

DOWNLOAD PDF BE A LEADER: HOW TO CHANGE PEOPLE WITHOUT GIVING OFFENSE OR AROUSING RESENTMENT

Chapter 1 : Be a Leader: How to change people without giving offence or arousing resentment | Richard K

Be a Leader: How to change people without giving offence or arousing resentment Principle 1 - If you must find fault, this is the way to begin: Begin with praise and honest appreciation It is always easier to listen to unpleasant things after we have heard some praise of our good points.

How to be a leader who has the ability to change people without giving offense or arousing resentment 1. Begin with praise and honest appreciation. Let them know how much you appreciate their hard work. Then, tactfully, explain to them why their work fell below par on this particular occasion. This is the first principle of effective leadership – begin by giving honest praise and appreciation to the person that you are about to criticize. The basic idea here is to not criticize people directly. How do you do this? Do you see the subtle difference? Talk about your own mistakes before criticizing the other person. I frequently use this as an example of my own flaws when getting ready to correct an employee. Ask questions instead of giving direct orders. This is one of my favorite strategies for dealing with staff. Not only does this one tactic help to empower the other person, but it does so in a way that does not make me come off as bossy. Let the other person save face. If an employee of yours makes a mistake, you know it, they know it, other employees might know it as well. Instead of coming down hard on them, let them know that you appreciate their effort, you have every confidence in them, and that you are confident that they will not make the same mistake again. Praise the slightest improvement and praise every improvement. Essentially, adopt the mindset to praise whenever and however you can, even for small wins. Give the other person a fine reputation to live up to. We can take the sixth principle of giving lavish praise a step forward – and remind people of something that they are good at. By doing this, you are casually planting the seed of greatness in your employee – and they will flourish as a result. Make the fault seem easy to correct. I would argue that most people use this principle on quite a regular basis – especially with children. But you can use it with employees or even clients. Remind them that whatever shortcoming they have or mistakes they have made are trivial and easily corrected by taking small action. Make the other person happy about doing the thing you suggest. You must be sincere when you make the request. Consider and explain to the person what benefits they will receive by doing the job, and in so doing, make sure you match the benefits to the wants of that person. Finally, when making the request, do it in a way that conveys how that person will personally benefit from carrying out your request.

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Chapter 2 : Let the Other Person Save Face -

Be a Leader: How to Change People Without Giving Offense or Arousing Resentment (9 principles).

You could probably read it every year, and its advice would still help you out. It is so good that these notes are simply a summary of the notes already included in the book at the end of each section. It rarely helps the situation. Give honest sincere appreciation. Arouse in the other person an eager want. Be a good listener. Encourage others to talk about themselves. This is the secret to being a great conversationalist. Make the other person feel important and do it sincerely. A good way to start is to admit that you could be mistaken. Begin in a friendly way. Let the other person do a great deal of the talking. Let the other person feel that the idea is his or hers. Appeal to the nobler motives. Even if deep down they make the decision based on the baser ones. Everyone wants to be the hero of their own story. A picture and a story are worth a thousand words. Throw down a challenge. Do this when all else fails. Part Four Be A Leader: Talk about your own mistakes before criticizing the other person. Ask questions instead of giving direct orders. Let the other person save face. Praise the slightest improvement and praise every improvement. Make the fault seem easy to correct. Make the other person happy about doing the thing you suggest. The ability to speak is a shortcut to distinction. It puts a person in the limelight, raises one head and shoulders above the crowd. And the person who can speak acceptably is usually given credit for an ability out of all proportion to what he or she really possesses.

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Chapter 3 : How to Win Friends and Influence People: Part 4 by Justin Yates on Prezi

Contents. 1 How to be a leader who has the ability to change people without giving offense or arousing resentment. 1. Begin with praise and honest appreciation. 2. Call attention to people's mistakes indirectly.

