

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

THE SELF-HELP CLASSIC

DALE CARNEGIE

WITH AN INTRODUCTION BY TOM BUTLER-BOWDON

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SEVEN RULES FOR MAKING YOUR HOME
LIFE HAPPIER
FOR HUSBANDS
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HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

The Self-Help Classic

DALE CARNEGIE

With an Introduction by
TOM BUTLER-BOWDON



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*This Book is Dedicated to a Man
Who Doesn't Need to Read It*
MY CHERISHED FRIEND
HOMER CROY

INTRODUCTION

BY TOM BUTLER-BOWDON

How To Win Friends and Influence People is a significant book on many levels.

Although it had many antecedents in the success literature of the Victorian and early modern era, it was the first self-help or motivational blockbuster of the twentieth century. Its rate of sales shocked author and publisher, and today the book has sold over 30 million copies in English, and many more in the world's main languages.

It is also a cultural phenomenon. A 2013 Library of Congress survey, based on responses from over 9,000 people, included *How To Win Friends and Influence People* as one of the 100 “Books That Shaped America,” alongside *Moby Dick*, *Uncle Tom's Cabin*, *The Great Gatsby*, the *Federalist Papers*, *Up From Slavery*, and *Silent Spring*.

As the cornerstone of the Dale Carnegie Course, *How to Win Friends* is one of the great peer-supported approaches to personal transformation, arguably in the same league as Toastmasters International, Weightwatchers, and Alcoholics Anonymous.

This Introduction provides a short biography of Carnegie, including how his book came to be written. I will highlight its key themes. Finally, I consider his ethics and personality, including why he changed the spelling of his name, and the wider cultural impact of his work.

EARLY YEARS: FARM BOY, STUDENT, SALESMAN, ACTOR

Dale Harbison Carnegie was born on November 24, 1888, to James and Amanda, in the hamlet of Harmony Church, ten miles from Maryville, Missouri. He had an older brother, Clifton. His mother steeped him in popular literature and made him memorize tracts from the Bible and orate them in church.

Dale's childhood was a constant round of hard farm work: milking cows, chopping wood, and raising pigs in freezing winters. It gave him a lifelong hatred of manual labour. "I was ashamed of our poverty," he later said.

Assailed by floods and pests, the Carnegies were forced to sell their smallholding. They started again with a rented farm, but times remained tough. James Carnegie turned for solace to populist leaders like William Jennings Bryan and tended to morosity, while Amanda was sunny, optimistic, and pious. His parents left him nothing except "the blessing of faith and sturdy character," an older Carnegie liked to say. They lived just long enough (Amanda died in 1939 and James in 1941) to see their son's success.

In 1904, the family moved to farmland near Warrensburg, Missouri, so that the boys could get a proper education. They attended Warrensburg Normal School and then the Missouri Teacher's College (now University of Central Missouri). The family could not afford to pay for Dale to live on site, so he had to ride a horse to school from their farm nearby.

Humiliated and poorer than his peers, college nevertheless opened his horizons. He gained self-esteem via public speaking, including memorized declamations and debating. He found he could gain friends by his words, and began winning speaking and debating competitions and training other students. As a harbinger of his later writing style, Carnegie adopted an informal, chatty style, very different from traditional oratory.

After graduating from college in 1908, he saw his ticket out of poverty as being a travelling Chautauqua speaker. But the only path open to him was sales. He moved to Nebraska to sell correspondence school courses. He was a failure at it and, to boot, homesick. Things got slightly better with a sales position in Omaha with Armour and Company, the huge meatpacking company. He worked the rural districts of South Dakota selling canned meat, lard, and soap, and his work ethic put him into the top tier of Armour salesman. As a result, Carnegie was able to send a good chunk of his earnings home to help his parents pay the mortgage.

As a salesman, Carnegie learned to tell an amusing story. He found that smiles and positivity had a real effect on people, even if much of the time he felt like he was acting. He discovered the power of remembering people's names and letting them talk about themselves.

But Carnegie was too ambitious and intellectually curious to sell meat forever. In 1911, aged 22, he applied and was accepted into the prestigious American Academy of Dramatic Arts in New York. Over the decades, this institution, with its innovative techniques, trained Anne Bancroft, Grace Kelly, Spencer Tracy, and later Kirk Douglas and Robert Redford.

Yet Carnegie lasted only six months at the Academy before joining a travelling stage production of *Polly of the Circus*, a popular moralistic romance of the time. He played the part of Dr Hartley, plus many extra parts, and travelled around the East and Midwest. When the run ended, however, no other acting parts opened up. He was forced to return to sales.

