

*adapted from*  
*“How to Win Friends & Influence People*  
*by Dale Carnegie*

JOY!!!



PATRICIA HESSE

Disney Pixar  
INSIDE  
OUT

# DALE CARNEGIE

Over 75 years ago, a man named Dale Carnegie wrote a book for adults about how to make people like you. JOY, from “Inside Out” must have read that book (even though she is a Pixar animated character) because she does many of the things that Mr. Carnegie talked about.

This book is made for kids like you --so you, too, can learn and do what JOY does and Mr. Carnegie talked about and have lots of friends and **joy** in your own life.





## If You Want to Gather Honey, Don't Kick Over the Beehive”

Beekeepers build wooden boxes with panels inside where bees build their hives. It is inside these hives that bees do their magic and make yummy honey.

Surprisingly, bees seldom sting the beekeeper. The beekeeper stays calm and can even open the wooden box to check the hives. The bees seem to trust the beekeeper not to harm them.

However, if the beekeeper accidentally dropped one of the panels, it would alarm the bees and yes, the beekeeper would likely be stung.

Imagine what would happen if the beekeeper kicked over the hives, causing the panels with the bees to be spilled everywhere!

Beekeepers know that if you want to gather honey, you don't kick over the beehive!!!

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Carnegie says, “If you want to gather honey, don’t kick over the beehive.” What does that mean? It means that if you want the bees to leave you alone and make honey for you to enjoy, don’t do anything to make them angry.

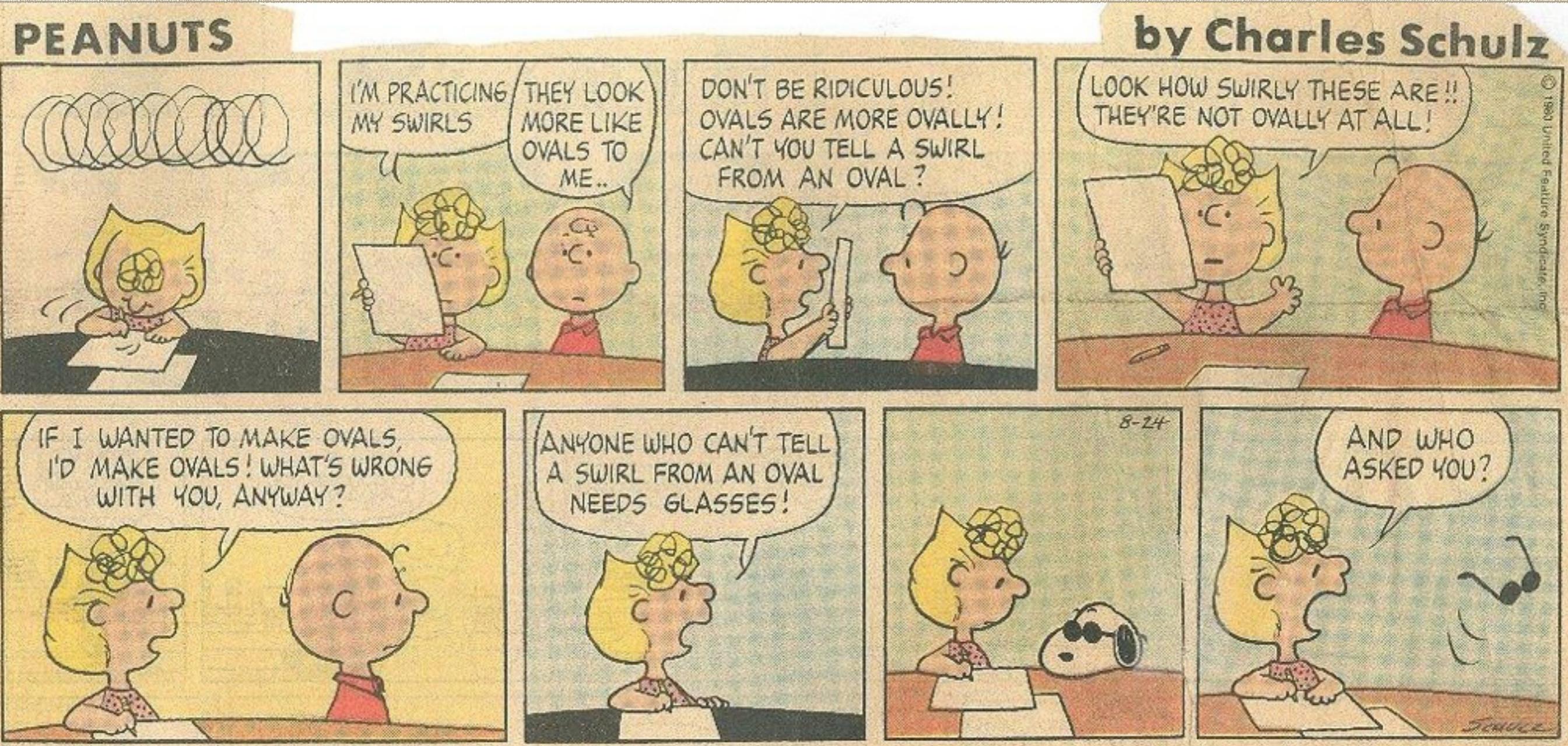
Kicking over the hive would be upsetting to bees. In fact, it would make them super angry at you! They would not see you as someone they trust to have around the hive.

People who are good at making and keeping friends understand that what is true for bees is also true for friends. They don’t make fun of people, or point out what’s isn’t good about something someone is doing, or give advice in a way that says, “Listen to me. I am better than you and can tell you what you are doing wrong. I am judging you.” That is kicking over the hive.



How did Charlie Brown kick over Lucy's hive when he said, "They look more like ovals to me?"

What would JOY have said to Lucy? What could you say to Lucy if you really thought her swirls looked like ovals that wouldn't have kicked over Lucy's hive?



Kicking over the beehive is like pointing your finger at someone and shaming them in some way --just like Charlie Brown did with Lucy. You are dishing out what is called **negative criticism**.

When you give someone negative criticism you put the person on the **defensive**. That means the person will do his best to prove why he is right and you are wrong. The person may even get angry at you. This is not the way to make or keep friends. When you criticize someone you hurt their feelings. Besides, each of us needs to feel supported by those around us and not worried about always being judged or criticized.

If you want to win friends and be someone others genuinely like, **NEVER criticize** --even if you have to **BITE YOUR TONGUE!**

***Dogs are often called “Man’s Best Friend.” Ever wonder why? It’s probably because they don’t judge their masters or criticize.***



