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How to
Win Friends
and
Influence
People

UPDATED
FOR THE NEXT
GENERATION
OF LEADERS

The ONLY BOOK You Need
to Lead You to SUCCESS

Dale Carnegie

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Win Friends
and
Influence People**

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How to Win Friends and Influence People

*Updated for the Next Generation
of Leaders*

Dale Carnegie

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This book is dedicated to a man
who doesn't need to read it—
my cherished friend,
HOMER CROY

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Preface

As Dale Carnegie's daughter, I am thrilled to present this new edition of *How to Win Friends and Influence People*. It has been a long-awaited chance to freshen it while still staying faithful to the original language and content. Although the book first came out in 1936, the information you'll find contained within is neither obsolete nor irrelevant. The book has struck a chord for generation after generation and continues to do so with today's audience. The title alone has become a household phrase, often quoted, paraphrased, and parodied, showing up in everything from political cartoons to novels.

It may seem surprising now but no one at the time of the book's publication could have predicted the overwhelming response, least of all my father. As my mother, Dorothy Carnegie, described it in 1981, which is the only time the text of this classic has been touched:

How to Win Friends was first published in 1936 in an edition of only 5,000 copies. Neither Dale Carnegie nor the publishers, Simon & Schuster, anticipated more than this modest sale. To their amazement, the book became an

overnight sensation and edition after edition rolled off the presses to keep up with the increasing public demand.

How to Win Friends took its place in publishing history as one of the all-time international best-sellers. It touched a nerve and filled a need that was more than a faddish phenomenon of post-Depression days, as evidenced by its continued and uninterrupted sales into the present day. It has been translated into almost every known written language. Each generation has discovered it anew and has found it relevant.

My mother wrote that more than forty years ago and it's still true today.

How to Win Friends and Influence People, which has sold more than 30 million copies, is not just a paragon of its genre: It more or less invented it. It was the first of its kind. In 1936 there were no racks of self-improvement books like there are today. "Improving yourself" usually meant refining your table manners, or acquiring an appreciation for fine art and literature. You did not learn how to make friends from a book. You were either popular and successful or you weren't.

Dale Carnegie sought to change that. He knew human relations could be taught. For years he had given classes in adult education. The most popular was the Carnegie Course, nominally a class in public speaking but encompassing much more: He believed that being able to speak before an audience gave people the confidence they lacked to get their ideas across effectively, and could open the door to transforming themselves into the person they aspired to be. My father found the work both challenging and satisfying. His business was taking off and keeping him busy, so it never occurred to him to write a book based on the class material until he was approached by Leon Shimkin.

In 1934, Shimkin, the brilliant up-and-coming editor at S&S, attended one of my father's lectures and was intrigued enough to sign up for a Carnegie Course. He was so impressed by what he saw and heard during the first few sessions that he urged my father to write a book.

At first my father was reluctant to take time out from his classes for a project of that scope, but Shimkin persisted. He felt that there was a market for "the art of dealing with people," and talked my father into putting together an outline based on recordings of his lectures. As he worked on the draft, my father began to see promise and committed to the project.

According to him, "I didn't really write *How to Win Friends*. I collected it. I merely put on paper the lectures I had been giving to people to help equip them for business and social life, the success hints that they had been telling me." He had no idea at the time that it would find a much wider audience than his classes.

By the mid-1930s the grip of the Great Depression was starting to ease. Although war was looming in Europe, in America people were beginning to look ahead to rebuild both the economy and their own lives. After the privations of the previous decade, the mood was now one of cautious optimism, and people wanted to realize their potential as they looked ahead to a better future. The time was ripe for a book like *How to Win Friends*.

When *How to Win Friends* hit the stands, it touched a nerve and the public responded, snatching up a quarter of a million copies in the first three months. Today it is still going strong, which tells us that the craving for connection to others and the need to grow is a part of the human psyche.