Dale Carnegie 9 nine ways to Change people without giving offence or arousing resentment Principle 2: Charles Schwab was passing through one of his steel mills one day at noon when he came across some of his employees smoking. Immediately above their heads was a sign that said "No Smoking. Oh, no not Schwab. John Wanamaker used the same technique. Wanamaker used to make a tour of his great store in Philadelphia every day. Once he saw a customer waiting at a counter. No one was paying the slightest attention to her. Oh, they were in a huddle at the far end of the counter laughing and talking among themselves. Quietly slipping behind the counter, he waited on the woman himself and then handed the purchase to the sales people to be wrapped as he went on his way. Public officials are often criticized for not being accessible to their constituents. Carl Langford, who has been mayor of Orlando, Florida, the home of Disney World, for many years, frequently admonished his staff to allow people to see him. Claimed he had an "open-door" policy; yet the citizens of his community were blocked by secretaries and administrators when they called. Finally the mayor found the solution. He removed the door from his office! His aides got the message, and the mayor has had a truly open administration since the day his door was symbolically thrown away. Simply changing one three-letter word can often spell the difference between failure and success in changing people without giving offense or arousing resentment. Many people begin their criticism with sincere praise followed by the word "but" and ending with a critical statement. But if you had worked harder on your algebra, the results would have been better. To him, the praise seemed only to be a contrived lead-in to a critical inference of failure. This could be easily overcome by changing the word "but" to "and. We have called his attention to the behavior we wished to change indirectly and the chances are he will try to live up to our expectations. Marge Jacob of Woonsocket, Rhode Island, told one of our classes how she convinced some sloppy construction workers to clean up after themselves when they were building additions to her house. For the first few days of the work, when Mrs. Jacob returned from her job, she noticed that the yard was strewn with the cut ends of lumber. So after the workers had gone home, she and her children picked up and neatly piled all the lumber debris in a corner. One of the major areas of controversy between members of the army reserves and their regular army trainers is haircuts. The reservists consider themselves civilians which they are most of the time and resent having to cut their hair short. Master Sergeant Harley Kaiser of the 1st USAR School addressed himself to this problem when he was working with a group of reserve noncommissioned officers. As an old-time regular-army master sergeant, he might have been expected to yell at his troops and threaten them. Instead he chose to make his point indirectly. You will be most effective when you lead by example. You must be the example for your men to follow. You know what the army regulations say about haircuts. I am going to get my hair cut today, although it is still much shorter than some of yours. Several of the candidates did look in the mirror and went to the barbershop that afternoon and received "regulation" haircuts. Sergeant Kaiser commented the next morning that he already could see the development of leadership qualities in some of the members of the squad. On March 8, 1853, the eloquent Henry Ward Beecher died. Eager to do his best, he wrote, rewrote and polished his sermon with the meticulous care of a Flaubert. Then he read it to his wife. It was poor - as most written speeches are. She might have said, if she had had less judgment, "Lyman that is terrible. It reads like an encyclopedia. You ought to know better than that after all the years you have been preaching. And, if she had, you know what would have happened. And she knew too. So, she merely remarked that it would make an excellent article for the North American Review. Lyman Abbott saw the point, tore up his carefully prepared manuscript and preached without even using notes.

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Chapter 4 : How to influence my peers - Quora

Part Four. Be a Leader: How to Change People Without Giving Offense or Arousing Resentment. A leader's job often includes changing your people's attitudes and behavior.

Major sections and points[edit] Twelve Things This Book Will Do For You[edit] This section was included in the original edition as a single page list, which preceded the main content of the book, showing a prospective reader what to expect from it. The edition omits points 6 to 8, and Get you out of a mental rut, give you new thoughts, new visions, new ambitions. Enable you to make friends quickly and easily. Help you to win people to your way of thinking. Increase your influence, your prestige, your ability to get things done. Enable you to win new clients, new customers. Increase your earning power. Make you a better salesman, a better executive. Help you to handle complaints, avoid arguments, keep your human contacts smooth and pleasant. Make you a better speaker, a more entertaining conversationalist. Make the principles of psychology easy for you to apply in your daily contacts. Help you to arouse enthusiasm among your associates. The book has six major sections. The core principles of each section are explained and quoted from below. Human nature does not like to admit fault. When people are criticized or humiliated, they rarely respond well and will often become defensive and resent their critic. To handle people well, we must never criticize, condemn or complain because it will never result in the behavior we desire. Give honest and sincere appreciation. Appreciation is one of the most powerful tools in the world. People will rarely work at their maximum potential under criticism, but honest appreciation brings out their best. Appreciation, though, is not simple flattery, it must be sincere, meaningful and with love. Arouse in the other person an eager want. To get what we want from another person, we must forget our own perspective and begin to see things from the point of view of others. When we can combine our desires with their wants, they become eager to work with us and we can mutually achieve our objectives. Happiness does not depend on outside circumstances, but rather on inward attitudes. Smiles are free to give and have an amazing ability to make others feel wonderful. Smile in everything that you do. We can make people feel extremely valued and important by remembering their name. Be a good listener. Encourage others to talk about themselves. The easiest way to become a good conversationalist is to become a good listener. To be a good listener, we must actually care about what people have to say. If we talk to people about what they are interested in, they will feel valued and value us in return. Make the other person feel important "and do it sincerely. The golden rule is to treat other people how we would like to be treated. We love to feel important and so does everyone else. People will talk to us for hours if we allow them to talk about themselves. If we can make people feel important in a sincere and appreciative way, then we will win all the friends we could ever dream of. Whenever we argue with someone, no matter if we win or lose the argument, we still lose. The other person will either feel humiliated or strengthened and will only seek to bolster their own position. We must try to avoid arguments whenever we can. It will only serve to offend them and insult their pride. No one likes to be humiliated, we must not be so blunt. Whenever we are wrong we should admit it immediately. When we fight we never get enough, but by yielding we often get more than we expected. When we admit that we are wrong people trust us and begin to sympathize with our way of thinking. Begin in a friendly way. Even if we are greatly upset, we must be friendly to influence people to our way of thinking. Start with questions to which the other person will answer yes. Do not begin by emphasizing the aspects in which we and the other person differ. Begin by emphasizing and continue emphasizing the things on which we agree. People must be started in the affirmative direction and they will often follow readily. Never tell someone they are wrong, but rather lead them where we would like them to go with questions that they will answer "yes" to. Let the other person do a great deal of the talking. People do not like listening to us boast, they enjoy doing the talking themselves. Let them rationalize and talk about the idea, because it will taste much sweeter to them in their own mouth. Let the other person feel the idea is his or hers. People inherently like ideas they come to on their own better than those that are handed to them on a platter.