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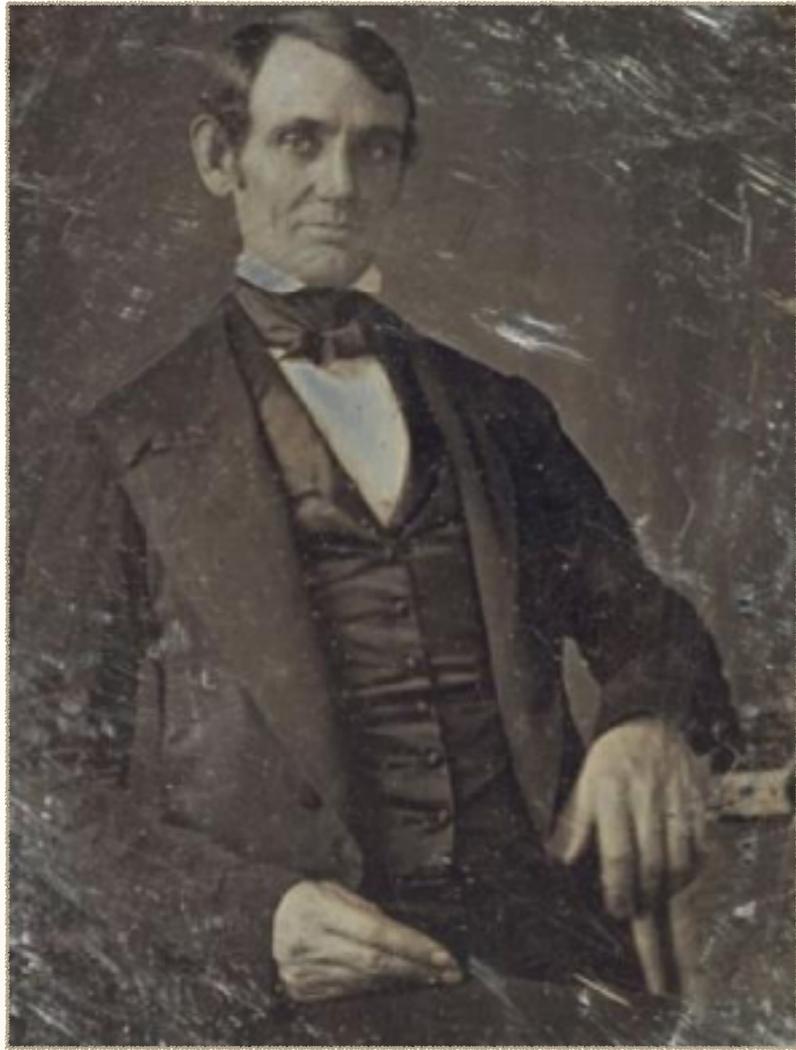
## President Lincoln and the Beehive

Abraham Lincoln is one of America's most respected presidents. He was known for his ability to work with all types of people. But, there was a time that he criticized others. He wrote letters and poems, pointing out what others were doing wrong. He would drop these letters on the country roads where someone would find them and read them. He sometimes wrote harsh letters about his opponents and had them published in the newspaper!

In 1842, Lincoln learned a lesson that would forever turn him into someone who never kicked over someone's beehive. He learned that when dealing with people, you must think about their emotions, their feelings.

***He learned that pointing out another person's mistakes in a "know-it-all" way, creates enemies.***





## **Lincoln Kicks Over James Shields' Beehive**

In 1841, when Lincoln was still young, he put a critical letter in the local newspaper about a politician names James Shields. The town roared with laughter. Shields was angry and challenged Lincoln to a duel. Lincoln was opposed to dueling, but had to save his honor. The duel was on!

At the last minute the two men's **seconds** (*witnesses to a duel*) managed to stop the duel. That event taught Lincoln a valuable lesson. Never again did he write an insulting letter. Never again did he **ridicule** (*make fun of or criticize*) anyone. From that time on, Lincoln almost NEVER criticized anybody for anything.



**It is hard not to ever criticize others.  
HOW DID Abraham Lincoln  
stop criticizing people, especially  
his enemies?**

One thing Lincoln always said to himself when he was irritated with someone was, “***Don’t criticize them; they are just what I would be in similar circumstances.***” One of Lincoln’s favorite quotations was “*Judge not, that ye be not judged.*”

However, many times, especially during the Civil War, Lincoln had to deal with generals not leading as they should and politicians criticizing and fighting him on freeing the slaves. So, what did Lincoln do? He returned to his early years of writing those people letters letting them have it! He scolded them, pointed out what they were doing wrong; he ridiculed their thinking and actions. What do you suppose those people did when they read their letters?!!! Nothing. Lincoln never mailed any of the letters, but wrote them only to help him get rid of his frustration. It takes character and self control to be understanding and forgiving. Lincoln was both.

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## **Principle 1**

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

**NO KICKING OVER  
SOMEONE'S  
BEEHIVE!**



**Almost ALL the things  
we want happen --**

**...**

**except one.**

## The Big Secret of Dealing with Others

There is only one way to get anybody to do anything. Just one way. And that is by making the other person want to do it. Remember, there is no other way.

The only way I can get you to do anything is by giving you what you want. What is it that kids want?

- \* Love
- \* Food
- \* Sleep
- \* The things money will buy
- \* Friends
- \* A feeling of being important



**...inside each of us is the desire to be great, to be important!**

The desire to feel important is one of the main differences between us and animals. Does a dog who was named “Best of Show” care about the ribbon he won? No, but the dog owner did! It is our need to feel important that inspires us to learn and to practice. It’s what makes us wear the latest styles and participate in the popular sports. Sadly, some boys and girls join gangs or go along with others doing bad things, hoping to find a place and feel important.

If you tell me how you get your feeling of importance, I’ll tell you about your character.



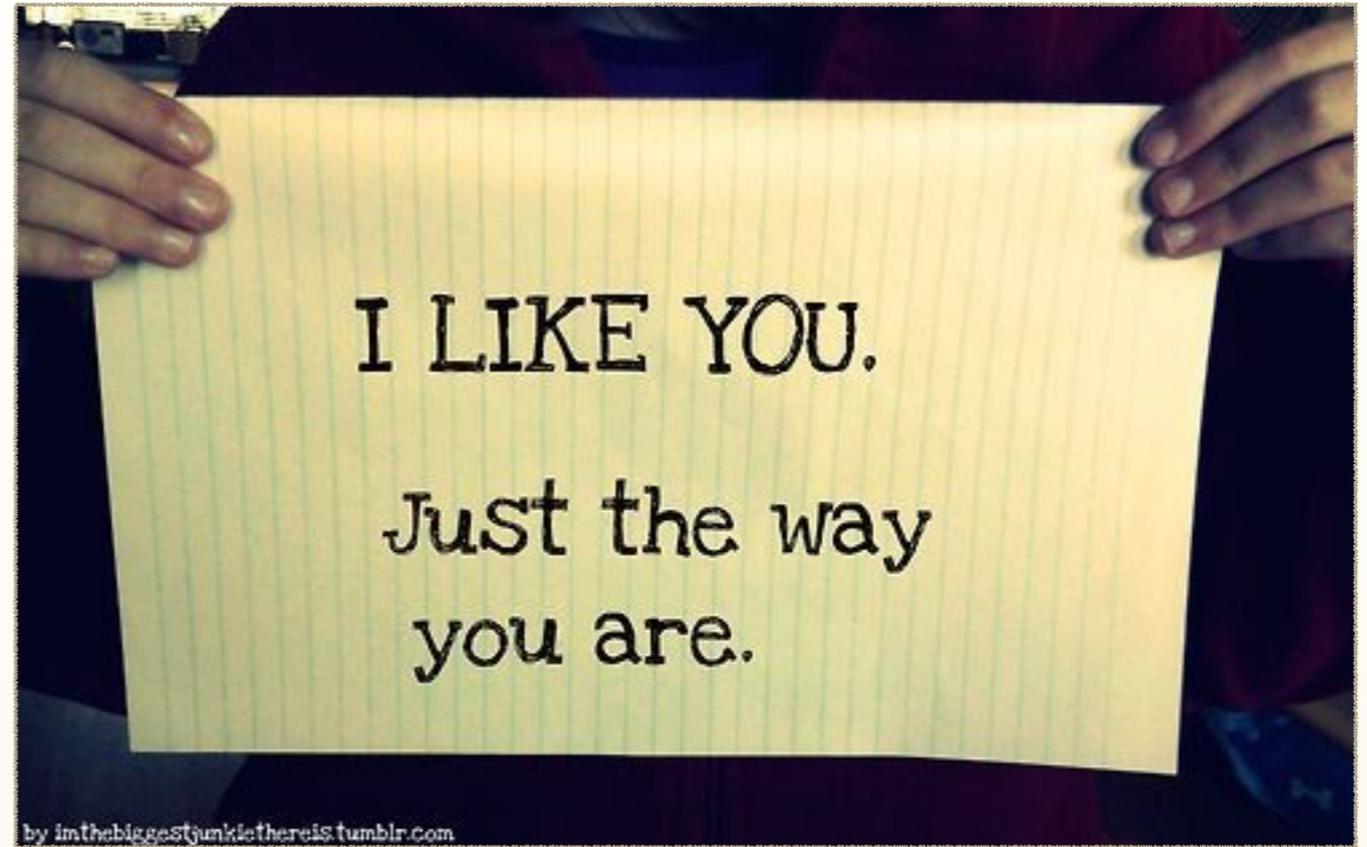
**Every single person likes to feel appreciated. They need to feel that what they do matters and is important.**