Which brings us to the logical question: Why revise a classic that has proven itself to have timeless value and which continues to have universal appeal? Why tamper with success?

Again, my mother said it best in 1981:

To answer that we must first realize that during his lifetime, my husband was a tireless reviser of his own work. He constantly refined and improved his courses to serve the evolving needs of an ever-growing public. If he had lived longer, he would have updated *How to Win Friends* himself to reflect the cultural shifts that have taken place in the world since it was first published.

In this new edition we have continued my father's tradition of keeping his work timely for the next generation of readers without straying from the powerful authenticity of the original. My father wrote just as he spoke, in an intensely exuberant, conversational manner stemming from his rural Midwestern roots, and we didn't want to change that. We have kept the breezy, brash Carnegie style—even the '30s slang is still there—his voice encouraging his readers to make what are often sweeping changes in the way they relate to their families, coworkers, and community.

We have not “changed” *How to Win Friends*. This is only a touch-up, as we did not want to rewrite a classic or diminish the magic of my father's voice.

We have eliminated some of the references to people or events that readers today would not recognize or that we felt were out of touch with today's world, including some material that was added later on in the 1981 revision. We wanted to get back to the original as closely as possible, while simultaneously touching it up for tomorrow, so we started fresh and worked from the first 1936 edition, the undiluted source.

To say *How to Win Friends* is timeless is to undervalue its impact. Even those who have never read the book will recognize many of the ideas within. My father's principles, so in tune with what people wanted and needed, were quickly embraced by

the business leaders of the day. In today's world, they are being presented as "cutting edge" strategies by Human Resources and corporate leadership programs. Professionals and laypeople alike have borrowed them, repackaged and rephrased them, with the promise of revealing how to increase your self-confidence, develop management skills, and improve your social life.

My father didn't invent the concepts he wrote about, but he was a pioneer in the way he presented them. Many of our current be-your-best-self gurus owe their talking points and success to the foundation this book laid down nearly ninety years ago, and many of today's popular books have been derived from the content in *How to Win Friends*. The overriding theme and the linchpin of this book is to see things from the point of view of others.

In our era of political strife and social upheaval, we need to learn human relations skills more than ever. These pages will show you how to have a civil conversation with those you disagree with, explain why others won't "listen to reason," and help you to mend rifts with family and friends when it seems beyond hope. It is not an easy assignment, but it is vitally important. Help, often life-transforming help, is here in these pages.

Such challenges were not easy for my father. He was the first to admit that he wasn't the model of human relations that people imagined him to be. He struggled with these lessons as much as everyone else. He always kept a D.F.T. file, "Damn Fool Things I've Done," to remind himself of his missteps: "Was introduced to 2 women today—forgot the name of one instantly." When he got impatient with a clerk who ignored him: "I, who take money from people for telling them how to handle human nature, was as crude and ineffective as a caveman!" And "Wasted 20 minutes hating Tom G—— when I was supposed to be writing a book on self-discipline."

There is a wonderful family story of when a friend of my

mother's dropped by to visit just after my parents had had an argument. My father was still fuming and stomping around the house. When the guest commented on it, my mother nodded toward him and said, "There goes the man who wrote the book." As he often said, he wrote *How to Win Friends* for himself as much as for others.

This revision has been a labor of love for me. I was only four when my father passed away in 1955, but I remember him well. He was warm, laughed easily, loved people, and always made time for me. He was very much the person whose voice you hear in this book.

In working on this project, I was fortunate to have the invaluable help of writer Andrew Postman, and together we reviewed and analyzed every line of *How to Win Friends and Influence People* again and again, weeding out extraneous material and carefully debating the merits of any change we made, no matter how small. I am also grateful for the input of Stuart Roberts, our editor at S&S, whose support for this revision was unflagging, and Joe Hart and Christine Buscarino at Dale Carnegie Training for being sounding boards throughout the project. I believe my father would have been very pleased with the results. It is my hope that you will be, too, and that you not only benefit from the wisdom within but enjoy the journey as well.

