

# **"How to Win Friends and Influence People in the Digital Age"**

## **Dale Carnegie and Associates**

May 18, 2020

- Weekly Product and Business Meeting – Every Saturday, 10 AM CT.  
<https://zoom.us/j/215452258> or [www.allaboutmannatech.com](http://www.allaboutmannatech.com)
- Next TNL, May 26th [www.allaboutmannatech.com](http://www.allaboutmannatech.com)
- New 3 Lap Mini-incentive?
- Are you using the Customer Referral Program? Docs are in the library
- No Monday Call on May 25<sup>th</sup>
- Have you checked out your new Mannatech Dashboard?

Intro: Messaging speed is instantaneous. Precision of communication is now more important than ever...one false or misunderstood word can be disaster.

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

*"We live in an unprecedented era of self-help and self-promotion. Your progress was to meant for you alone. The sooner you allow TRUTH to shape your communication decisions, you will see the path to personal growth is not in hyping yourself to others but rather sharing yourself with others."*

*"Communication is simply an outward manifestation of or thoughts our intentions and our conclusions about the people around us. Out of the overflow of the heart the mouth speaks."*

*The two highest levels of influence are achieved when (1) people follow you because of what you have done for them and 2) people follow you because of who you are. Generosity and trustworthiness are two greatest characteristics.*

*Success begins with relationships...so winning friends and influencing people is dependent on these relationships.*

*This book is above all a treatise on applying the unmatched combination of authentic empathy, strategic connection, and generous leadership."*

### **Part 1 - How to Influence People (Essentials of Engagement)**

#### **1. Don't criticize, condemn or complain**

a. We must be more mindful of our words...especially on the digital canvas.

How many times do we vent our emotions, relieving our frustration to only cause greater issues down the road and loss of influence occurred due to prior communication. The big picture is necessary. Criticism to win an argument is costly...deprecation rarely inspires.

- 1) Shift your media expose to be encouragement and exhortation, versus expose and objection.
- 2) Collaboration is healthy so avoid badmouthing.
- 3) Make your message meaningful by removing your agenda.
- 4) Calm yourself before communicating with others.

To win friends and influence people today takes understated eloquence of grace and self-deprecation. Quit worrying about who's right and get on with work of making our world better.

Unless a tactical constructive criticism will help him achieve his goal, he refrains from criticism; he knows that for the most part, criticism will just trigger off defensive shields and actually obstruct his influence over his underlings.

2. Give honest and sincere appreciation

a. Carnegie then gives several examples, where a well-timed compliment or a sincere attitude of gratitude towards someone helped influence their behavior. Everyone wants to feel important...a person's behavior became more subservient simply because they felt important.

b. We all have an innate unquenchable desire to know we are valued, to know we matter. Emerson: "Every man is entitled to be valued for his best moments."

c. It is counterintuitive to affirm a person for a shortcoming...but it will create incredible long-term results. Recognize as Blake Mycoskie, founder of Tom Shoes, said "While nothing will replace face to face interactions, it's important to realize the digital age can enhance relationship building."

d. We are all united by one single desire: to be valued by another.

3. Arouse in the other person an eager want...connect with core desires

a. In order to get people to do what you want, you have to give them something that they think they want. *Must bait the hook with what suits the fish.*

b. Carnegie gives several examples where conflicts were resolved by the one party reframing the solution as a win-win for both parties involved.

c. Influence requires more intuition than intellect. *"Influence is no respecter of education or experience; it goes only to what the one who will set aside his status...and put himself in the place of another."*

d. Action springs from what we fundamentally desire. *"First arouse in the other person an eager want. He who can do this has the whole world with him."*

e. The Seven Arts of Change by David Shaner...*"before organizational change can succeed it must first occur at the subtle spiritual level in the individuals of the organization. All lasting transformation must begin there because, ultimately your spirit and mine is the primary driver of all our behavior."*

## **Part 2 - How to Make Friends**

1. Become genuinely interested in other people

a. Work on knowing their interests versus espousing yours. Alfred Adler, famous Austrian psychotherapist, *"It is the individual who is not interested in his fellow man who has the greatest difficulties in life and provides the greatest injuries to others."*

b. People are attracted to people who care about what interests them. Most of us however think about themselves first and have a hard time putting that aside. So, frequently put self-interest aside to produce best results.

c. We tend to approach business "I'll scratch your back if you scratch mine." Backwards thinking! Today massive opportunity to take interest in others and put yours aside on social media. Are you doing it?