**Kids who make others feel *valued* and *important* will always find they have lots of friends.**

There is a silly story about a peasant woman who worked from sun-up until sun-down. At the end of a heavy day's work, she set before her menfolks a heaping pile of hay. The men looked at each other and demanded, "Have you gone crazy?! Are you feeding us like the cows, woman?!"

The woman replied, "Why, how did I know you'd even notice if I gave you hay for supper? I've been cooking for you men for the last twenty years and in all that time I ain't heard no word to let me know you wasn't just eating hay."

# The LIST



Once, as part of a girl scout project, there was a young girl who asked her mother to list six things she could do to help her be a better daughter. Her mother looked at her and said that she would need to think about it and would give her the list the next morning.

The next morning the girl woke up to the smell of pancakes and maple syrup, her favorite. The girl ran down the stairs and found a piece of paper lying by her stack of pancakes. It said, “There is no list. I like you just the way you are.”

The young girl was so happy. She felt deeply loved and so valued by her mother that she made her own list of things she could do help her mom and show her mom how much she loved her.

**Why did the girl’s mother decide not to give her a list of things she could do better?**



Years ago, a teacher in Detroit asked Stevie Morris to help her find the pet mouse that was lost in the classroom. You see, she appreciated the fact that nature had given Stevie something no one else in the room had. Nature had given Stevie a remarkable pair of ears to make up for his blind eyes.

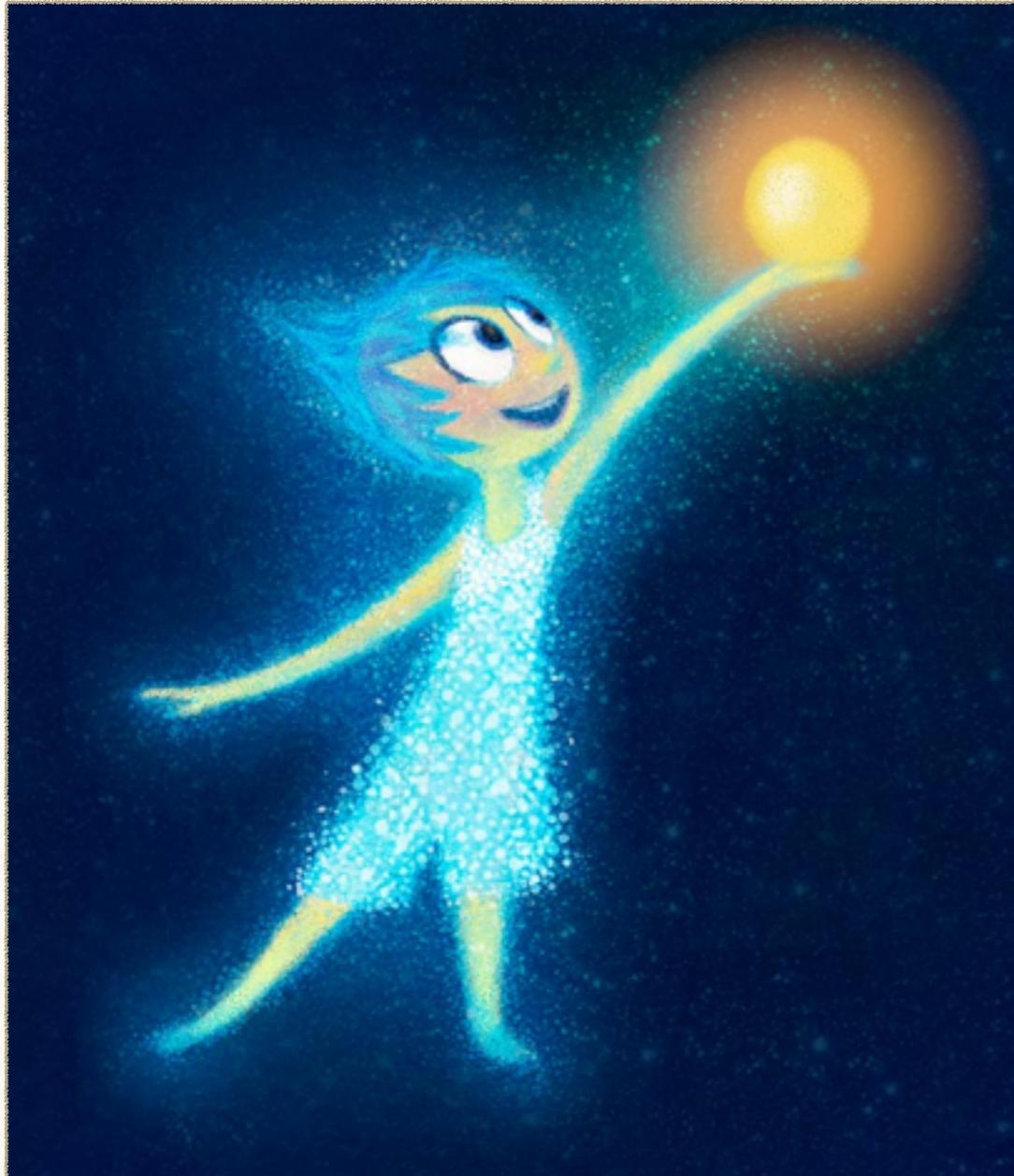
This was really the first time Stevie had been shown appreciation for those talented ears. Years later, Stevie shared that this act of appreciation was the beginning of a new life. You see, from that time on he developed his gift of hearing and went on to become the legendary, Stevie Wonder, one of THE great pop singers and writers of all time.

***There is a difference between appreciation and *flattery*.***

Appreciation for others is sincere. It is true. Appreciation tells what you believe. It comes from the heart. BUT... flattery is a big bunch of bonk! You are saying something that you don't believe. Flattery is never good. Your friends can tell when you are paying them a compliment you don't truly believe, and they won't like you for it. But, if we can stop thinking about ourselves for minute, we will see that everyone has good things about them.

Have you ever shown appreciation to your teacher for reading a book to the class you enjoyed? Have you ever shown appreciation to your grandparents for letting you spend the night? Have you ever wrote a letter thanking someone for something they did for you?