Donna Dale Carnegie

How This Book Was Written—and Why

During the first thirty-five years of the twentieth century, the publishing houses of America printed more than a fifth of a million different books. Most of them were deadly dull, and many were financial failures. “Many,” did I say? The president of one of the largest publishing houses in the world confessed to me that his company, after seventy-five years of publishing experience, still lost money on seven out of every eight books it published.

Why, then, did I have the temerity to write another book? And, after I had written it, why should you bother to read it?

Fair questions, both. I’ll try to answer them.

I have, since 1912, been conducting educational courses for business and professional men and women in New York City. At first, I conducted courses in public speaking only—courses designed to train adults, by actual experience, to think on their feet and express their ideas with more clarity, effectiveness, and poise, both in business interviews and before groups.

But gradually, as the seasons passed, I realized that as sorely as these adults needed training in effective speaking, they needed

still more training in the fine art of getting along with people in everyday business and social contacts.

I also gradually realized that I was sorely in need of such training myself. As I look back across the years, I am appalled at my own frequent lack of finesse and understanding. How I wish a book such as this had been placed in my hands twenty years ago! What a priceless boon it would have been.

Dealing with people is probably the biggest problem you face, especially if you are in business. Yes, and that is also true if you are a homemaker, architect, or engineer. Research done a few years ago under the auspices of the Carnegie Foundation for the Advancement of Teaching (no relation) uncovered a most important and significant fact, a fact later confirmed by additional studies made at the Carnegie Institute of Technology (also no relation). These investigations revealed that even in such technical lines as engineering, about 15 percent of one's financial success is due to one's technical knowledge and about 85 percent is due to skill in human engineering—to personality and the ability to lead people.

For many years, I conducted courses each season at the Engineers' Club of Philadelphia, and also courses for the New York chapter of the American Institute of Electrical Engineers. More than fifteen hundred engineers have passed through my classes. They came to me because they had finally realized, after years of observation and experience, that the highest-paid personnel in engineering are frequently not those who know the most about engineering. One can, for example, hire mere technical ability in engineering, accounting, architecture, or any other profession at a fairly reasonable salary. But the person who has technical knowledge *plus* the ability to express ideas, to assume leadership, and to arouse enthusiasm among people—that person is headed for higher earning power.

In the heyday of his activity, John D. Rockefeller said that “the ability to deal with people is as purchasable a commodity as sugar or coffee. And I will pay more for that ability,” said John D., “than for any other under the sun.”

Wouldn't you suppose that every college in the land would conduct courses to develop the highest-priced ability under the sun? But if there is just one practical, common-sense course of that kind given for adults in even one college in the land, it has escaped my attention up to the present writing.

The University of Chicago and the United Y.M.C.A. Schools conducted a survey, over two years, to determine what adults want to study. The last part of the survey was made in Meriden, Connecticut. It had been chosen as a typical American town. Almost every adult in Meriden was interviewed and requested to answer 156 questions—questions such as “What is your business or profession?” “Your education?” “How do you spend your spare time?” “What is your income?” “What are your hobbies?” “Your ambitions?” “Your problems?” “What subjects are you most interested in studying?” and so on. The survey revealed that the prime interest of adults is health—and their second interest is people: how to understand and get along with people; how to make people like you; and how to win others to your way of thinking.

The committee conducting this survey resolved to conduct such a course for adults in Meriden and they searched diligently for a practical textbook on the subject. They found not one. Finally they approached one of the world's outstanding authorities on adult education and asked him if he knew of any book that met the needs of this group. “No,” he replied, “I know what those adults need. But that book has never been written.”

I knew from experience that this statement was true, for I myself had been searching for years to discover a practical, working handbook on human relations.

Since no such book existed, I have tried to write one for use in my own courses. And here it is. I hope you like it.

