Dale Carnegie's *How to Win Friends and Influence People* (1936, 1981 revised edition). Sadly, I wonder how many of today's youth are aware of this work, or even considering reading it. Which is too bad, because it's a great work. But this series is about leadership, right, so why cover this? Well, as a leader, we should always be looking to improve ourselves as individuals and as leaders. And a big part of this work does apply to leadership. Remember as we've pointed out, leadership is INFLUENCE. And this work covers the idea of working with people and influencing them. That's leadership.



Dale Carnegie's works are widely available. Some background on him and these works. He was actually born Dale Carnagey. It's pronounced "Carnegie", and he changed the spelling to match the more well-known Andrew Carnegie. In 1912 he started a course on public speaking at the local YMCA. This was different, as in those days, "public speaking" was not something most people engaged in, it being something limited to orators. (and it's interesting that this is very similar to how Toastmasters started a dozen years later). He worked to bring public speaking to everyone. The focus of the course was more on businessmen (salesman more likely), but certainly it's great for anyone.

This course lives on today. Many speak of going thru the "Dale Carnegie Course", or to use its full name: The Dale Carnegie Course in Effective Speaking and Human Relations. I went thru it in the late 80s. Dale Carnegie Training ([www.dalecarnegie.com](http://www.dalecarnegie.com)) puts it on around the country, many times thru companies for their employees. For myself, I feel that while the course is good for the interpersonal skills, being a member of Toastmasters is better when it comes to public speaking, as once the course it's done, it's done, while Toastmasters is more ongoing training and practice.

His first major work was *Public Speaking & Influencing Men in Business* (1926, 1937), which now lives on in two different works (edited/revised by his wife)- *The Quick and Easy Way to Effective Speaking* (1962), which is used in the Course as one of its standard texts, and *How to Develop Self-Confidence & Influence People by Public Speaking* (1956), more aimed at the general reader. As noted, these works focus on public speaking.

But his most famous work is *How to Win Friends and Influence People*. It has four parts. One is on the fundamentals of handling people. Next is on how to get people to like you. Then is how to win people to your way of thinking (and isn't that what many of us as leaders must do?). And finally on being a leader and changing those around us. These are all topics that anyone should be comfortable with.

These are the fundamental points from the book:

### Fundamental Techniques in Handling People

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

2. Give honest and sincere appreciation.
3. Arouse in the other person an eager want.
4. Never show others that you are not interested in what they have to say.

### Six Ways to Make People Like You

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

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

1. The only way to get the best of an argument is to avoid it.
2. Show respect for the other person's opinions. Never say "You're Wrong."
3. If you're wrong, admit it quickly and emphatically.
4. Begin in a friendly way (Principle #13).
5. Start with questions to which the other person will answer yes.
6. Let the other person do a great deal of the talking.
7. Let the other person feel the idea is his or hers.
8. Try honestly to see things from the other person's point of view (Principle #17).
9. Be sympathetic with the other person's ideas and desires.
10. Appeal to the nobler motives.
11. Dramatize your ideas.
12. Throw down a challenge.



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

1. Begin with praise and honest appreciation.
2. Call attention to people's mistakes indirectly.
3. Talk about your own mistakes before criticizing the other person.
4. Ask questions instead of giving direct orders.
5. Let the other person save face.
6. Praise the slightest improvement and every improvement. Be "hearty in your approbation and lavish in your praise."
7. Give the other person a fine reputation to live up to.
8. Use encouragement. Make the fault seem easy to correct.
9. Make the other person happy about doing what you suggest.

Another major work by him is *How to Stop Worrying and Start Living* (1948, revised 1990). He also wrote a hagiography of Lincoln called *Lincoln the Unknown* (1932), which is used as an award book in the course. The Dale Carnegie Course (at least when I took it in the late 80s), provided each participant with *How to Win Friends and Influence People*, *How to Stop Worrying and Start Living*, and *The Quick and Easy Way to Effective Speaking*. In addition to those 3 books, the Course also (again, when I took it) provides participants several small booklets of materials from Carnegie. Some that may be of interest

are "Remember Names", "Speak More Effectively" (which combines 2 older booklets: "How to Make Our Listeners Like Us" and "A Quick and Easy Way to Learn to Speak in Public"), and "Meeting: Quicker & Better Results".

What is confusing when looking at the Dale Carnegie books is there are many others. These were usually created by Dale's wife Dorothy, or the Dale Carnegie Training organization from his works. These include *The Leader in You*, which is based on *How to Win Friends; How To Enjoy Your Life And Your Job*, which is a combination of material from both *How to Win Friends* and *How to Stop Worrying*, and Dorothy Carnegie created *How to Win Friends and Influence People for Teen Girls*. The *Dale Carnegie's Lifetime Plan for Success* is a combo edition of *How to Win Friends* and *How to Stop Worrying*, and there are several combo editions of these works, including the ones published for the Dale Carnegie Course. There is the *Dale Carnegie Scrapbook*, which is a collection of his writings and ideas. And there is *Public Speaking for Success* (2005), which is yet another revision of Carnegie's public speaking book, updated by Arthur Pell, as well as *Tips on Public Speaking* (2007), which updates his 1920 books, edited by Marie Carnegie Hall (I assume a granddaughter).

Most recently, the Dale Carnegie Training group came out with a new edition of *How to Win Friends: How to Win Friends and Influence People in the Digital Age* (2011). I have not read it, but wonder how better it might be. They have also come out with a set of 4 new books that are interesting: *The 5 Essential People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts*, *Leadership Mastery: How to Challenge Yourself and Others to Greatness*, *Make Yourself Unforgettable: How to Become the Person Everyone Remembers* and *No One Can Resist, Stand and Deliver: How to Become a Masterful Communicator and Public Speaker*. These combine stuff that Dale wrote with newer material.

That said, I think Ventures would benefit from getting Carnegie's three classic works: *How to Win Friends*, *How to Stop Worrying*, and *Quick and Easy Way to Public Speaking*. I wonder if a short course based on H2WF might work as a training workshop?

Here are some videos that tie in with this:

Warren Buffet on Dale Carnegie: <http://www.youtube.com/watch?v=k7gXaPY524I>

An inspiration video using quotes from Carnegie: <http://www.youtube.com/watch?v=zeLezplBnM8>