***Give honest and sincere appreciation and you will have friends of all ages!***



# ***REMEMBER...***

## ***principle 1***

**Don't kick over  
someone's beehive by  
criticizing, judging, or  
complaining**

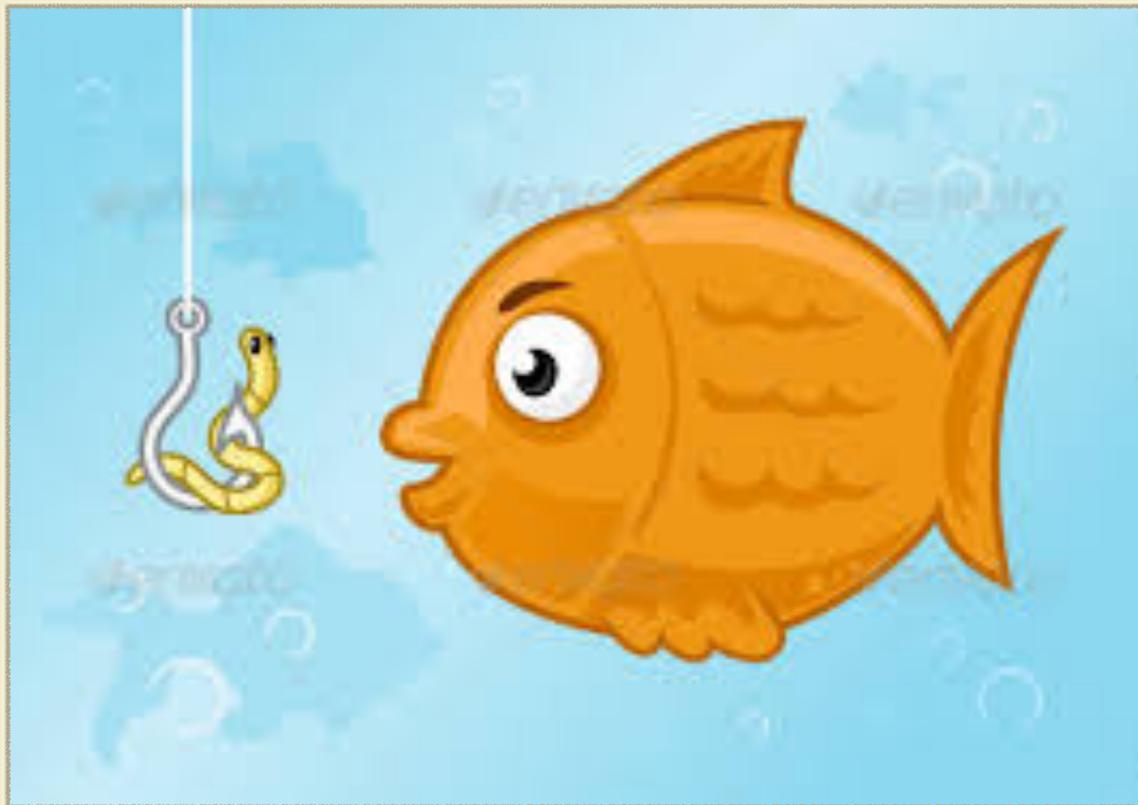
## ***principle 2***

**Give honest and sincere  
appreciation that makes  
others feel important**

# Consider What Others WANT

A lot of kids like to go fishing in the summer. with their families. Although most kids like chicken strips and fries, for some strange reason, fish prefer worms. So... when going fishing, you don't think about what you want to eat. You think about what fish want. You don't bait your hook with french fries. Rather, you put a nice wriggly, gooey worm on the hook. You drop it in the water and say, "Come on Mr. Fish, wouldn't you like to have this?"

What you are interested in, probably isn't what someone else is interested in. We are all very different. What you most want probably isn't what someone else most wants.



## WHEN YOU WERE A BABY...

- ❖ *You cried when you were wet because it felt yucky and you wanted your diaper changed*
- ❖ *You cried when you were hungry because you wanted a bottle*
- ❖ *You cried when you saw a stranger because you wanted your mama*
- ❖ *You cried when they fed you prune baby food because you wanted peaches*

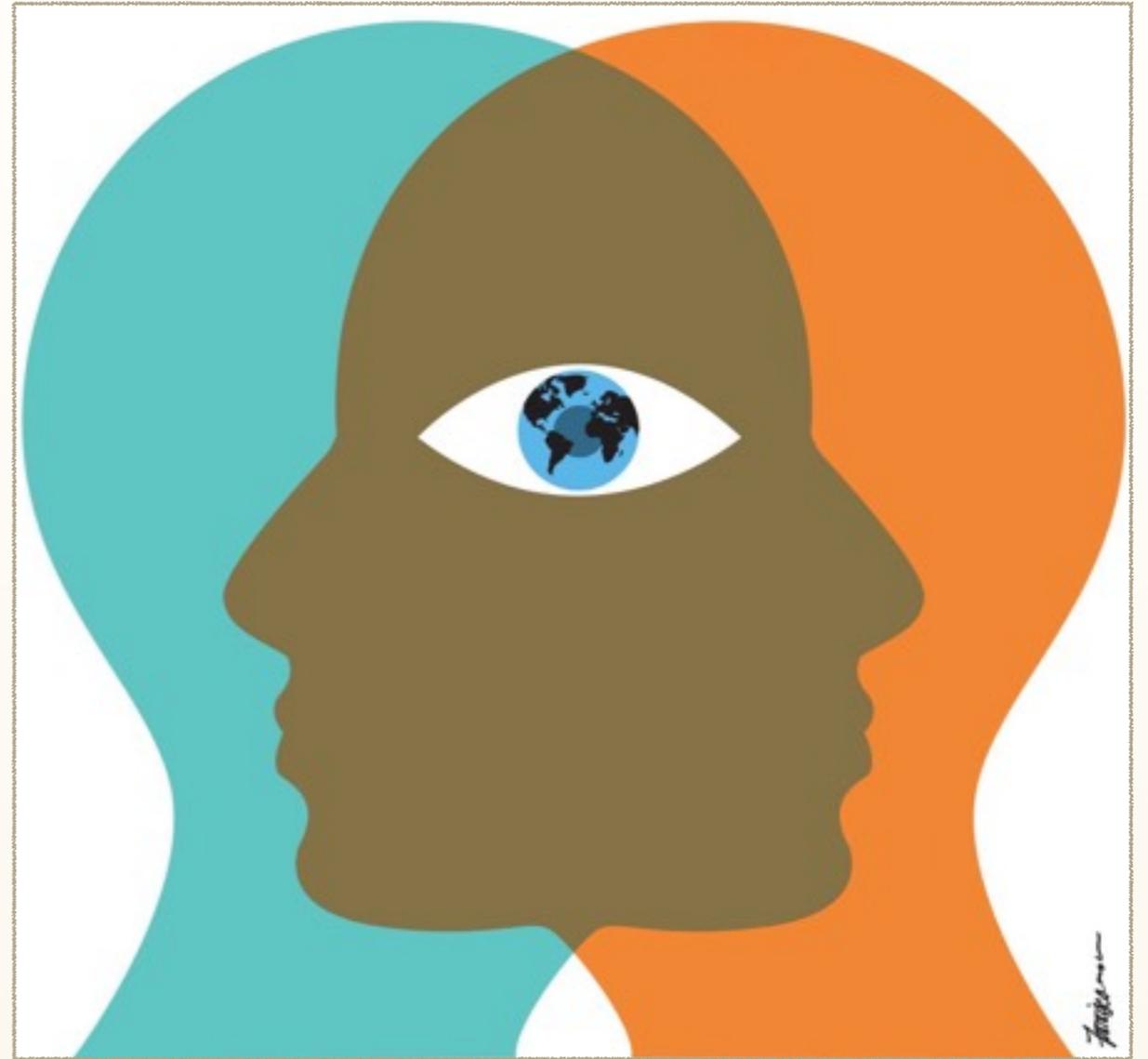
**Babies do a LOT of CRYING  
because they know what they WANT**