In preparation for this book I read everything I could find on the subject—from newspaper columns, magazine articles, and records of the family courts to the writings of the old philosophers and the new psychologists. In addition, I hired a trained researcher who spent a year and a half in various libraries reading everything I had missed, plowing through erudite tomes on psychology, poring over hundreds of articles, searching through countless biographies, trying to ascertain how the great leaders of all ages had dealt with people. We read their biographies. We read the life stories of all great leaders from Julius Caesar to Queen Victoria to Thomas Edison. I recall that we read more than one hundred biographies of Theodore Roosevelt alone. We were determined to spare no time or expense to discover every practical idea that anyone had ever used throughout the ages for winning friends and influencing people.

I personally interviewed scores of successful people, some of them world-famous—inventors like Marconi and Edison; political leaders like Franklin D. Roosevelt and Postmaster General James Farley; business leaders like RCA founder Owen D. Young; movie stars like Clark Gable, Joan Crawford, and Mary Pickford; musicians like the opera singer Helen Jepson; educators like Helen Keller; and explorers like Martin Johnson—and tried to discover the techniques they used in human relations.

From all this material, I prepared a short talk. I called it “How to Win Friends and Influence People.” I say “short.” It was short in the beginning, but it soon expanded to a lecture that consumed one hour and thirty minutes. For years, I gave this talk each season to the adults in the Carnegie Institute courses in New York.

I gave the talk and urged the listeners to go out and test it

in their business and social contacts, and then come back to class and speak about their experiences and the results they had achieved. What an interesting assignment! These women and men, hungry for self-improvement, were fascinated by the idea of working in a new kind of laboratory—the first and only laboratory of adult human relationships that had ever existed.

This book wasn't written in the usual sense of the word. It grew as a child grows. It grew and developed out of that laboratory, out of the experiences of thousands of adults.

Years ago, we started with a set of rules printed on a card no larger than a postcard. The next season we printed a larger card, then a leaflet, then a series of booklets, each one expanding in size and scope. After fifteen years of experiment and research came this book.

The rules we have set down here are not mere theories or guesswork. They work like magic. Incredible as it sounds, I have seen the application of these principles revolutionize the lives of so many people.

To illustrate: A man with 314 employees joined one of these courses. For years, he had driven and criticized and condemned his employees without pause or discretion. Kindness, words of appreciation and encouragement were alien to his lips. After studying the principles discussed in this book, this employer sharply altered his philosophy of life and his leadership. His organization is now infused with a new loyalty, a new enthusiasm, a new spirit of teamwork. Three hundred and fourteen enemies have been turned into 314 friends. As he proudly said in a speech before the class: "When I used to walk through my establishment, no one greeted me. My employees actually looked the other way when they saw me approaching. But now they are all my friends and even the janitor calls me by my first name."

This employer gained more profit, more leisure, and—what is

infinitely more important—he found far more happiness in his business and in his home.

Countless numbers of salespeople have sharply increased their sales by the use of these principles. Many have opened up new accounts—accounts that they had formerly solicited in vain. Executives have been given increased authority, increased pay. One executive reported a large boost in salary because he applied these truths. Another, an executive for the Philadelphia Gas Works Company, was slated for demotion when he was sixty-five years old because of his belligerence, because of his inability to lead people skillfully. This training not only saved him from the demotion but brought him a promotion with higher pay.

On innumerable occasions, spouses attending the banquet given at the end of the course have told me that their homes have been much happier since their husbands or wives started this training.

People are frequently astonished at the results they achieve. It all seems like magic. In some cases, in their enthusiasm, they have phoned me at my home on Sundays because they couldn't wait to report their achievements at the regular session of the course.

One man was so stirred by a talk on these principles that he sat far into the night discussing them with other members of the class. At three o'clock in the morning, the others went home. But he was so shaken by a realization of his own mistakes, so inspired by the vista of a new and richer world opening before him, that he was unable to sleep. He didn't sleep that night or the next day or the next night.

