

- 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.

- 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.

- That survey revealed that health is the prime interest of adults – and that 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.

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

- For 'the great aim of education,' said Herbert Spencer, 'is not knowledge but action.'

- Bernard Shaw once remarked: 'If you teach a man anything, he will never learn.'

- '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, self-education, 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.'

- John Wanamaker, founder of the American stores that bear his name, once confessed: 'I learned thirty years ago that it is foolish to scold. I have enough trouble overcoming my own limitations without fretting over the fact that God has not seen fit to distribute evenly the gift of intelligence.'

- And when Mrs Lincoln and others spoke harshly of the southern people, Lincoln replied: 'Don't criticise them; they are just what we would be under similar circumstances.'

- Theodore Roosevelt said that when he, as President, was confronted with a perplexing problem, he used to lean back and look up at a large painting of Lincoln which hung above his desk in the White House and ask himself, 'What would Lincoln do if he were in my shoes? How would he solve this problem?'

- When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.

- Any fool can criticise, condemn and complain – and most fools do. But it takes character

- ‘A great man shows his greatness,’ said Carlyle, ‘by the way he treats little men.’

- You can imagine Hoover’s anger. One could anticipate the tongue-lashing that this proud and precise pilot would unleash for that carelessness. But Hoover didn’t scold the mechanic; he didn’t even criticise him. Instead, he put his big arm around the man’s shoulder and said, ‘To show you I’m sure that you’ll never do this again, I want you to service my F-51 tomorrow.’

- PRINCIPLE 1 Don’t criticise, condemn or complain.

- If you tell me how you get your feeling of importance, I’ll tell you what you are. That determines your character. That is the most significant thing about you.

- ‘I consider my ability to arouse enthusiasm among my people,’ said Schwab, ‘the greatest asset I possess, and the way to develop the best that is in a person is by appreciation and encouragement.

- If I like anything, I am hearty in my approbation and lavish in my praise.’

- When a study was made a few years ago on runaway wives, what do you think was discovered to be the main reason wives ran away? It was ‘lack of appreciation.’ And I’d bet that a similar study made of runaway husbands would come out the same

- ‘Flattery is telling the other person precisely what he thinks about himself.’

- Hurting people not only does not change them, it is never called for. There is an old saying that I have cut out and pasted on my mirror where I cannot help but see it every day: I shall pass this way but once; any good, therefore, that I can do or any kindness that I can show to any human being, let me do it now. Let me not defer nor neglect it, for I shall not pass this way again.

- So the only way on earth to influence other people is to talk about what they want and show them how to get it.

- First, arouse in the other person an eager want. He who can do this has the whole world with him. He who cannot walks a lonely way.’

- Tomorrow you may want to persuade somebody to do something. Before you speak, pause and ask yourself: ‘How can I make this person want to do it?’

- ‘If there is any one secret of success,’ said Henry Ford, ‘it lies in the ability to get the other person’s point of view and see things from that person’s angle as well as from your own.’

- Do you think Mrs. Anderson received any response from that letter? Eleven of the twelve banks invited her to be interviewed, and she had a choice of which bank’s offer to accept.

Why? Mrs. Anderson did not state what she wanted, but wrote in the letter how she could help them, and focused on their wants, not her own.

- Yet many salespeople spend a lifetime in selling without seeing things from the customer's angle.

- The world is full of people who are grabbing and self-seeking. So the rare individual who unselfishly tries to serve others has an enormous advantage. He has little competition.

- If out of reading this book you get just one thing – an increased tendency to think always in terms of other people's point of view, and see things from their angle – if you get that one thing out of this book, it may easily prove to be one of the building blocks of your career.

- First, arouse in the other person an eager want. He who can do this has the whole world with him. He who cannot walks a lonely way.

- William Winter once remarked that 'self-expression is the dominant necessity of human nature.'

- PRINCIPLE 3 Arouse in the other person an eager want.

- IN A NUTSHELL FUNDAMENTAL TECHNIQUES IN HANDLING PEOPLE PRINCIPLE 1 Don't criticise, condemn or complain. PRINCIPLE 2 Give honest and sincere appreciation. PRINCIPLE 3 Arouse in the other person an eager want.

- You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.

- People are not interested in you. They are not interested in me. They are interested in themselves – morning, noon and after dinner.