Back in New York, Carnegie went into business with an acquaintance selling trucks, and then joined an auto sales company including Packard cars. His heart was not in cars

any more than it was in meat, but socially he enjoyed life in the city. He dated Jewish, Irish, French, and Canadian girls, and wrote home to a slightly worried Amanda to tell her about it all. But the reality of a job he hated and a dirty rented room made him feel his life was going nowhere.

Carnegie left Packard in late 1913. Now 25, he was desperate to move out of sales and have a speaking career. He gave a few one-off talks (on cowboys for the New York Board of Education, and on self-expression and oratory to the Masons) and took writing courses at Columbia University. As Columbia and New York University had turned down his ideas to teach evening extension courses, he now aimed a little lower. The director of New York's smallest Y.M.C.A., in Harlem, gave him a chance to give a course on public speaking. The course did well, and Brooklyn Y.M.C.A. asked him to run a course, followed by Y.M.C.A.s in Newark, Baltimore, and Philadelphia. Teaching mostly young white-collar males who wanted to get ahead in business, he was earning a princely \$500 a month.

Carnegie also began having some success with writing, getting commissions for “how they made it” success stories for magazines. These potted biographies of well-known people would remain an important sideline for most of his life. He also wrote articles on war and Antarctic exploration, and how to make money from writing for the screen or stage.

CARNEGIE'S INFLUENCES: CHRISTIAN SCIENCE TO PSYCHOLOGY

In 1915, Carnegie co-authored his first book, *The Art of Public Speaking*, with editor and writer Joseph Berg Esenwein. It was published (ironically) by one of the home

correspondence schools that he had been a salesman for only a couple of years prior.

The Carnegie Course in Public Speaking, meanwhile, had become a mini industry. By 1920, it had been codified into a course—"Public Speaking: The Standard Course of the Y.M.C.A. Schools"—that Carnegie could train others to give. What made the course different was its infusion with the motivational, psychological, and even metaphysical ideas of the day.

Carnegie's influences included the popular speaker Rev. Russell H. Conwell and his famous "Acres of Diamonds" speech (which promised readers they would find their fortune in their own back yard); Elbert Hubbard and his "Message to Garcia" story from the Spanish-American war, about a soldier who gets the job done without excuses; James Allen, the English metaphysical thinker and author of *As A Man Thinketh*; Mary Baker Eddy, founder of Christian Science and author of *Science and Health with Key to the Scriptures*; and Orison Swett Marden, the founder of *Success* magazine and author of *Pushing To The Front, or Success Under Difficulties*.

Biographer James Watts (*Self-Help Messiah*) believes that Marden, the most famous motivational speaker and writer of his day, was Carnegie's secret mentor. Marden encouraged Carnegie to read as widely as possible across history, fiction, science, and philosophy. Indeed, *How To Win Friends and Influence People* references many great figures from history, philosophy, and religion—from Cicero to Confucius to Shakespeare to Napoleon. That said, Carnegie's childhood friend Homer Croy, whom the book is dedicated to, remembers Carnegie always trying first to find the condensed versions of books to save time and cut to the core ideas.

Carnegie was inspired by the American New Thought writers whose preoccupation was the metaphysics of abundance and “mind power,” but he knew that to appeal to the broadest audience he had to invoke the emerging science of psychology. He quotes liberally from William James, Sigmund Freud, and Alfred Adler, and from contemporary writers such as Harry Overstreet. Overstreet wrote one of the first popular psychology books, *Influencing Human Behavior* (1925), and it is mentioned several times in *How To Win Friends*. Carnegie's principle, “Arouse in the other person an eager want” was taken directly from Overstreet, as was his list of “basic human needs” that need to be satisfied.

The Art of Public Speaking

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Joseph
BY
J. BERG ESENWEIN

AUTHOR OF
"HOW TO ATTRACT AND HOLD AN AUDIENCE,"
"WRITING THE SHORT-STORY,"
"WRITING THE PHOTOPLAY," ETC., ETC.,

AND

DALE CARNAGEY

INSTRUCTOR IN PUBLIC SPEAKING, Y. M. C. A. SCHOOLS,
NEW YORK, BROOKLYN, PHILADELPHIA, WILMINGTON, AND BALTIMORE

THE WRITER'S LIBRARY

EDITED BY J. BERG ESENWEIN

THE HOME CORRESPONDENCE SCHOOL
SPRINGFIELD, MASS.

