

How to win friends and Influence People

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Handling People

- 1. Don't criticize, condemn or complain.
- 2. Give honest and sincere appreciation.
- 3. Arouse in the other person an eager want.

Make People like you

- 1. Become genuinely interested in other people.
- 2. Smile.
- 3. Remember Peoples names
- 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.
- 7. Avoid arguments
- 8. Show respect for the other person's opinions. Never say, "You're wrong."
- 9. Admit if you are wrong
- 10. Begin in a friendly way.
- 11. Get the other person saying "Yes, yes" immediately.
- 12. Let the other person do the talking.
- 13. Let the other person feel that the idea is his or hers.
- 14. Try honestly to see things from the other person's point of view.
- 15. Be sympathetic with the other person's ideas and desires.
- 16. Appeal to the nobler motives.
- 17. Dramatize your ideas.
- 18. Throw down a challenge.

Changing People

- 1. Begin with praise and honest appreciation.
- 2. Call attention to people's mistakes indirectly.
- 3. Talk about your own mistakes before criticising the other person.
- 4. Ask questions instead of giving direct orders.
- 5. Let the other person save face.
- 6. Praise the slightest improvement and praise every improvement.
- 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 doing the thing you suggest.

Principles for effective Leadership

- 1. Be sincere. Do not promise anything that you cannot deliver. Forget about the benefits to yourself and concentrate on the benefits to the other person.
- 2. Know exactly what it is you want the other person to do.
- 3. Be empathetic. Ask yourself what is it the other person really wants.
- 4. Consider the benefits that person will receive from doing what you suggest.
- 5. Let the other person save face.
- 6. Match those benefits to the other person's wants.
- 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 doing the thing you suggest.

Handling People

1. Don't criticize, condemn or complain.

- Criticism wounds a persons pride ans makes people defensive.
- Nothing kills the ambition of a person faster than criticism from superiors
- Instead reward good behaviour
- Emphasise on the positive results the action you want them to do has
- Show empathy by saying you understand them and imagining yourself in their shoes
- Be understanding and forgiving
- Find out why people do what they do
- Speak ill of no man.

2. Give honest and sincere appreciation.

- If you want someone to do something, you have to make them WANT to do it
- Find out what they get from doing what you want and sell it to them
- Things people want:
 - Health
 - Food
 - Sleep
 - Money and possessions
 - Sexual gratification
 - Well being of our children
 - Feeling important
- People do better work under a spirit of approval than under a spirit of criticism.
- Praise your associates publically as well as privately.
- Show honest and sincere appreciation. Don't flatter. Do it honestly and truthfully.
- Think about the other persons good points and highlight them.

3. Arouse in the other person an eager want.

- Talk about what the other person wants and show them a way to get it.
- Tell them a story on why you stopped/started something
- Example 1: Boy wetting his bed
A father of a boy wetting his bed, wanted him to stop. He gave him authority to buy himself a new bed. Also he appealed to the boys desire to be a grown up man, by giving him sleeping clothes like his father.
- Example 2: A cover letter written to adress the wants of the company:
My ten years of bank experience should be of interest to a rapidly growing bank like yours.

In various capacities in bank operations with the Bankers Trust Company in New York, leading to my present assignment as Branch Manager, I have acquired skills in all phases of banking including depositor relations, credits, loans and administration. I will be relocating to Phoenix in May and I am sure I can contribute to your growth and profit.

I will be in Phoenix the week of April 3 and would appreciate the opportunity to show you how I can help your bank meet its goals.

Sincerely,
Barbara L. Anderson

1 Make People like you

1. Become genuinely interested in other people.

- A dog makes his living by giving nothing but love
- People are not interested in you. They are interested in their own problems.
- Be genuinely interested in others and you will make more friends
- Remember peoples names, birthdays and what they are interested in.
- Greet people friendly
- Give people appreciation and show interest in what they do, before asking for advice
- Invest time into doing things for other people, that require time, energy, usefulness and thoughtfulness.

2. Smile.

- You must have a good time meeting people if you expect them to have a good time meeting you
- A smile is even powerful when you are on the phone
- Act as if you were happy to become happy
- Control your thoughts to control your happiness
- Mindset Shift:
 - Practice appreciation of what you have and be thankful of it
 - Greet everyone with a big smile and put effort in making each interaction more delightful
 - Keep your goals in mind all the time
 - Get yourself in the mental attitude of courage frankness and good cheer

3. Remember Peoples names

- Make an effort to write the name of a person down when learning it.
- Improve your memory by writing down some characteristics of the person.

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

- Many times, everything people want is to express themselves.
- Let them do so and listen.
- Place importance to what people want to say, when they come to you
- Do not interrupt. Listen patiently and acknowledge the value of what they said.

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

- Find out what people are interested in, do some research about it and bring up the topic for them to explain.

