

CÓMO GANAR AMIGOS E INFLUIR SOBRE LAS PERSONAS de Dale Carnegie

Recordatorio: son las palabras del autor que más me han marcado. Destaco las siguientes citas.

Contenidos

Page 8: when dealing with people, remember that you are not dealing with creatures of logic, but with creatures of emotion.

Page 10: 15 percent of one financial success is due to one's technical knowledge and about 85 percent is due to skill in human engineering-to personality and ability to lead.

Page 13: We are our mental resources. Is not knowledge but action.

Page 15: You ought to spend a few hours reviewing it every month.

Page 15: Apply these rules at every opportunity. If you don't you will forget them quickly. Only knowledge that is used sticks in your mind.

Primera parte

Page 20: Criticism is futile because it puts a person on the defensive and usually makes him strive to justify himself. Criticism is dangerous because it wounds a person's precious pride, hurts his sense of importance and arouses resentment.

Page 25: Benjamin Franklin said "I will speak no ill about no man (...) and speak the good I know of everybody. Any fool can criticize, condemn and complain-and most fools do. But it takes character and self-control to be understanding and forgiving."

Page 27: The little heart of you was as big as the dawn itself over the wide hills.

Page 28: Instead of condemning people, let's try to understand them. Let's try to figure out why they do what they do. That's a lot more profitable and intriguing than criticism; and it breeds sympathy, tolerance and kindness. "To know all is to forgive all".

Page 33: I consider the ability to arouse enthusiasm among people. It is the greatest asset I possess. There is nothing else that so kills the ambition of a person as criticism from superiors. I believe in giving a person incentive to work. So I am anxious to praise but loath to find fault.

Page 37: You can never say anything but what you are.

Page 38: People are hungry for appreciation. Try leaving a friendly trail of little sparks of gratitude on your daily trips.

Page 38: Every man I met is my superior in some way. In that, I learn of him. Let's cease thinking of our own accomplishments or wants. Let's try to figure out the other person's good points.

Page 39: When I went fishing, I didn't think of what I want, but what they wanted. So the only way to influence other people is to talk about what THEY WANT and show them how to get it.

Page 40: Arouse in the other person the eager to want.

Page 41: How can I make this person do what I want to do?

Page 42: Henry Ford one said: ``If there is one secret of success, 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''.

Page 49: Most people go through college and learn to read Virgil and master the mystery of calculus without ever discovering how their own minds function.

Page 48: 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 other angle-if you get that one thing out of this book, it may easily prove to be one of the building blocks on your career.

Segunda parte

Page 55: When you see a group photograph that you are in, whose pictures do you look at first? (yourself of course).

Page 57: I never forgot that to be genuinely interested in other people is a most important quality for a salesperson to possess-for any person.

Page 58: If we want friends, let's put ourselves out to do other people-things that require time, energy, unselfishness and thoughtfulness.

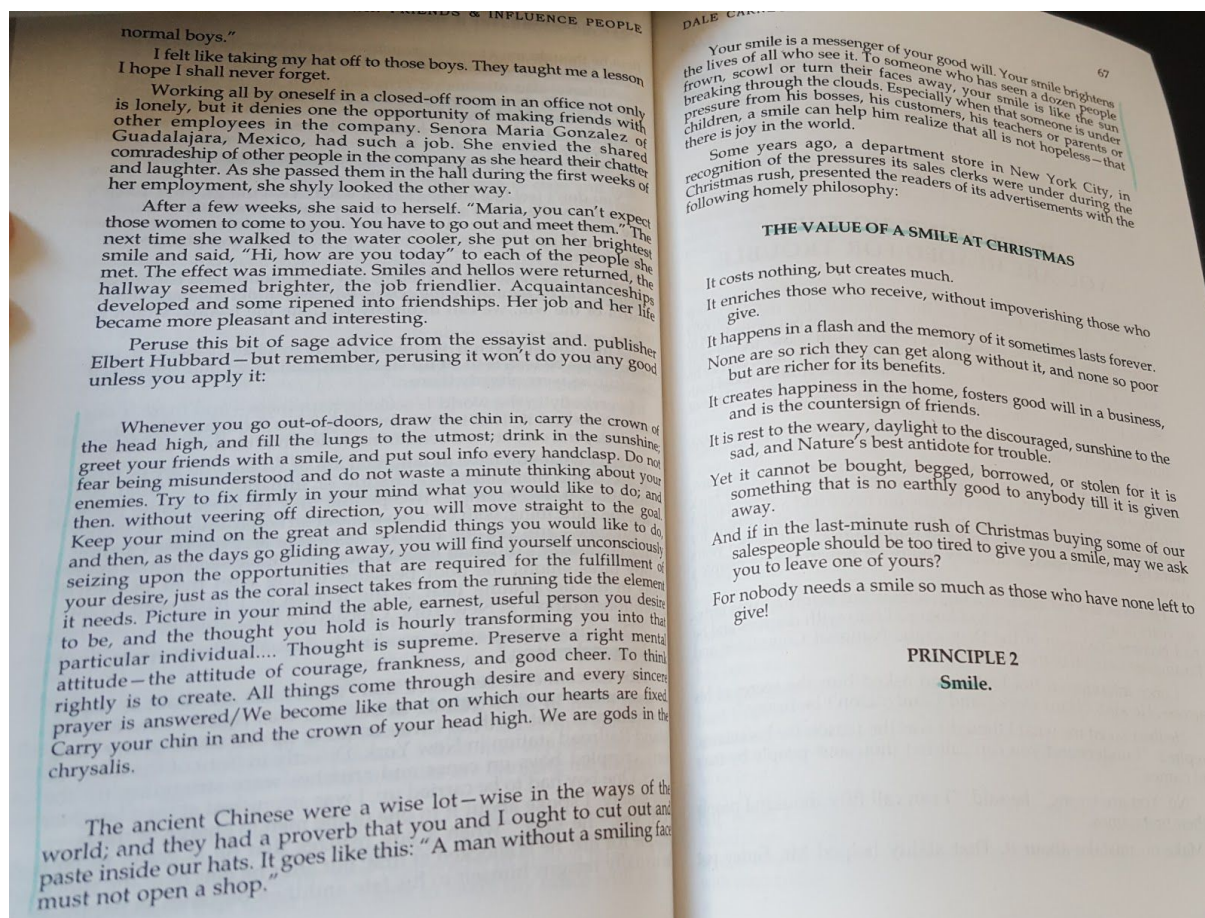
Page 62: That is why dogs make such a hit. They are so glad to see us that they almost jump out of their skins. So, naturally, we are glad to see them.