- Publilius Syrus, remarked: 'We are interested in others when they are interested in us.'

- Here is the way the psychologist and philosopher William James put it: 'Action seems to follow feeling, but really action and feeling go together; and by regulating the action, which is under the more direct control of the will, we can indirectly regulate the feeling, which is not.'

- 'There is nothing either good or bad,' said Shakespeare, 'but thinking makes it so.'

- 'A man without a smiling face must not open a shop.'

Chinese proverb

- Jim Farley discovered early in life that the average person is more interested in his or her own name than in all the other names on earth put together. Remember that name and call it easily, and you have paid a subtle and very effective compliment.

- This policy of remembering and honouring the names of his friends and business associates was one of the secrets of Andrew Carnegie's leadership. He was proud of the fact that he could call many of his factory workers by their first names, and he boasted that while he was personally in charge, no strike ever disturbed his flaming steel mills.

- We should be aware of the magic contained in a name and realise that this single item is wholly and completely owned by the person with whom we are dealing . . . and nobody else. The name sets the individual apart; it makes him or her unique among all others.

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

- But I had done this: I had listened intently. I had listened because I was genuinely interested. And he felt it. Naturally that pleased him. That kind of listening is one of the highest compliments we can pay anyone.

- Jack Woodford in *Strangers in Love*, 'few human beings are proof against the implied flattery of rapt attention.'

- according to former Harvard president Charles W. Eliot, 'There is no mystery about successful business intercourse . . . Exclusive attention to the person who is speaking to you is very important. Nothing else is so flattering as that.'

- As the *Readers's Digest* once said: 'Many persons call a doctor when all they want is an audience.'

- Lincoln hadn't wanted advice. He had wanted merely a friendly, sympathetic listener to whom he could unburden himself. That's what we all want when we are in trouble. That is frequently all the irritated customer wants, and the dissatisfied employee or the hurt friend.

- So if you aspire to be a good conversationalist, be an attentive listener. To be interesting, be interested. Ask questions that other persons will enjoy answering. Encourage them to talk about themselves and their accomplishments.

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

- For Roosevelt knew, as all leaders know, that the royal road to a person's heart is to talk about the things he or she treasures most.

- 'Yet I know if I hadn't found out what he was interested in, and got him warmed up first, I wouldn't have found him one-tenth as easy to approach.'

- 'I entered his huge and impressive office determined not to ask directly for a job. He was seated behind a large carved desk and thundered at me, "How about it, young man?" I said, "Mr. Funkhouser, I believe I can make money for you." He immediately rose and invited me to sit in one of the large upholstered chairs. I enumerated my ideas and the qualifications I had to realise these ideas, as well as how they would contribute to his personal success and that of his businesses. ' "R.J.," as he became known to me, hired me at once and for over twenty years I have grown in his enterprises and we both have prospered.'

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

- Obviously to make him like me, I must say something nice, not about myself, but about him. So I asked myself, "What is there about him that I can honestly admire?"

- If we are so contemptibly selfish that we can't radiate a little happiness and pass on a bit of honest appreciation without trying to get something out of the other person in return – if our souls are no bigger than sour crab apples, we shall meet with the failure we so richly deserve.
- The law is this: Always make the other person feel important.
- Zoroaster taught it to his followers in Persia twenty-five hundred years ago. Confucius preached it in China twenty-four centuries ago. Lao-tse, the founder of Taoism, taught it to his disciples in the Valley of the Han. Buddha preached it on the bank of the Holy Ganges five hundred years before Christ. The sacred books of Hinduism taught it among the stony hills of Judea nineteen centuries ago. Jesus summed it up in one thought – probably the most important rule in the world: 'Do unto others as you would have others do unto you.' You want
- Little phrases such as 'I'm sorry to trouble you,' 'Would you be so kind as to – ?' 'Won't you please?' 'Would you mind?' 'Thank you' – little courtesies like these oil the cogs of the monotonous grind of everyday life – and incidentally, they are the hallmark of good breeding.
- Such is the power, the stupendous power, of sincere heart-felt appreciation.
- The unvarnished truth is that almost all the people you meet feel themselves superior to you in some way, and a sure way to their hearts is to let them realise in some subtle way that you realise their importance, and recognise it sincerely. Remember what Emerson said: 'Every man I meet is my superior in some way. In that, I learn of him.' And the pathetic part of it is that frequently