**POINT OF VIEW**

**GETTING IN SOMEONE'S HEAD**

**SEEING IN ANOTHER PERSPECTIVE**

**WHAT DOES THAT  
MEAN?**

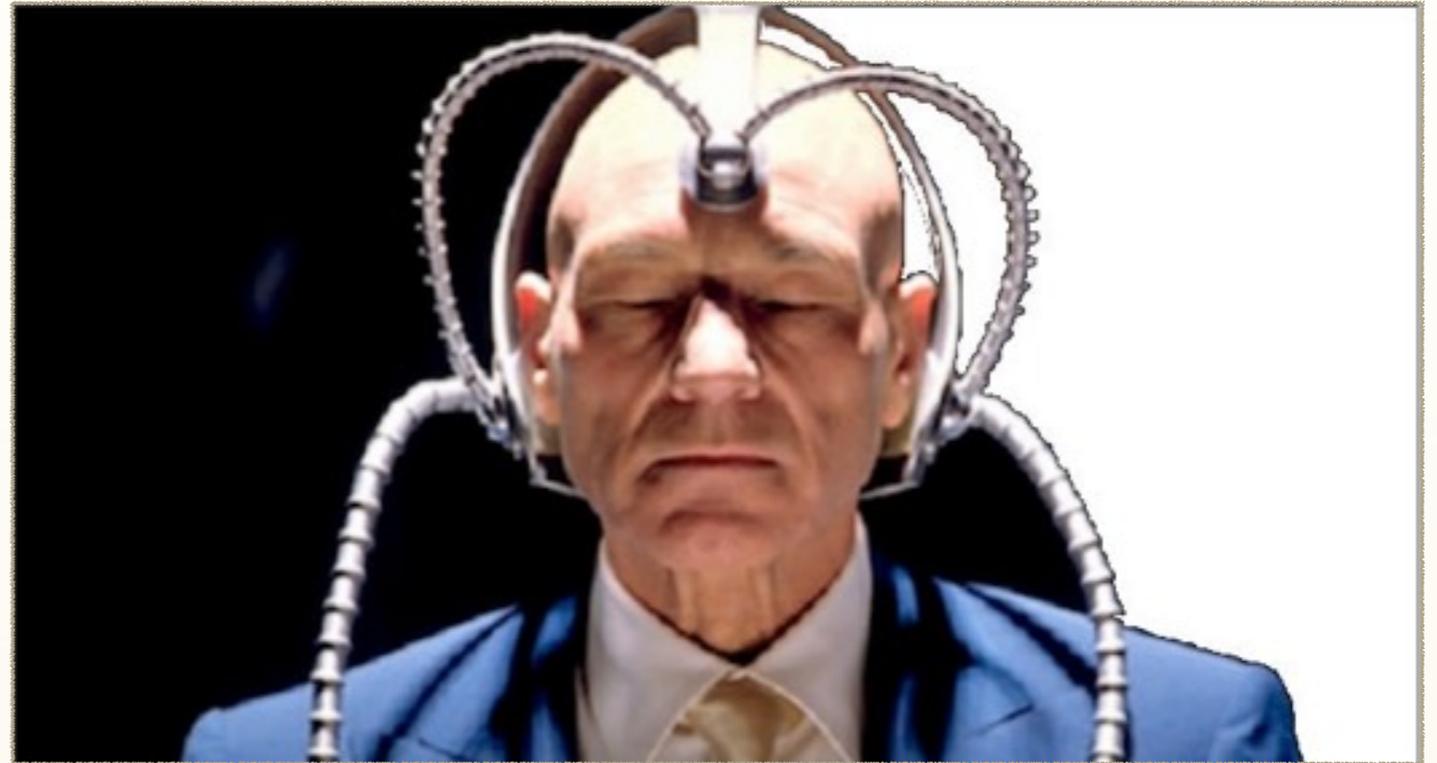


Henry Ford who started the first automobile company said that the secret of success is being able to get the other person's point of view and see things from that person's perspective, as well as your own. That means you try to understand how another person thinks. You try to figure out what it is that makes them act the way they do and make the choices they make.

We silly humans believe that everyone thinks the way we do, and that what we decide and do is what others would also decide and do. We all see things differently.

**How good are you at knowing the minds of others?**

**Are you “Mind-Wise?”**



**Twelve Questions Game --**

*Answer the following questions about yourself:*

1. What do you like about yourself?
2. What would you like to change about yourself?
3. What is the best part of the school day?
4. If you could be anything when you grew up, what would you want to be \_\_\_\_\_.
5. What do you hate to do?
6. My favorite subject at school is \_\_\_\_\_.
7. What do you think is the one most important thing in being a good friend?
8. The thing that makes me the most angry is \_\_\_\_\_.
9. My favorite thing to do when I have free time at home is \_\_\_\_\_.
10. My favorite animal is a \_\_\_\_\_.
11. I am most afraid of \_\_\_\_\_.
12. My favorite Disney character is \_\_\_\_\_.



# Let see how Mindwise you are!

You will be assigned a classmate  
to try and think like they do!

## Twelve Questions Game --

*Answer the following questions about \_\_\_\_\_ (think like them).*

1. What do you like about yourself?
2. What would you like to change about yourself?
3. What is the best part of the school day?
4. If I could be anything when I grew up, I would want to be \_\_\_\_\_.
5. What do you hate to do?
6. My favorite subject at school is \_\_\_\_\_.
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12. My favorite Disney character is \_\_\_\_\_.

## Question: Would you rather do something of your own free will or be forced?

We often need to be pushed to do a little more than we think we're capable of. If you are forced to do something, you probably stop doing it the moment the force is removed. However, if you do something you choose to do you are likely to keep doing it, especially if you get something out of it.

This helping another person **want** to do something instead of forcing them to do something, Dale Carnegie called "***arouse in the other person an eager want.***"

It's usually fun and enjoyable to do things when you want to do them but quite often we don't want to do what's asked of us. So how do you make someone want to do the thing you are asking of them?

This is how! Tune in always to the radio station, WIIFM. That stands for "What's In It For Me," and it's where everyone wants to be. Every person you meet is thinking, "How will what I'm being asked to do affect me?" That means you have to think about how to suggest things to others in ways that interest them.

Understanding how other people think is not about YOU. If the person sees how what you're asking them to do fits what's important to them then they are likely to say, "YES" and give it their all. For example, many kids don't enjoy the work that comes along with school, but they like making their parents proud, seeing their work displayed in school, and having their name on a reward trip list. Those are things that are important to them.