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

- Look for positive traits in the other person and point them out to them.
- Show appreciation in the other person and that they are important/ good enough.
- Remember that everyone is superior to you in something and you can learn from everyone.

2 Make People like you

1. Avoid arguments

- Don't argue with anyone about anything
- Don't react defensive when disagreeing with anything. Control yourself.
- Let the other person finish talking.
- Look for areas of agreement.
- Be honest and apologize if you are wrong.
- Consider the other persons points of view.

2. Show respect for the other person's opinions. Never say, "You're wrong."

- Telling someone they are wrong makes them want to agree with you and makes it a challenge for them to oppose you.
- You cannot teach people anything.
- You can just make them find it themselves.
- Ask them where the problems are and make suggestions.
- Start with saying
"I might be wrong, I frequently am. Let's examine the facts!"
Use indirect spec like "I conceive", "I prehend", "I imagine"

3. Admit if you are wrong

- You are going to be called out anyways so do it yourself
- Say what the other person is thinking or wants to say
- It clears defensiveness of your opponents

4. Begin in a friendly way.

- Noone can be forced to agree with you. They can only be led to
- Find something nice like a compliment and say it first
- Let people talk before saying anything

5. Get the other person saying 'yes, yes' immediately.

- Structure your speaking so that the other person has to agree with you on the small steps towards the thing they want you to admit or do
- Ask questions where the only correct answer is "yes" as often as you can
- Ideally creep them nodding the whole time

6. Let the other person do the talking.

- Ask questions and encourage them to express their ideas fully
- Don't interrupt someone speaking. The time invested in letting someone feel heard is rewarding.
- Every successful person likes to talk about their struggles to get there

7. Let the other person feel that the idea is his or hers.

- Make suggestions and let others make the conclusions you want them to

8. Try honestly to see things from the other person's point of view.

- There is a reason for why someone thinks a certain way. Try to find it
- Be understanding of what others think and why they act a certain way
- Acknowledge the point of view of the other person
- Try to understand the others motives before a meeting

9. Be sympathetic with the other person's ideas and desires.

- Acknowledge that if you had the same experience as the other person, you would think the same way

10. Appeal to the nobler motives.

- A person usually has two motives for doing something:
 - One that sounds good
 - A real one
- Think of the motives that sound good and appeal to them
- Give them a noble reason to act a certain way like protecting the children

11. Dramatize your ideas.

- Stating the truth is not enough. It has to be made vivid, interesting and dramatic
- Display your ideas with showmanship and dramatisation to make them more appealing and interesting

12. Throw down a challenge.

- Stimulate competition and the desire to excel
(Example of charles schwa's writing the output of the factory on the floor to make the next shift want to be better)
- Try to make it a game

3 Changing People

1. Begin with praise and honest appreciation.

- Start with something positive about the other person
- Find out something interesting about them and point it out
- Make it honest and do not flatter
- 2. Call attention to people's mistakes indirectly.
- Don't call out peoples mistakes and call them out indirectly
- Let them save their face
- Don't say "but" after the praise, say "and"
- Example: People smoking in a "No smoking" area
He walked over to the men, handed each one a cigar, and said, "I'll appreciate it, boys, if you will smoke these on the outside." They knew that he knew that they had broken a rule—and they admired him because he said nothing about it and gave them a little present and made them feel important.

3. Talk about your own mistakes before criticising the other person.

- Start with your own shortcomings
- Tell a story on how you had a similar problem and solved it
- Praise after your critique if necessary

4. Ask questions instead of giving direct orders.

- Ask questions or suggest a new viewpoint instead of saying, "something should be done differently"
- Make it look easy to correct errors and encourage cooperation
e.g.: Do you think this would sound better, if...?

5. Let the other person save face.

- Do not point out the errors of anyone. Especially in front of others
- Give only praise to people in front of others and point out errors generally

6. Praise the slightest improvement and praise every improvement. Be hearty in your approbation and lavish in your praise.

- Minimize criticism and maximize praise for every behaviour change you want to see
- Make the praise specific so it sounds genuine
- Negative behaviour will atrophy when no attention is cast on them
- You can transform people by guiding them to the hidden treasures inside of them

7. Give the other person a fine reputation to live up to.

- State openly that people have the virtue you want them to develop
- Example:
A teacher turned the school most notorious bad boy into the thriving force behind the class by saying:
"Tommy, I understand you are a natural leader. I'm going to depend on you to help me make this class the best class in the fourth grade this year."
- Give them a title and authority

8. Use encouragement. Make the fault seem easy to correct.

- If you tell someone they are not good at something, they will loose the incentive to improve
- Meet them with encouragement, make it seem easy and trust in their ability to do it

9. Make the other person happy doing the thing you suggest.

- Find out what the other person desires
- Formulate your request to show how the other person gets what THEY want
- Face their possible objections with your suggestion in advance and work them out