Access leads to connection.

Connection leads to relationships.

Relationships lead to affinity.

Influence leads to conversion.

The key to knowing people is ask them questions about them to indicate some level of interest in who they are as human beings.

If you move from the 'I' mentality in conversations, where everything revolves around what you want, and move to the 'Tell me about yourself' mode, you are more likely to build real, helpful relationships. You don't have to suck up to people; simply being courteous, getting to know people's names, and inquiring into one or two small things in their lives is enough.

2. Smile
  - a. Acting happy makes you happy, and happy people attract people to them like a magnet. Carnegie claims that happiness breeds success. When you smile, and make someone else happy, they will tend to be closer to you because you make them feel a certain way.
  - b. There is tremendous research today that proves this out...happy/content people perform higher on all tests as well as well-being.
3. Remember that a person's name is to that person the sweetest and most important sound in any language.
  - a. Carnegie gives several examples where remembering a person's name or giving a person's name recognition helped someone out with a goal. The Alpha male remembers everyone's name, because he never knows who might be useful to him in the long run.
  - b. In the digital age, names are like company logos. The trillions on social media want their names known. The opportunities to be known by others and to know others are like two sides to the same coin.
  - d. Always be aware of the magic in a person's name.
4. Be a good listener. Encourage others to talk about themselves.
  - a. Carnegie suggests that you are not half as interesting as you think you are, because people in general are too self-absorbed. Sometimes it's better to just indulge their self-absorption. Write it off to building a great relationship.
  - b. The power of listening is the power to change hearts and minds.
  - c. If you listen and learn, you live more harmoniously.
5. Discuss what matters to the other person
  - a. Carnegie gives several examples where people went indirect in getting what they want. They rambled on to build interest and eventually their marks gave them what they would never have received if they had asked directly.
  - b. You are ultimately building a community when you initiate interactions with what matters to others. Social media is too hit and miss today because no one seems interested in building a relationship.
  - c. Newton Minow, influential head of the FCC under Kennedy, said "99% of all conflicts are about the misunderstanding of words used in different contexts." Try diligently to understand what someone means.
  - d. *"The bottom line is relationships involve risk, and if we want to influence other peoples' lives, we have to be comfortable accepting that risk."*
6. Leave the other person feeling important and do it sincerely
  - a. Small picture thinking: small acts of kindness/service expecting nothing in return has a big impact. The key phrase in this chapter relates to how everyone is better than you in some aspect: whether it's something they know, access to something you want, etc. Seek meaningful ways to make other people better.

- b. Happier social media people attract other happy people. Crabby do not enjoy the happy ones as we "birds of a feather flock together."
- c. What motivates you to make friends is rarely what motivates others to grant you friendship. You are motivated by the big picture, collaboration and what the relationship can bring. Others only see the small pictures of the experience of their own experience with you....asking "How valuable is my experience with this person?"
- d. Watch every message you send these days...place a high value on altruism. Always leave people a little better you may be surprised on how big it makes you and far it takes you.

### **Part 3 - How To Win People to Your Way of Thinking**

1. You can't win an argument
  - a. "... I have listened to, engaged in, and watched the effect of thousands of arguments. As a result of all this, I have come to the conclusion that there is only one way under high heaven to get the best of an argument - and that is to avoid it "A man convinced against his will is of the same opinion still." - Carnegie
  - b. Carnegie gives several examples whereby refusing to engage an opponent in argument can actually get you what you want...you can win them over with grace and goodwill.
  - c. The Alpha male is too busy winning to waste time on winning arguments. He knows that winning and winning an argument are two different things and if conceding an argument will get him what he wants, then why not?
  - d. If you can see your interactions clearly despite tensions and conflict, there is little you can't accomplish in collaboration with others.
2. Show respect for the other person's opinion. Never say, "You're wrong."
  - a. *"Men must be taught as if you taught them not, And things unknown proposed as things forgot."*
  - b. "Be wiser than other people if you can, but do not tell them so."
  - c. "Our first reaction to most of other people's statements is to evaluate or judge rather than understand."
  - d. Carnegie presents examples and reasoning to show that if you are trying to prove someone wrong, you only arouse opposition to your ideas. It's often easier to initially concede, get the other person to say 'yes' to a point you two both agree with, and then take it from there. The effect is disarming.
  - e. Carnegie gives a verbal set-piece for diffusing any argument: "I may be wrong, I frequently am. But let's examine the facts..."
3. If you are wrong, admit it quickly and emphatically; never say "You're wrong"
  - a. Carnegie gives several examples where potentially disastrous mishaps were emotionally defused by people admitting their mistakes.
  - b. Furthermore, his pride comes from the things he stands for and the dreams he is aspiring too, not from petty day-to-day victories. If the Alpha male makes a mistake, he's not going to stubbornly refuse to admit it; for the sake of the goal, he will admit the mistake, rectify it, learn from it, and come out far stronger than those who always avoid admitting a mistake.
4. Begin in a friendly way
  - a. Carnegie gives several examples of conflicts that were resolved by someone starting off by being friendly and agreeable. "Successful leaders are always initiators."