**Mark Twain wrote a book called "The Adventures of Tom Sawyer." Tom had to paint a long fence white and didn't want to do it. He decided to get the kids in the town to do it for him. What did he do? He tuned into WIIFM and made painting the fence seem fun and special. The kids were excited, grabbed paintbrushes, and painted the fence!**



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## **PRINCIPLE 1**

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

## **PRINCIPLE 2**

**Give honest, sincere appreciation**

## **PRINCIPLE 3**

**Consider what other people want &  
arouse in the other person an eager want**

# Be Interested in Other People

**Who do you think is the best winner of friends? Here's a clue... when he sees you, he will begin to wag his tail. If you stop and pat him, he will jump to show you how much he likes you. You know right away that he is really interested in you --he is your best friend. Who is it? A DOG**

**You can make more friends in two days by becoming interested in other people than you can in two years by trying to get people interested in you. People simply aren't interested very much in other people. They are interested in themselves --morning, noon, and night.**

**If you want people to like you, get interested in other people. Don't talk about yourself. Ask them about themselves. People love to talk about themselves. Don't you? When people see you are interested in them, they start to like you. Try it!**



## THINK ABOUT IT

- ❖ *When you see a group photograph that you are in, whose picture do you look for first?*
- ❖ *We are interested in others when they are interested in us.*

## **How Being Interested in Others Makes a Friend and Shows Others How to Make Friends... (true story)**

**Kaci was one of the most popular girls in school. Everyone, even her teachers, loved her. Matt wasn't popular. He was shy and didn't have many friends. Some of the kids thought he dressed "funny" --others found him to be odd.**

**The time for Prom came. Everyone was talking about who they were going to the Prom with, but not Matt. He knew there wouldn't be a girl who would want to go to the Prom with him. Besides, he was too shy to ask. Matt decided he wouldn't even go.**

**Kaci had lots of boys ask her to go to the Prom, but she always replied, "I already have a date." Her girlfriends couldn't even get her to tell who she was going to the Prom with.**

**Three weeks before the Prom, Kaci went up to Matt and asked him if he would take her to the Prom. Matt couldn't believe it! Here was the most popular girl in the school talking to him and talking to him about taking her to the Prom. Kaci asked, "Do you want to think about it, Matt?"**

**He quickly replied, "No! I mean I don't need to think about it. Yes, I'll take you to the Prom!"**

**Matt and Kaci went to the Prom. All those there saw Matt having a great time and talking. All those there saw the gift that Kaci had given to someone they had all ignored. Each person there learned a lesson.**

**There is power in showing other people you are interested in them --especially those who look like they need a friend. REMEMBER THAT.**



# Do Things for Other People

If we want to make friends and let them know we are interested in them, one of the best ways to do this is to do things for other people. The best “things” are those that do not cost any money at all. Things thought require time, energy, unselfishness, and thoughtfulness. Things that show others they matter.

## IDEAS? Name others!

- \* help someone pick up something they spilled
- \* help someone look for something they lost
- \* loan a pencil to someone who can't find their's
- \* when someone has too much to carry, help them
- \* help someone who is struggling with class work

- \* \_\_\_\_\_
- \* \_\_\_\_\_
- \* \_\_\_\_\_
- \* \_\_\_\_\_
- \* \_\_\_\_\_



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## **PRINCIPLE 1**

**Don't criticize, condemn, or complain**

## **PRINCIPLE 2**

**Give honest and sincere appreciation**

## **PRINCIPLE 3**

**Consider what other people want**

## **PRINCIPLE 4**

**BE INTERESTED IN OTHER PEOPLE  
& DO THINGS FOR OTHERS**

## SECTION 5

# SMILE



### WHAT IF I DON'T FEEL LIKE SMILING?

- ❖ *Make yourself smile. Act like you are happy. Believe it or not, acting happy almost always changes how you feel!*
- ❖ *President Abraham Lincoln said: "Most folks are about as happy as they make up their minds to be." What do you think this means?*
- ❖ *A Chinese proverb says: "A man without a smiling face must not open a shop." What do you think this means?*

The expression (look) on your face is far more important in making friends than the clothes you wear. A smile says, "I like you! You make me happy. I am glad to see you!" That is why dogs make such a hit. They are so glad to see you they almost jump out of their skins. They make us smile and feel glad to see them too.

A baby's smile also makes us happy. One time a vet's waiting room was full of people waiting for the vet to see their pets. There were a lot of people that day. They looked grumpy. They were tired of waiting. Then a young mother came in with her nine month old baby and a kitten. As luck would have it, she sat down next to a man who was irritated about the long wait. The next thing he knew, the baby just looked up at him with that great big smile that babies are famous for. What did that man do when he saw the smiling baby? Just what you and I would do, of course; he smiled back at the baby!

It is important to have a good time meeting others if you expect them to have a good time meeting you, SMILE!

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**PRINCIPLE 1 - Don't criticize, condemn, or complain**

**PRINCIPLE 2 - Give honest and sincere appreciation**

**PRINCIPLE 3 - Consider what other people want**

**PRINCIPLE 4 - Be interested in other people & do things for others**

**PRINCIPLE 5**

***SMILE!***



## SECTION 6

# NAMES!

### THE NAME GAME

- ❖ *Most people don't remember names because they don't really try to.*
- ❖ *The first step to remembering names is deciding you want to remember a name*

**Every person you meet is more interested in his or her own name than in all the other names on earth put together.**

**Remember a person's name you are meeting and call it when you talk to them. That will help the feel important and help you remember their name.**

**Forget a person's name or spell it wrong, and you will see the person a tad unhappy..**

## THE LESSON OF BUNNY NAMES (true story)

One time a ten year old, farm boy was given a rabbit by a neighbor who caught the rabbit because it was eating the lettuce in his garden. The boy's dad built an outdoor pen for the rabbit.

The boy noticed the rabbit began moving the straw in the pen and shaped it into a nice, round nest. Why? The next day the boy discovered the nest filled with little bunnies. As the baby bunnies began to grow, the boy had nothing to feed them. Then he had a smart idea!

The boy told the boys and girls in the neighborhood that if they would go out and pull enough clover and dandelions to feed the rabbits, he would name the bunnies after them.

The plan worked like magic! Why?



## HOW TO REMEMBER NAMES -----

- 1 Commit. Begin by making a commitment — a conscious decision — to remember people's names.**
- 2 Concentrate. You can only remember what you think about in the first place.**
- 3 Use the person's name often as you talk to them. Repetition helps engrave the name in your memory. ...**
- 4 Associate. Picture images that sound like a person's name — and combine it with other things you know about them or pictures the name makes you think of. This becomes a memory hook!**

# PLAY



*Name association works like this: You meet a new girl. Her name is Abby. Your cousin has a black lab named Abby. You imagine this girl carrying Abby and having a hard time because the dog is so big. Here's another: A new boy is in your class. His name is Thomas. You remember his name by imagining this boy riding Thomas the Train in the cartoon. Make it real. Imagine the boy driving the train. See him? Let's play a game!*

- 1. A classmate will be given a “new” name.**
- 2. You will think of an association to remember the name and share your association with your classmates.** (after doing this several times, you are ready to play)
- 3. Five of your classmates will leave the room and be given a “new” name. They will all come in the room, introduce him or herself to you with their new name, and then talk to you for a minute.**
- 4. Use the Remembering Names techniques we've talked about and after five minutes, say each person's *new* name**
- 5. Repeat with TEN classmates!**

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**PRINCIPLE 1 - Don't criticize, condemn, or complain**

**PRINCIPLE 2 - Give honest and sincere appreciation**

**PRINCIPLE 3 - Consider what other people want**

**PRINCIPLE 4 - Be interested in other people & do things for others**

**PRINCIPLE 5 - *Smile!***

**PRINCIPLE 6 - REMEMBER & USE PEOPLE'S NAMES**

## Be a Good Listener



### BORES (BORING PEOPLE)

- ❖ *If you want people to dislike you, never listen to anyone for long. Talk constantly about yourself.*
- ❖ *If you have an idea while other people are talking, interrupt them and tell your idea*
- ❖ *People who talk only of themselves think only of themselves and are big BORES!*

The word “conversation” makes us think of talking, doesn’t it? The word “converse” mean to talk. A good conversationalist is much more than about talking; it is about being a good listener.

