



DALE CARNEGIE®
TRAINING

Dale Carnegie's Secrets of Success

The distilled wisdom from *How to Win
Friends and Influence People*
by Dale Carnegie

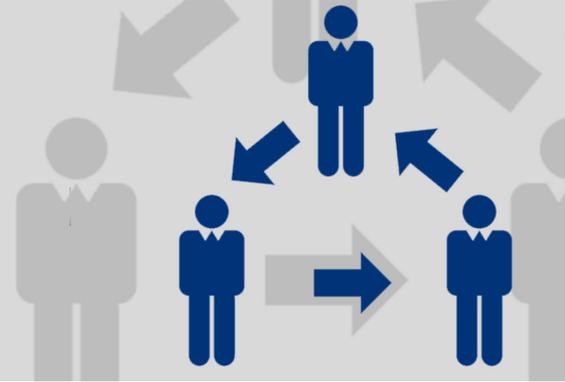
PRINCIPLES: ENHANCE RELATIONSHIPS

The continuum for growing our people and leadership skills starts with changing ourselves. Dale Carnegie encouraged us to “become a friendlier person” so that we could earn trust and enhance relationships. Enhancing relationships is the essential foundation for being more influential and becoming a highly respected person of influence.



PRINCIPLES: ENHANCE RELATIONSHIPS

01-04



01

DON'T CRITICIZE, CONDEMN, OR COMPLAIN

Criticizing another person not only damages that person's reputation, it puts a dent in our own.

03

AROUSE IN THE OTHER PERSON AN EAGER WANT

As business professionals, we are constantly selling our ideas. But people consent to help for their own reasons, not ours. If we make it clear how our ideas will benefit them, there is no limit to the cooperation we could receive.

02

GIVE HONEST, SINCERE APPRECIATION

Appreciation builds our image faster than any other practice. After all, the success of every job demands cooperation and effort from others. People contribute to our success as much as we contribute to theirs.

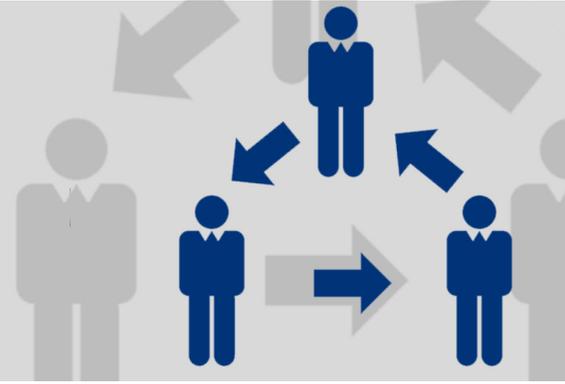
04

BECOME GENUINELY INTERESTED IN OTHER PEOPLE

Regardless of the physical or financial assets a company may have, it's the people who make it successful. They are an organization's key asset, and getting to know them should be as high a priority as learning the technical aspects of one's job. The key is to be genuine. Don't get a reputation for only being interested when you want something. Getting to know others should always be mutually beneficial.

PRINCIPLES: ENHANCE RELATIONSHIPS

05-09



05 SMILE

Whether or not we're pleasant to be around depends less on the situation than on our behavior. Rapport in business is fueled by seemingly minor considerations, such as a friendly, accessible demeanor and a welcoming smile.

07 BE A GOOD LISTENER. ENCOURAGE OTHERS TO TALK ABOUT THEMSELVES

A business runs on information, so what better way to learn what's going on than following this principle? We must listen with everything we've got. How we listen reflects how we think. Be focused, engaged, and sincere.

06 REMEMBER THAT A PERSON'S NAME IS TO THAT PERSON THE SWEETEST AND MOST IMPORTANT SOUND IN ANY LANGUAGE

Using a person's name is crucial, especially when meeting those we don't see very often. Respect and acceptance stem from simple acts such as remembering a person's name and using it whenever appropriate.

08 TALK IN TERMS OF THE OTHER PERSON'S INTERESTS

Truth be told, we spend most of our time thinking about ourselves. Why not create strong relationships by putting away our own concerns and talking about what others are interested in for a while?

09 MAKE THE OTHER PERSON FEEL IMPORTANT—AND DO IT SINCERELY

In our dealings with others, building them up shows we appreciate their contribution. The bond that results can help us withstand the pressures of our own day-to-day struggles.

PRINCIPLES: GAIN COOPERATION

Gaining cooperation means we help others become committed to working as a team. If we get “compliance,” it is only a matter of time before results suffer and the team becomes mired in unmanageable conflict or, worse yet, becomes indifferent to the goals of the organization and non-committal to one another. The best way to gain cooperation is to be cooperative ourselves and to be emotionally intelligent about the needs of the team.