- b. The Alpha male knows that some fights he will win through diplomacy, and other through aggression. He knows that opening with aggression will remove the possibility of diplomacy. Therefore, the Alpha male always opens an argument by being diplomatic, and if that fails, he then moves on to aggression. In other words, he first goes indirect, and if that fails, he goes direct (please compare this to Principle 5 of Part 2 above).
  - c. Engagement occurs on a deeper level when a person's core values are tapped.
- 5. Access affinity...get the other person saying 'Yes, yes' immediately
  - a. This chapter is a remix of Principle 5 of Part 2 (Talk in terms of the other person's interests).
  - b. Liking serves in the digital age as a perfect door to influence. The more yeses you get the closer you are. Getting to yes is easier when you start with yes.
  - c. Basically, Carnegie argues that it's better to start an argument by talking about what both parties agree on. Once there is common ground, it's easier to find a mutually amicable solution.
  - d. Once your opponent says no, psychologically he'll erect a barrier that will prevent you from winning.
- 6. Let the other person do a great deal of the talking
  - a. Carnegie reiterates Principle 4 of Part 2 (Be a good listener. Encourage others to talk about themselves.) However, this time around he puts slight emphasis on getting to know other peoples' wants and needs. You will not know what other people want from you as a friend or a supplier or a service provider or as a leader if you are not willing from time to time to let people ramble on.
  - b. Never assume you know your prospect. Keep your secrets to yourself while letting others spill theirs into your ears.
  - c. Surrender the credit to others. "We don't give in order to get in a transactional sense. But we do GIVE to foster relationships..." Allow collaboration to occur naturally.
- 7. Let the other person feel that the idea is his or hers
  - a. This is somewhat a logical continuation of the previous principle. Carnegie suggests the following: To get someone to do something you want, plant the idea casually in his head, and eventually he'll think it was his idea in the first place and do it.
  - b. Basically sometimes the key to controlling people is to hand over the glory to them. *"The reason why rivers and seas receive the homage of a hundred streams is that they keep below them."*  
As your clients/customers rise, you rise with them. Sometimes you need to trade glory and recognition for power.
  - c. *"Empathy is not a networking tactic to be learned and leveraged; it is a link to immediate affluence in human relations."*
- 8. Try honestly to see things from the other person's point of view
  - a. "While relational improvement and business productivity are centerpieces of our lives, their importance exists because we long to be people who make a difference."  
Carnegie explains how difficult it is to win an argument if you do not understand the reasons why your opponent is taking the contrary view.
  - b. Understand the value of rapport. He cannot build rapport without putting himself in his opponent's shoes, without asking his opponent his reasons for opposition, without synching with his thoughts.

- c. "To truly connect with people you must celebrate their inherent dignity. In doing so you celebrate yours. Appeal to noble motives and you can move the masses..."
- 9. Be sympathetic with the other person's ideals and desires; Share your journey
  - a. "I don't blame you for feeling as you do. If I were you, I would probably feel just the same." This stops any argument. Allegedly, most people are craving for some sympathy - give them some sympathy, and they will struggle to continue being hostile towards you. "I may be wrong, I frequently am. But let's examine the facts..."
  - b. "*Use all of the tools available to you and your imagination to make your ideas vivid, interesting and dramatic.*" When your journey is mine as well, we are both compelled to see where it goes.
- 10. Appeal to the nobler motives...throw down a challenge
  - a. Competition is not a swear word. It is one of the most compelling realities of our world today.  
It is not whether or not we would be challenged but how we respond to it. Some give up...others rise to great heights. You choose.
  - b. The Roosevelt challenge probably one of the most well known.
  - c. When no information can be secured about your opponent, the only sound basis on which to proceed is to assume that he or she is sincere, honest, truthful and willing and anxious to do the right thing. People are for the most part honest and want to discharge their obligations.
  - d. The way to get things done is to stimulate competition... in the desire to excel... "*I have never found that pay and pay alone would bring together or hold good people. I think it was the game itself... This is what every successful person loves: the game. The chance for self-expression. The chance to prove his or her worth, to excel, to win... The desire for a feeling of importance.*"