Mr. Carnegie once met a botanist at a dinner party. He had never talked to this plant specialist before. Mr. Carnegie said, “I found him fascinating. He told about exotic plants and experiments he was doing to create new types of plants. Midnight came. I said good night to everyone and left. I learned later that the botanist told the host of the dinner party that I was very interesting, and he had enjoyed meeting me. He even said that I was a most interesting conversationalist! I laughed to myself when my friend told me what the botanist said. Me? An interesting conversationalist? Why, I had said hardly anything at all. I had listened and showed I was interested in what the botanist said. And he felt it. I did tell him that I wished I knew what he knew. And so I had him thinking of me as a good conversationalist when, the truth was, I had been merely a good listener and had encouraged him to talk.”



## **I KNOW YOU LOVE ME...**

One evening a mom was in the kitchen with flour all over her hands. She hated making fried chicken, but it was her husband's birthday and it was his favorite food. Right in the middle of dipping the chicken leg in flour her daughter, Sasha, came in and started telling about an argument she had had with her friend. The mom dusted off her hands, went over to the table and sat down, listening carefully to her daughter.

After the discussion, Sasha looked at her mom and said, "Mom, I know that you love me very much." Her mother was touched and said: "Of course I love you very much. Did you doubt it?" Sasha responded, "No, but I really know you love me because whenever I want to talk to you about something, you stop whatever you are doing and listen to me."

## **LISTENING WHEN YOU ARE ANGRY ----**

**When you are in a big argument you want to holler, scream, and shout. You want to get loud and tell the person you are angry with how wrong they are. You want to let them really HAVE IT!**



**But... did you know the best thing to do when you are in an argument is "LISTEN." Yes --listen. Often, the person you're arguing with is explaining to you why what you did was wrong and what he or she did was not. They are trying to make you understand why you are the one to blame. When you interrupt and blame back, ugly things are said and the argument grows. When you listen, the other person rants until there isn't anything left to say and guess what? They lose their steam and cool down. This "listening" also lets you cool down. Often you discover how the other person feels and you say, "I'm sorry we had this fight. I understand how you feel now. Let's be friends." Understanding how someone else feels isn't saying you were right and they were wrong. It's saying, "It's over now. Let's move on."**

President Abraham Lincoln was our country's president during the worst part of our history --the Civil War. We were fighting each other! Union families that lived in Illinois and had other family members living in Confederate Alabama might end up in the same battles.

During the darkest hours of the Civil War, President Lincoln wrote to an old friend he knew when he lived in Illinois. He asked the friend to come to Washington. Lincoln wanted to discuss all his problems with his friend. The old neighbor came, and Lincoln talked to him for hours. Lincoln wanted to free the slaves, but he knew those living in the south who used the slaves on their cotton fields would be angry.

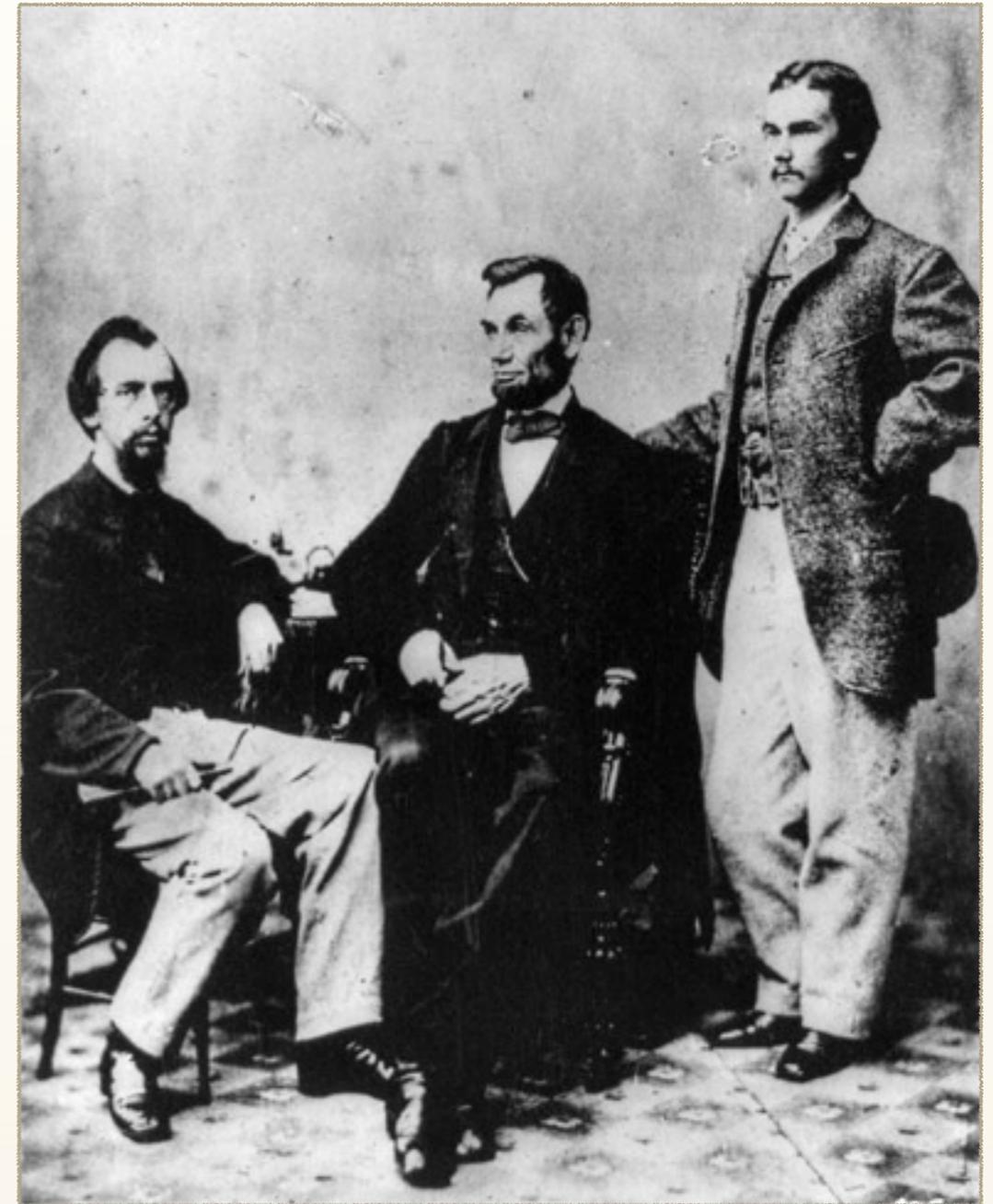
Lincoln shared with his friend all the reasons he could think of for freeing the slaves. He also went over all the reasons he could think of for not freeing the slaves. He believed in looking at both perspectives. He read out loud newspaper articles that blamed him for not freeing the slaves and other newspaper articles that condemned him out, fearing he would free the slaves. It was a mess.

After talking for hours, Lincoln shook hands with his old friend, said good night, sending him back to his home in Illinois. The funny thing is that Lincoln never asked his friend's opinion about what to do. Lincoln had done all the talking himself. He felt better after that talk with his friend. Lincoln hadn't really wanted advice. He merely wanted a friendly listener he could talk to and explain what he was thinking and why.

That's what we all want when we are in trouble. That is what all of us need when we are upset or angry. We need someone to listen while we explain what is going on in our head. You need that --we all do.

Be that "LISTENING FRIEND." Find your own "listening friend." You will feel better.