Page 63: Your smile comes through in your voice.

Page 63: People rarely succeed in something unless they have fun doing it.

Page 65: It's not what you are, have or where you are, what you are doing that makes you happy or unhappy. It is what you think about it.

Page 65: Shakespeare: ``There is nothing either good or bad, but thinking makes it so.''



Page 71: The policy of remembering and honoring the names of his friends and business associates was one of the secrets of Andrew Carnegie’s leadership.

Page 71: The executive who can’t remember names is at the same time telling me he can’t remember a significant part of his business and is operating on quicksand.

Page 73: And the ability to remember names is almost as important in business and social contacts as it is in politics.

Page 76: I had him thinking that I was a good conversationalist, when, in reality, I had been merely a good listener and had encouraged HIM to talk.

Page 76: What is the secret, the mystery, of a successful business interview. Exclusive attention to the other person who is speaking to you is very important. Nothing else is so flattering as that.

Page 79: Don’t interrupt someone when he/she is talking. Let them finish first, take out their anger, fear, self pity, whatever they feel to tell you. If you interrupt them again and again, they won’t feel liberated. As a result, they won’t even listen to what you say, because the only thing they want to do is, talk and tell how THEY feel, they don’t care about what you have to say. But if you allow them to speak, and then tell them that you understand that, and maybe, if

you were in their shoes you would do the same as the did. RESUMEN HECHO POR MI.
Reflexión jeje...

Page 81: People who talk only of themselves think only of themselves. They are not educated, no matter how instructed they may be.

Page 81: To be interesting, be interested. Ask questions that the other person would enjoy to answer. Encourage them to talk about themselves and their accomplishments.

Page 82: Whenever Roosevelt expected a visitor, he sat up late that night before, reading up on the subject in which he knew his guest was particularly interested.

Page 85: Talking in terms of the other person's interests pays off for both parties.

Page 87: Always make the other person feel important. The desire to be important is the deepest urge in human nature.

Page 88: PLEASE, SORRY AND THANK YOU. it is very important to use them often.

Tercera parte

Page 97: Nine times out of ten, an argument ends with each of the contestants more firmly convinced than ever that he is absolutely right.

Page 97: You can't win an argument. If you lose it, you lose it. If you win it, you lose it. You have made him feel inferior. You have hurt his pride. He will resent your triumph.

Page 100: 1) Our first natural reaction in a disagreeable situation is to be defensive. 2) Be careful, keep calm. Watch out for your first reaction. 3) Listen first. 4) Looks for areas of agreements. 5) Be honest. 6) Promise to think about the opponents ideas and study them carefully. 7) Thank your opponent sincerely for their interest. 8) Postpone action to give both sides time to think through the problem.

Page 110: Can the other party be rightfully or in a way? Is my reaction one that will relieve the problem or will it just relieve my frustration?

Page 103: Telling someone that they are wrong, is hurting their pride and telling them at the same time that you are smarter. If you are going to prove anything, don't let anybody know it.

Page 104: You cannot teach a man anything; you can only help him to find it within himself. Be wiser than other people if you can; but do not tell them.