Dale Carnegie provides 12 principles for gaining cooperation. Not only do these principles help us win people to our way of thinking; they help us tap the energy and intelligence of the team. This encourages innovation, cooperation, and bottom-line results!



PRINCIPLES: GAIN COOPERATION

10-15



10

THE ONLY WAY TO GET THE BEST OF AN ARGUMENT IS TO AVOID IT

An argument is 90% emotion and 10% nonsense. A mature professional avoids arguments.

11

SHOW RESPECT FOR THE OTHER PERSON'S OPINION. NEVER SAY, "YOU'RE WRONG"

Avoid making others defensive. It shrinks the channels of communication. Simply ask why they feel the way they do and respond accordingly.

12

IF YOU ARE WRONG, ADMIT IT QUICKLY AND EMPHATICALLY

This disarms conflict and opens up lines of communication.

13

BEGIN IN A FRIENDLY WAY

If we aren't open and friendly, winning people to our way of thinking is nearly impossible.

14

GET THE OTHER PERSON SAYING "YES, YES" IMMEDIATELY

It's important to begin by agreeing on something. Then the challenging ideas are more easily accepted.

15

LET THE OTHER PERSON DO A GREAT DEAL OF THE TALKING

Not only will the person share information, but he or she might "talk themselves" into cooperating.

PRINCIPLES: GAIN COOPERATION

16-21



16

LET THE OTHER PERSON FEEL THAT THE IDEA IS HIS OR HERS

What is right, not who is right, is most important. By following this principle, we build another person's confidence and willingness to share ideas and strengthen the team.

17

TRY HONESTLY TO SEE THINGS FROM THE OTHER PERSON'S POINT OF VIEW

The other person's point of view may be clearer than ours. Learn what you can from other points of view.

18

BE SYMPATHETIC WITH THE OTHER PERSON'S IDEAS AND DESIRES

Being understanding and sympathetic is a sure way of keeping channels of communication open.

19

APPEAL TO THE NOBLER MOTIVES

Most people will work very hard for ideals and the higher aims of the organization if they know what they are and how they apply in a particular situation.

20

DRAMATIZE YOUR IDEAS

A unique idea should have a unique package. Use creative approaches to help sell your ideas.

21

THROW DOWN A CHALLENGE

Most of us have a competitive side. Challenging others to action often produces unexpected positive results.

PRINCIPLES: BE A LEADER

Once we have cultivated trust and provided an environment that fosters cooperation, we find it much easier to implement change and help others be more accepting of those changes.

Even so, easier doesn't mean easy. It may take several attempts to get associates, customers, and others onboard with the needed changes. Dale Carnegie's last nine Human Relations Principles provide a powerful set of tools to help us help people change their attitudes without offending them or causing resentment. This builds the "followship" needed to achieve organizational results.



PRINCIPLES: BE A LEADER

22-26



22 BEGIN WITH PRAISE AND HONEST APPRECIATION

When we acknowledge the value a person has to our organization, we establish a positive tone for open communication.

24 TALK ABOUT YOUR OWN MISTAKES BEFORE CRITICIZING THE OTHER PERSON

This concept eliminates barriers and helps others to be more open to our coaching.

23 CALL ATTENTION TO PEOPLE'S MISTAKES INDIRECTLY

This creates an environment that keeps associates from becoming defensive.

25 ASK QUESTIONS INSTEAD OF GIVING DIRECT ORDERS

This allows the individual to take increasing ownership of both the problem and potential solutions.

“*Happiness doesn't depend on any external conditions, it is governed by our mental attitude.*
– Dale Carnegie

26 LET THE OTHER PERSON SAVE FACE

Our goal is to deal with the inappropriate behavior and still maintain the dignity of the associate.

PRINCIPLES: BE A LEADER

27-30



27

PRAISE THE SLIGHTEST IMPROVEMENT AND PRAISE EVERY IMPROVEMENT. BE "HEARTY IN YOUR APPROBATION AND LAVISH IN YOUR PRAISE"

There is no better way to increase the productivity, efficiency, and commitment of others than praise. We must notice and give recognition to our colleagues if we want to ensure continuous improvement.

28

GIVE THE OTHER PERSON A FINE REPUTATION TO LIVE UP TO

When we set high expectations, we help others achieve their full potential.

29

USE ENCOURAGEMENT. MAKE THE FAULT SEEM EASY TO CORRECT

By expressing our belief in the other person's ability to correct the fault, we give him or her confidence to improve job performance.

30

MAKE THE OTHER PERSON HAPPY ABOUT DOING THE THING YOU SUGGEST

By encouraging a person's desire to improve performance, we can help develop the attitudes and behaviors that are most productive.

Dale Carnegie developed these 30 principles as part of his ground-breaking development of the Dale Carnegie Course. To find the course nearest you, visit www.dalecarnegie.com

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