**Being a Good Listener  
Helps Others  
Feel Better**  
*A Lesson from Abraham Lincoln's Friend*



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**PRINCIPLE 1 - Don't criticize, condemn, or complain**

**PRINCIPLE 2 - Give honest and sincere appreciation**

**PRINCIPLE 3 - Consider what other people want**

**PRINCIPLE 4 - Be interested in other people & do things for others**

**PRINCIPLE 5 - *Smile!***

**PRINCIPLE 6 - REMEMBER & USE PEOPLE'S NAMES**

**PRINCIPLE 7 -  
Be a good listener**



### WHAT DO **BAD** LEADERS DO?

- ❖ *Boss others around. Give orders!*
- ❖ *Never make others feel valued -- important*
- ❖ *Point out others faults*
- ❖ *Do all the talking*
- ❖ *Think their own ideas are always the BEST*
- ❖ *Never give compliments to others for their ideas or work*
- ❖ *Point out others mistakes*

## How to be a LEADER

Everything you have learned about so far from Dale Carnegie will help you be a good leader. BUT... there are other things you need to know and use if you are going to be a strong leader who gets things done --a leader who is liked and trusted.

In this section we will learn about other things that Dale Carnegie says makes a truly great leader. These skills are important even if you happen to be a follower. They will help you be someone others listen to ...someone others  
**RESPECT!**

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## **If You Are The Leader How Do You Tell Someone They Aren't Doing Their Job?**

**...back to one of our nation's most  
respected leaders --Abraham Lincoln  
(a true story on how he handled the  
faults of one of his Generals)**



The Civil War raged on. For eighteen months, Lincoln's generals had been leading the Union Army from one defeat to another. Many soldiers on both sides were dying. Members of the Senate wanted to force Lincoln out of the White House, blaming him for the many defeats. What did Lincoln do? He wrote a letter to General Hooker whose battle plans had lost battles. He didn't begin by "chewing him out" or blaming him, even though the general had made many bad decisions. He began by praising the general and showing appreciation for his service.

President Lincoln told General Hooker that he placed him as head of the Army by choice, and that he believed him to be a brave and skilled soldier. He praised the general's confidence. He let General Hooker know he understood his was a very difficult job, and that he, as the President, fully supported him. Beginning the letter this way helped General Hooker to pay attention to what was coming --Lincoln's recommendations --recommendations that General Hooker began doing immediately without feeling angry at Lincoln.

When you are the leader and someone isn't doing their job, don't begin by pointing out the other person's faults. Begin with praise. All good leaders can find things to praise in those they lead. Good LEADERS are something like a dentist when you have to get a filling. How? The dentist doesn't start the painful drilling first, he begins by talking to you in a friendly way and having the nurse give you medicine so the filling doesn't hurt. Always **BEGIN WITH PRAISE & APPRECIATION.**



**Don't Begin With  
Praise as an Lead-in  
to Criticize the Thing  
You Praised!**

**GOOD LEADERS FLIP IT --  
TURN THE NEGATIVE TO  
P O S I T I V E**

Jake was learning to write his ABC's in Kindergarten. One day he came home and proudly handed his parents a paper where he had written all the ABC's. His parents looked at the paper, and his Dad said, "We're really proud of you, Jake! Look at all this hard work you did! But, you have some letters backwards. If you work harder, you can turn those letters around."

Now Jake was probably really proud and happy until he heard the word "**but**." To him, the praise they began with became lost in the criticism of the backward letters. What if his parents had said, "We're really proud of you, Jake, you are working so hard and giving your best effort. You will get better and better with hard work like this. Good job!" Jake feels good. His parents are proud. Oh, they did suggest that his working hard would help him get better and better, and chances are Jake will want to work even harder on his ABC's at school.

Calling attention to someone's mistake in a negative way is what bad leaders do. Good leaders call attention to people's mistakes indirectly --that means by giving **encouragement**.

# GOOD LEADERS POINT OUT THEIR OWN MISTAKES

## BEFORE Pointing Out The Mistakes of Others



It isn't nearly so hard to listen to someone point out a mistake you've made if they begin by admitting that **they, too**, often make mistakes.

A small group of students were working on a project for class. The student responsible for creating the group's presentation slides had used several misspelled words. The team project leader could have said, "You've got this word and that word spelled wrong. You need to fix them!" That would cause embarrassment and probably a little anger toward the project leader. But the project leader didn't point out the mistake that way. No. She said, "Somehow this word doesn't look right. It's one of the words I have had trouble with. I always have to look it up. Let's check it. Yes, here it is. I'm always checking the words I'm not sure of because I know when I don't and I have words wrong, people judge my work. Thank goodness for spell check!"

Admitting your own mistakes first can help convince someone else to willingly change their mistakes.

**TALK ABOUT YOUR OWN MISTAKES FIRST! WE ALL MAKE THEM!**

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**No One Likes to  
Take Orders!**

**GOOD LEADERS  
DON'T GIVE ORDERS --  
They ask QUESTIONS**



No one likes to hear, “Do this or do that!” or “Don’t do this or don’t do that!” Depending on who is giving the orders, we may do this or do that, or don’t do this or don’t do that,” but we sure don’t like it! Leaders who lead this way may see those they lead following their orders, but as soon as the leader’s back is turned most will either stop working or half do something. Besides that, a leader who gives orders isn’t liked.

The best leaders give “suggestions.” Suggestions that are questions: “Do you think this will work?” ...or “You might consider this.” ...or “What do you think of this?” Asking questions that are about what the leader wants to happen is always a better way of getting things done and getting them done with a positive attitude. Asking questions always encourages others to be creative. People are more likely to accept an “order” if they had a part in the decision. Let’s say the leader sees something that needs to be fixed or that needs to be accomplished --the best leaders call everyone together and say, “Can anyone think of different ways we can \_\_\_\_\_?” This gives everyone a chance to think and share ideas --ideas that just might be better than the leader had first thought of. It shows the leader values those he leads.

**Ask questions instead of giving direct orders**



## **Good Leaders Help Other's SAVE FACE**

### ***What does this mean?***

“Saving Face” means helping a person keep their dignity when they made a big mistake or didn’t get what they tried out for. It means not saying or doing anything that makes a person “lose face” or lose their dignity when things go bad.

Each of us has a social face. Your social face is the part of yourself that you show to other people without shame. Sometimes you can't even look at yourself in the mirror, but you still have a social face - behind which you often hide how you really feel. If you **lose face** you feel shame. You can lose face in your own eyes because you know you have not lived up to what you and others think is acceptable. You can also lose face because others believe your performance or your behavior are not good enough.

If you are in trouble and someone treats you kindly, he or she is helping you to save face. Good leaders help save face whenever they can --for instance, by not butting in when others are talking. Leaders help save face when they don’t laugh at someone who messed up and is embarrassed. Leaders help save face when they show respect for and to everyone, letting others know they expect each person to show respect for others. Good leaders save face by giving needed feedback in a positive way and not blaming, when something goes wrong. Leaders help save face by never saying, “I told you so.”

Good leaders know that the same brain that feels pain when a person experiences a physical injury is also the same brain that feels hurt when a person experiences a painful emotional experience, such as feeling humiliated, or losing face. While a physical wound can be stitched and repaired, a social hurt can be painful for a long time. **GOOD LEADERS SAVE FACE.**

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# **GOOD LEADERS**

- show praise and appreciation**
- use encouragement to help others change actions**
- point out their own mistakes**
- don't give orders, but ask questions**
- help others save face**

**Dale Carnegie was a man with a vision for how someone could grow into a great person and a great leader. He developed techniques for personal development and founded his training program in 1912 so that he could share his strategies with the world. Ever since that day, The Dale Carnegie Training has been teaching people of all ages how they can transform into a more powerful version of themselves.**

**This book was adapted from Mr. Carnegie's book, "How to Win Friends & Influence People." More than 15 million copies of Mr. Carnegie's original book have been sold. It has been in publication for more than 75 years!**