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Ideas can best be carried out by allowing others to think they arrived at it themselves. Other people may often be wrong, but we cannot condemn them. We must seek to understand them. People are hungry for sympathy. They want us to recognize all that they desire and feel. If we can sympathize with others, they will appreciate our side as well and will often come around to our way of thinking. Appeal to the nobler motives. Everyone likes to be glorious in their own eyes. People believe that they do things for noble and morally upright reasons. The truth must be made vivid, interesting, and dramatic. Television has been doing it for years. Sometimes ideas are not enough and we must dramatize them. Throw down a challenge. The thing that most motivates people is the game. Everyone desires to excel and prove their worth. If we want someone to do something, we must give them a challenge and they will often rise to meet it. People will do things begrudgingly for criticism and an iron-fisted leader, but they will work wonders when they are praised and appreciated. No one likes to make mistakes, especially in front of others. Scolding and blaming only serve to humiliate. If we subtly and indirectly show people mistakes, they will appreciate us and be more likely to improve. Talk about your own mistakes before criticizing the other person. When something goes wrong, taking responsibility can help win others to your side. People do not like to shoulder all the blame and taking credit for mistakes helps to remove the sting from our critiques of others. Ask questions instead of giving direct orders. No one likes to take orders. If we offer suggestions, rather than orders, it will boost others confidence and allow them to learn quickly from their mistakes. Let the other person save face. Nothing diminishes the dignity of a man quite like an insult to his pride. People love to receive praise and admiration. If we truly want someone to improve at something, we must praise their every advance. If we give people a great reputation to live up to, they will desire to embody the characteristics with which we have described them. People will work with vigor and confidence if they believe they can be better. Make the fault seem easy to correct. If a desired outcome seems like a momentous task, people will give up and lose heart. But if a fault seems easy to correct, they will readily jump at the opportunity to improve. If we frame objectives as small and easy improvements, we will see dramatic increases in desire and success in our employees. Make the other person happy about doing what you suggest. People will most often respond well when they desire to do the behavior put forth. Letters That Produced Miraculous Results[edit] This section was included in the original edition but omitted from the revised edition. In this chapter, the shortest in the book, Carnegie analyzes two letters and describes how to appeal to someone with the term "do me a favor" as opposed to directly asking for something which does not offer the same feeling of importance to the recipient of the request.

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Chapter 5 : 9 Principles from Dale Carnegie that will make you a better leader

Start studying How to Win Friends and Influence People. Learn vocabulary, terms, and more with flashcards, games, and other study tools.

This may be the single greatest business book ever written. You could probably read it every year, and its advice would still help you out. It is so good that these notes are simply a summary of the notes already included in the book at the end of each section. It rarely helps the situation

Give honest sincere appreciation. Arouse in the other person an eager want. Be a good listener. Encourage others to talk about themselves. This is the secret to being a great conversationalist. Make the other person feel important and do it sincerely. Everybody in the world is seeking happiness and there is one sure way to find it. That is by controlling your thoughts. It depends on inner conditions. A good way to start is to admit that you could be mistaken. Begin in a friendly way. Let the other person do a great deal of the talking. Let the other person feel that the idea is his or hers. Appeal to the nobler motives. Even if deep down they make the decision based on the baser ones. Everyone wants to be the hero of their own story. A picture and a story are worth a thousand words. Throw down a challenge. Do this when all else fails. Part Four Be A Leader: Talk about your own mistakes before criticizing the other person. Ask questions instead of giving direct orders. Let the other person save face. Praise the slightest improvement and praise every improvement. Make the fault seem easy to correct. Make the other person happy about doing the thing you suggest. The ability to speak is a shortcut to distinction. It puts a person in the limelight, raises one head and shoulders above the crowd. And the person who can speak acceptably is usually given credit for an ability out of all proportion to what he or she really possesses. Criticism Criticism is futile because it puts a person on the defensive and usually makes him strive to justify himself. Any fool can criticize, condemn and complain and most fools do. But it takes character and self-control to be understanding and forgiving. That reminds me of this famous quote by Thomas Carlyle: We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity. Influence [T]he only way on earth to influence other people is to talk about what they want and show them how to get it.