PUBLISHERS

Title page of Carnegie's first book. Library of Congress.

INTERWAR YEARS: IMPRESARIO, HUSBAND, NOVELIST

Carnegie's prosperous new life ended with Woodrow Wilson's decision in 1917 to enter the United States into World War One. He was drafted and sent to Camp Upton, Long Island. Saved from weapons training by a missing finger from a childhood accident, he was given office duties with the rank of Sergeant, assisting a Major. Discharged at the start of 1919, he was happy to put this dull period behind him.

Back in New York, Carnegie restarted his public speaking business with the Y.M.C.A.s, adding new courses for bankers, engineers, and advertising men. He got into trouble with speech education professionals by submitting articles to their journals to promote his business.

Unfortunately, the articles contained accounts of people that were fictitious, which forced him to make a retraction and apology.

The incident did not hold him back for long. In 1917, adventurer Lowell Thomas had sought Carnegie's help in giving a talk on his time in Alaska to the Smithsonian. The talk was a success, and Thomas gave Carnegie an endorsement for his courses. It was the start of a lifelong collaboration and friendship.

Thomas had created a touring act with film and slides based on his time with General Allenby in Palestine, and with T.E. Lawrence in Arabia. In 1919 he again sought Carnegie's help, this time to make the show more alluring. Carnegie, who had never left America, gladly accepted and became his business manager on a tour of England. The revamped show, given at the Royal Opera House in London,

was a sellout, and as creative director and manager Carnegie earned a cut of the profits.

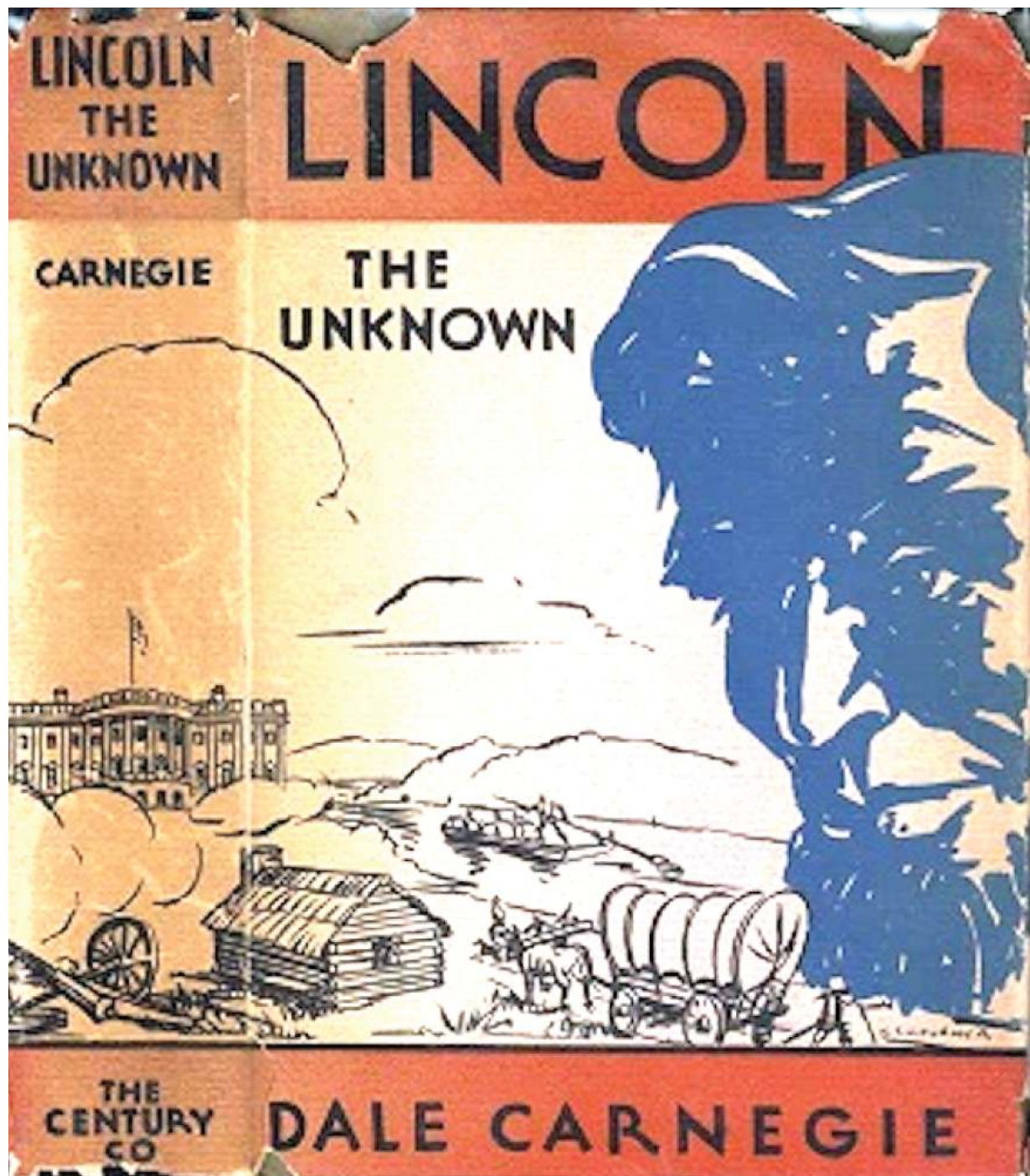
The show was later performed on the eastern seaboard of America, Canada, the north of England and Scotland, and in Australia. But when Thomas had to pull out as narrator, replaced by Carnegie, bookings and profits dwindled. Carnegie came close to a nervous breakdown over the stress. Yet he seemed to like the role of impresario, and in 1921 created another show based on Sir Ross Smith's famous 1918 flight from England to Australia. This was also a hit, running for four months.