#### **Part 4 - Be a Leader: How to Lead Change without Resistance or Resentment**

- 1. If you must find fault, begin with praise and honest appreciation
  - a. "*The first responsibility of a leader is to define reality. The last thing is to say thank you. In between the leader is a servant.*" Leadership is an Art, by Max DePree.
  - b. 'A barber must lather before he shaves... Beginning with praise is like the dentist who begins his work with Novocaine...'  
Recognize both good and ill in your subjects. Praise for your subject's good points paves the way for your influence. Our listeners brains are just like ours. The negative or critical in what we say becomes their point of obsession.
- 2. How to Criticize: Call Attention to People's Mistakes Indirectly
  - a. Carnegie suggests that your criticism should be indirect. Carnegie suggests that with criticism, substitute all your 'but's with 'and's. The reasoning is simple enough: from the previous chapter, we know that we should begin praise. Therefore, the temptation would be to follow this pattern: Praise... but... criticism. Eg. Roosh, you are a great writer, but you need to stop hating on feminists all the time.
  - b. When faced with the need to criticize, will go indirect He first softens up his target with praise, then says 'and,' then phrases his criticism to encourage the behavior he would like to see from his underling/colleague/boss.
- 3. Talk about your own mistakes before criticizing the other person

- a. In order to build rapport with the person you are criticizing, talk about your own mistakes that are related to the issues you are criticizing. A typical sentence of this type would start off with, "When I first started doing network marketing, I would tell people what they should do. That did not work!" "When I was at your level of experience, I too thought that..." This softens up your target, builds rapport, and gives them a clear growth pathway. Return your people to a place of confidence and trust.
4. Ask questions instead of giving direct orders
  - a. No one likes to take orders, and that indirectly giving an order by phrasing your order as a question is a better way of doing things. For example, "Get out there and talk to more people." Can be changed to, "Don't you think committing to talk to more people each day might create better results?" With a direct order, you will potentially earn resentment in those that would have gladly taken action if you had gone indirect.
5. Let the other person save face
  - a. Even if we are right and the other person is definitely wrong, we only destroy ego by causing someone to lose face. We have no right to say or do anything that diminishes a man in his own eyes.
  - b. Carnegie gives a few examples to show that being hard or insulting to someone, even when they are in the wrong, brings no benefit to either party; whereas even a slight bit of positive or polite sentiment can bring about a better working relationship between the two parties. The successful networker is too busy winning the game of life to waste time pushing other people down into losing.
6. Praise the slightest improvement and praise every improvement
  - a. The best professional animal trainers train their animals exclusively through positive reinforcement, by rewarding the specific behavior they want. People also respond to positive reinforcement, and that praise can thus be used to make people's abilities 'blossom under encouragement.'
7. Give the other person a fine reputation to live up to
  - a. You will get out of people what you expect out of them. If you consistently suggest to someone that they are capable of excellence, that person will end up striving to excellence.
  - b. Brainwashing as a tool in your arsenal. Just as people can be brainwashed by advertising to buy stupid products, a person can be brainwashed into believing he can achieve something - and then ends up being a more than he ever would have become. "As a Man Thinketh, So is He."
8. Use encouragement. Make the fault seem easy to correct.
  - a. If you make the effort, people - even those seemingly unapproachable-will tell you their stories, their motivations and their goals.
  - b. "The more you know of others and the more they know of you, the easier it will be to find common ground on which to base all further collaboration. So, don't default your digital media into mere transactional mode; instead, open them wide for ongoing communication as well. "It is true that the world is not open for business, but your first task remains the business of humanity." Connecting and staying connected on common ground.