Who was he? A naïve, untrained individual ready to gush over any new theory that came along? No. Far from it. He was a sophisticated, blasé dealer in art, very much the man about town,

who spoke three languages fluently and was a graduate of two European universities.

While writing this chapter, I received a letter from a German aristocrat whose forebears had served for generations as professional army officers under the Hohenzollerns. His letter, written from a transatlantic steamer, telling about the application of these principles, rose almost to a religious fervor.

Another man—an old New Yorker, a Harvard graduate, a wealthy individual, the owner of a large carpet factory—declared he had learned more in fourteen weeks through this system of training about the fine art of influencing people than he had learned about the same subject during his four years in college. Absurd? Laughable? Fantastic? Of course, you are welcome to dismiss this statement with whatever adjective you wish. I am merely reporting, without comment, a declaration made by a conservative and eminently successful individual in a public address to approximately six hundred people at the Yale Club in New York on the evening of Thursday, February 23, 1933.

“Compared with what we ought to be,” said the renowned psychologist and professor William James, “we are only half awake. We are making use of only a small part of our physical and mental resources. Stating the thing broadly, the human individual thus lives far within his limits. He possesses powers of various sorts which he habitually fails to use.”

Those powers which you “habitually fail to use”! The sole purpose of this book is to help you discover, develop, and profit by those dormant and unused assets.

“Education,” said Dr. John G. Hibben, former president of Princeton University, “is the ability to meet life’s situations.”

If by the time you have finished reading the first three chapters of this book—if you aren’t then a little better equipped to meet life’s situations—then I shall consider this book to be a

total failure so far as you are concerned. For “the great aim of education,” said Herbert Spencer, the English sociologist and philosopher, “is not knowledge but action.”

And this is an action book.

Dale Carnegie, 1936

Nine Suggestions on How to Get the Most Out of This Book

1. If you wish to get the most out of this book, there is one indispensable requirement, one essential infinitely more important than any rule or technique. Unless you have this one fundamental requisite, a thousand rules on how to study will make no difference. If you do have this cardinal endowment, then you can achieve wonders without reading any suggestions for getting the most out of a book.

What is this magic requirement? Just this: *a deep, driving desire to learn, a vigorous determination to increase your ability to deal with people.*

How can you develop such an urge? By constantly reminding yourself how important these principles are to you. Picture to yourself how their mastery will aid you in leading a richer, happier, and more fulfilling life. Say to yourself over and over: “My popularity, my happiness, and my sense of worth depend to no small extent upon my skill in dealing with people.”

2. Read each chapter rapidly at first to get a bird's-eye view of it. You will probably be tempted then to rush on to the next one. Don't—unless you are reading merely for entertainment. But if you are reading because you want to increase your skill in human relations, then go back and re-read each chapter thoroughly. In the long run, this will save time and produce better results.
3. Stop frequently in your reading to think over what you are reading. Ask yourself just how and when you can apply each suggestion.
4. Read and highlight with a pencil, pen, or marker in your hand. When you come across a suggestion that you feel you can use, draw a line beside it. If it is a four-star suggestion, then underscore every sentence or highlight it, or mark it with “****.” Marking and underscoring a book makes it more interesting and far easier to review rapidly.
5. I knew a woman who had been office manager for a large insurance concern for fifteen years. Every month, she read all the insurance contracts her company had issued that month. Yes, she read over many of the same contracts month after month, year after year. Why? Because experience had taught her that that was the only way she could keep their provisions clearly in mind.

I once spent almost two years writing a book on public speaking and yet I found I had to keep going back over it from time to time in order to remember what I had written in my own book. The rapidity with which we forget is astonishing.

If you want to get a real, lasting benefit out of this book, don't imagine that skimming through it once will suffice.