Carnegie's time in the UK had an unforeseen benefit: love. In July 1921 he married Lolita Harris in Dorking, Surrey. Born Lolita Baucaire in Ulm, Germany, she had emigrated to the United States and worked as an actress. Lolita had married a rich dentist, Charles Harris, but it ended in divorce. She met Dale while he was part of the Lowell Thomas show touring Baltimore. After marrying, the Carnegies enjoyed travelling around Europe, including a year in Versailles outside Paris and on the French Riviera, plus some time in North Africa. This was at a time when U.S. dollars went far. Carnegie gave some speaking courses in Europe but was also earning \$3,000 a year from his book royalties.

In time, Lolita grew critical of Dale's basic Midwestern ways. He, apparently, tired of her pretentiousness and harrying nature. The marriage lasted a decade, but Carnegie tried never to talk of it. The two Carnegie biographers (Watts and Kemp/Claflin) contend that Carnegie's depiction of the difficult Mary Todd, Abraham Lincoln's wife, in his book *Lincoln The Unknown* (1932), is a veiled portrait of his own wife. They would finally divorce in 1931.

Perhaps inspired by other American emigres in Europe such as Hemingway and Gertrude Stein, Carnegey spent considerable time writing what he thought would be the next great American novel. Yet even his literary agent thought that *The Blizzard*, set in Missouri and with wooden characters and stilted dialogue, was poor. It was never published and remains a little-known detail of Carnegie's life as a writer, which we now associate with page-turning non-fiction.

At the time Carnegey was crushed by the rejection, but it forced him to return to what he knew best and what could earn him money: public speaking and human relations. In 1925 he changed his name from Dale Carnegey to Dale Carnegie. His public reasoning? The Carnegie spelling was much easier for people to remember (given industrialist Andrew Carnegie, Carnegie Hall, etc.). It didn't hurt, either, that the Carnegie name in the 1920s had great lustre in the public imagination. Why not associate oneself with it?



Lincoln The Unknown (1932).

Source: Unknown/Wikimedia Commons.

HOW TO WIN FRIENDS: PUBLISHING PHENOMENON

In 1926, Carnegie published *Public Speaking: A Practical Course for Business Men*, based on his Y.M.C.A. course materials. He was earning enough to buy a relatively new English Tudor-style house in the pleasant (now affluent) suburb of Forest Hills in Queens, New York.

Three years later, however, like many at the time he lost money in the stock market crash of 1929. He managed hold onto the property, and it would remain his home until his death in 1955. The house was a quiet refuge where he could enjoy his garden and dogs, yet it was only ten miles from New York City.

Fortunately, demand for Carnegie's courses continued through the early years of the Great Depression. But he was not run off his feet and in the summer of 1932 made a trip of many weeks to China. He would call it his "greatest adventure in living." After the ship berthed in Shanghai, he was shocked by the poverty. It was of a much greater level than even a very depressed United States and put his own struggles into perspective.