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Chapter 6 : Famous People's Book Pick: How to Win Friends and Influence People

Part Four: "Be a Leader: How to Change People Without Giving Offense or Arousing Resentment" February 9, Á· Filed under Uncategorized.

Maybe Person Be a Leader: Begin with praise and honest appreciation It is always easier to listen to unpleasant things after we have heard some praise of our good points. Calling attention to mistakes works wonders with sensitive people who may resent bitterly any direct criticism. Principle 3 " Talk about your own mistakes first: Talk about your own mistakes before criticising the other person It is easier to listen to a recital of your faults if the person criticising begins by humbly admitting that he, too is far from impeccable. Principle 4 " No one likes to take orders: Ask questions instead of giving direct orders Makes it easy for a person to correct errors. It encourages cooperation instead of rebellion. It stimulates the creativity of the persons asks. People are more likely to accept and order if they have had a part in the decision that caused the order to be issued. Principle 6 " How to spur people on to success: Praise the slightest improvement and praise every improvement. Principle 7 " Give a dog a good name: Give the other person a fine reputation to live up to. When you establish a reputation for a person to live up to that is reasonable, the person will dor their best to fulfil that reputation. Make the fault seem easy to correct. Telling someone that you think they are incompetent and you destroy their incentive to try to improve. Being liberal with encouragement gives a person optimism and they will undertake a task with enthusiasm. Principle 9 " Making people glad to do what you want: Make the other person happy about doing the thing you suggest. The effective leader should keep the following guidelines in mind when it is necessary to change attitudes or behaviour: Do not promise anything that you cannot deliver. Forget about the benefits to yourself and concentrate on the benefits to the other person. Know exactly what it is you what the other person to do. Ask yourself what is it the other person really wants. Consider the benefits that person will receive for doing what you suggest. When you make your request, put it in a form that will convey to the other person the idea that he personally will benefit.

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Chapter 7 : How to change people without giving offense or arousing resentment.

Being a leader is about more than managing a group of people, but rather making a difference in their lives. How to Change People Without Giving Offense or Arousing Resentment Published on.

The legacy of Dale Carnegie is not only the books but a global learning and development organization known as Dale Carnegie Training that trains corporate executives in the areas of leadership and personal development. There are 4 parts in the book *How to Win Friends and Influence People*, this post summarizes the first and second part: Fundamental Techniques in Handling People Principle 1: Give honest, sincere appreciation Principle 3: Arouse in the other person an eager want. Become genuinely interested in other people. Be a good listener. Encourage others to talk about themselves. Make the other person feel important and do it sincerely. The only way to get the best of an argument is to avoid it. If you are wrong, admit it quickly and emphatically. Begin in a friendly way. Let the other person do a great deal of the talking. Let the other person feel that the idea is his or hers. Appeal to the nobler motives. Throw down a challenge. Begin with praise and honest appreciation. Talk about your own mistakes before criticizing the other person. Ask questions instead of giving direct orders. Let the other person save face. Praise the slightest improvement and praise every improvement. Give the other person a fine reputation to live up to. Make the fault seem easy to correct. Make the other person happy about doing the thing you suggest. Selected works by Dale Carnegie: You might also like.

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Chapter 8 : Deshoda "How to Win Friends and Influence People" A Summary

Part Four Be a Leader: How to Change People Without Giving Offense or Arousing Resentment A leader's job often includes changing your people's attitudes and behavior.

Feeling of importance 3. Arouse in the other person an eager need or want. Become genuinely interested in other people. Be a good listener. Encourage others to talk about themselves. Make the other person feel important "and do it sincerely. The only way to get the best of an argument is to avoid it. If you are wrong, admit it quickly and emphatically. Begin in a friendly way. Let the other person do a great deal of the talking. Let the other person feel that the idea is his or hers. Try honestly to see things from the other person's point of view. If I were you I would undoubtedly feel just as you do. Appeal to the other person's nobler motives. Throw down a challenge. Begin with praise and honest appreciation. Talk about your own mistakes before criticizing the other person. Ask questions instead of giving direct orders. Let the other person save face. Praise the slightest improvement and praise every improvement. Give the other person a fine reputation to live up to. Make the fault seem easy to correct. Make the other person happy about doing the thing you suggest. To tell people by first name, I always had trouble to remember someone's name at first but once I interiorized I tend to never forget.

Chapter 9 : How to Win Friends and Influence People - Wikipedia

Be a Leader: How to Change People Without Giving Offense or Arousing Resentment Principle 1: Begin with praise and honest appreciation. - cushion the blow.