After reading it thoroughly, you ought to spend a few hours reviewing it every month. Keep it on your desk or somewhere you can see it every day. Glance through it often. Keep constantly impressing yourself with the rich possibilities for improvement that still lie in your future. Remember that the use of these principles can be made habitual only by a constant and vigorous campaign of review and application. There is no other way.

6. Bernard Shaw, the Irish playwright, once remarked: "If you teach a man anything, he will never learn." Shaw was right. Learning is an active process. We learn by doing. So, if you desire to master the principles you are studying in this book, do something about them. Apply these rules at every opportunity. If you don't, you will quickly forget them. Only knowledge that is used sticks in your mind.

You will probably find it difficult to apply these suggestions all the time. I know because I wrote the book, and yet frequently I found it difficult to apply everything I advocated. For example, when you are displeased, it is much easier to criticize and condemn than it is to try to understand the other person's viewpoint; it is frequently easier to find fault than to find praise; it is more natural to talk about what you want than to talk about what the other person wants; and so on. So as you read this book, remember that you are not merely trying to acquire information. You are attempting to form new habits. Ah yes, you are attempting a new way of life. That will require time and persistence and daily application.

So refer to these pages often. Regard this as a working handbook on human relations; and whenever you are confronted with some specific problem—such as handling

a child, winning your spouse, partner, or boss to your way of thinking, or satisfying an irritated customer—hesitate about doing the natural thing, the impulsive thing. This is usually wrong. Instead, turn to these pages and review the paragraphs you have underscored. Then try these new ways and watch them achieve magic for you.

7. Offer your spouse, your child, or some business associate a dollar every time they catch you violating a certain principle. Make a lively game out of mastering these rules.
8. The president of a Wall Street bank once described, in a talk before one of my classes, a highly efficient system he used for self-improvement. This man had little formal schooling; yet he had become one of the most important financiers in America, and he confessed that he owed most of his success to the constant application of his homemade system. This is what he does. I'll put it in his own words as accurately as I can remember.

“For years I have kept an engagement book showing all the appointments I had during the day. My family never made any plans for me on Saturday night, for the family knew that I devoted a part of each Saturday evening to the illuminating process of self-examination and review and appraisal. After dinner I went off by myself, opened my engagement book, and thought over all the interviews, discussions, and meetings that had taken place during the week. I asked myself:

“‘What mistakes did I make that time?’

“‘What did I do that was right—and in what way could I have improved my performance?’

“‘What lessons can I learn from that experience?’

“I often found that this weekly review made me very

unhappy. I was frequently astonished at my own blunders. Of course, as the years passed, these blunders became less frequent. Sometimes I was inclined to pat myself on the back a little after one of these sessions. This system of self-analysis and self-education, which continued year after year, did more for me than any other one thing I have ever attempted.

“It helped me improve my ability to make decisions—and it aided me enormously in all my contacts with people. I cannot recommend it too highly.”

Why not use a similar system to check up on your application of the principles discussed in this book? If you do, two things will result.

First, you will find yourself engaged in an educational process that is both intriguing and priceless.

Second, you will find that your ability to meet and deal with people will grow enormously.

9. It may be helpful for you to record your triumphs after you apply these principles. Be specific. Give names, dates, results. Keeping such a record will inspire you to greater efforts; and how fascinating these entries will be when you chance upon them some evening years from now!

To review, to get the most out of this book:

- a. Develop a deep, driving desire to master the principles of human relations.
- b. Read each chapter twice before going on to the next one.
- c. As you read, stop frequently to ask yourself how you can apply each suggestion.

- d. Underscore each important idea.
- e. Review this book each month.
- f. Apply these principles at every opportunity. Use this volume as a working handbook to help you solve your daily problems.
- g. Make a lively game out of your learning by offering some friend a dollar every time they catch you violating one of these principles.
- h. Check up each week on the progress you are making. Ask yourself what mistakes you have made, what improvement, what lessons you have learned for the future.
- i. Keep notes in the back of this book showing how and when you applied these principles.

Part One

Fundamental Techniques in Handling People