The Depression years saw him begin a weekly radio spot conveying fascinating biographical details about famous people on a show sponsored by Maltex, a cereal brand. He also published *Lincoln The Unknown* (1932) and *Little Facts About Well Known People* (1934). Neither were bestsellers, but Carnegie's publishing fate was about to change.

In 1934, a young executive at Simon & Schuster, Leon Shimkin, attended a promotional lecture by Carnegie. Shimkin was impressed, but Carnegie had been turned down by Simon & Schuster for a previous book and was cool to Shimkin's advances. Carnegie eventually relented, and spent whatever spare time he had in the next two years writing.

Published in October 1936, *How To Win Friends and Influence People*, including a ten-page biography-cum-testimonial by Lowell Thomas, was a success from the start. Shimkin had the bright idea of sending free copies to 500 graduates of the Dale Carnegie Course, which quickly brought orders for 5,000 more. He also put a full-page ad in *The New York Times*.

Carnegie had hoped the book would sell 20,000 copies. He was astonished when, in early 1937, it entered bestseller lists. By March of that year it had sold 250,000 copies. Earning 25 cents a copy, or around \$5 in today's money, his first royalty check was for \$90,000, or over \$2 million today. While most of America was still trying to claw itself out of the Depression, with 80 bread lines in New York City and over 9 million people were unemployed, Carnegie was becoming a millionaire.

THE HYGIENE OF MARRIAGE, edited by Isabel Emslie Hutton, M.D. (Wm. Heinemann (Medical Books), Ltd.)

IDEAL MARRIAGE, by Dr. H. van der Velde (Wm. Heinemann (Medical Books) Ltd.).

Two authoritative books dealing with the practical factors involved in making marriage successful upon the sexual level.

MARRIED LOVE, by Marie C. Stopes (Hogarth Press).

A frank discussion of marital relationships.

A MARRIAGE MANUAL, by Drs. Hannah and Abraham Stone (Gollancz).

A practical guide book to sex and marriage.

IN A NUTSHELL

SEVEN RULES FOR MAKING YOUR HOME LIFE HAPPIER

RULE 1: Don't nag.

RULE 2: Don't try to make your partner over.

RULE 3: Don't criticize.

RULE 4: Give honest appreciation.

RULE 5: Pay little attentions.

RULE 6: Be courteous.

RULE 7: Read a good book on the sexual side of marriage.

In its issue for June 1933, *American Magazine* printed an article by Emmet Crozier, "Why Marriages Go Wrong". The following is a questionnaire reprinted from that article. You may find it worth while to answer these questions, giving yourself ten points for each question you can answer in the affirmative.

FOR HUSBANDS

1. Do you still "court" your wife with an occasional gift of flowers, with remembrances of her birthday and wedding anniversary, or with some unexpected attention, some unlooked-for tenderness?
.....
2. Are you careful never to criticize her before others?
.....

3. Do you give her money to spend entirely as she chooses, above the household expenses?
4. Do you make an effort to understand her varying feminine moods and help her through periods of fatigue, nerves, and irritability?
5. Do you share at least half of your recreation hours with your wife?
6. Do you tactfully refrain from comparing your wife's cooking or housekeeping with that of your mother or of Bill Jones' wife, except to her advantage?
7. Do you take a definite interest in her intellectual life, her clubs and societies, the books she reads, her views on civic problems?
8. Can you let her dance with and receive friendly attentions from other men without making jealous remarks?
9. Do you keep alert for opportunities to praise her and express your admiration for her?
10. Do you thank her for the little jobs she does for you, such as sewing on a button, darning your socks, and sending your clothes to the cleaners? ...

FOR WIVES

1. Do you give your husband complete freedom in his business affairs, and do you refrain from criticizing his associates, his choice of a secretary, or the hours he keeps?
2. Do you try your best to make your home interesting and attractive?

3. Do you vary the household menu so that he never quite knows what to expect when he sits down to the table?
.....
4. Do you have an intelligent grasp of your husband's business so you can discuss it with him helpfully?
5. Can you meet financial reverses bravely, cheerfully, without criticizing your husband for his mistakes or comparing him unfavourably with more successful men?
6. Do you make a special effort to get along amiably with his mother or other relatives?
7. Do you dress with an eye for your husband's likes and dislikes in colour and style?
8. Do you compromise little differences of opinion in the interest of harmony?
9. Do you make an effort to learn games your husband likes, so you can share his leisure hours?
10. Do you keep track of the day's news, the new books, and new ideas, so you can hold your husband's intellectual interest?