Page 104: The word "my" is the most important one in human affairs.

Page 105: When we are wrong, we may admit it to ourselves. And if we are handled gently and tactfully, we may admit it to others and even take pride in our frankness and broad-mindedness.

Page 106: If you want to make some excellent suggestions about dealing with people and managing yourself and improving your personality, read Benjamin Franklin's autobiography.

Page 106: I forbade myself the use of words that express in the language that importanted fix'd opinions, such as "I conceive", "I apprehend" o "I imagine".

Page 109: I judge people by their own principles, not by my own.

Page 115: It is necessary to recognize that the benefit of applying a principle may be more advantageous than maintaining an old tradition.

Page 116: Not everything I wrote yesterday appeals to me today.

Page 116: By fighting you will never get enough, but by yielding you will get more than you expected.

Page 119: If you win a man to your cause, first convince him that you are his sincere friend.

Page 121: I decided that showing my anger would not serve a worthwhile purpose. When I arrived, I kept very calm and started by talking about his recent vacation, then, when the timing felt right, I mentioned a "little" problem. He quickly agreed to do his share in helping to correct the problem.

Page 123: A drop of honey catches more flies than a gallon of gall.

Page 125: Get the other person saying "yes, yes, yes".

Page 127: It took me years and cost me countless thousands of dollars in lost business before I finally learned that it doesn't pay to argue, that it is much more profitable and much more interesting to look at things from the other person's viewpoint and try to get that person saying "yes yes".

Page 128: Socratic method.

Page 131: If you want enemies, excel your friends, but if you want friends, let your friends excel you.

Page 139: Accepting his or her viewpoint will encourage the listener to have an open mind to your ideas.

Page 143: How to stop arguments: "I don't blame you for that feeling as you do. If I were you I would undoubtedly feel just as you do".

Page 149: In order to change people, appeal to be nobler motives.

Page 158: What greater challenge can be offered than opportunity to overcome those fears.

Page 159: The one major factor that motivated people was the work itself. If the work was exciting and interesting, the worker looked forward to doing it and was motivated to do a good job.

Cuarta parte

Page 162: It is always easier to listen to unpleasant things after we have heard some praise of our good points.

Page 163: He must not kill the man with splendid enthusiasm.

Page 168: Don't praise someone and tell them "but..." you will kill the enthusiasm of the other person. Instead of "but" use the word "and...". For example: You have done a great job, but you have to do better in Maths. You have done a good job, and if you continue working on Maths you will achieve greater points/marks.

Page 170: It isn't nearly so difficult to listen to a recital of your faults if the person criticizing begins by humbly admitting that he, too, is far from impeccable.

Page 172: Admitting one's own mistakes-even when one hasn't corrected them-can help convince somebody to change his behavior.

Page 174: He always gave suggestions, not order. Use: "you might consider this", "do you think that would work", "what do you think of this". He always gave people the opportunity to do things themselves; he never told his assistance to do things; he let them do them. Let them learn from their mistakes. A technique like that makes it easy for the person to correct errors. A technique like that saves a person's pride and gives him/her a feeling of importance. It encourages cooperation instead of rebellion.

Page 175: Asking questions not only makes an order more palatable; it often stimulates the creativity of the persons whom you ask. People are more likely to accept an order if they have had a part in the decision that caused the order to be issued.

Page 176: Consider the person's pride before you speak.

Page 176: My lack of experience, not my lack of ability. Was the reason for my failure?

Page 176: What matters is not what I think of him, but what he thinks of himself. Hurting a man is his dignity is a crime.

Page 179: Let us praise even the slightest improvement. That inspires the other person to keep on improving.

Page 182: If you and I will inspire the people with whom we come in contact to a realization of the hidden treasures they possess, we can do far more than change people. We can literally transform them.

Page 183: Compared with what we ought to be, we are only half awake. We are making use of only a small part of our physical and mental resources. Stating the thing broadly, the human individual thus lives far within his limits. He possesses powers of various sorts which he habitually fails to use.

Page 185: Give them a fine reputation to live up to, and they will make prodigious efforts rather than see you disillusioned.

Page 185: You do not know what treasures are within you.

Page 188-199: Tell someone that he/she is stupid or dumb at a certain thing, has no gift for it, and is doing it all wrong, and you have destroyed almost every incentive to try to improve. But use the opposite technique-be liberal with your encouragement, make the thing seem easy to do, let the other person know that you have faith in his ability to do it, that he has an undeveloped flair for it-and he will practice until the dawn comes in the window in order to excel.

Page 192: Always make the other person happy when they do what you suggest.

Page 194-195: 1) Be sincere. 2) Know exactly what it is that you want the other person to do. 3) Be empathetic. 4) Consider the benefits that person will receive from doing what you suggest. 5) Match those benefits to the other person's wants. 6) When you make your request, put it in a form that will convey to the other person the idea that he/she personally will benefit.