

The Complete Works of
Dale Carnegie

How to Win Friends & Influence People

How to Stop Worrying and Start Living

The Quick and Easy Way to Effective Speaking



Dale Carnegie



中央编译出版社
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Contents

HOW TO STOP WORRYING AND START LIVING

Sixteen Ways in Which This Book Will Help You	3
Preface	
How This Book Was Written—and Why	4
Part One Fundamental Facts You Should Know about Worry	
1 Live in “Day-tight Compartments”	9
2 A Magic Formula for Solving Worry Situations	16
3 What Worry May Do to You	21
Part Two Basic Techniques in Analysing Worry	
4 How to Analyse and Solve Worry Problems	31
5 How to Eliminate Fifty Per Cent of Your Business Worries	36
Part Three How to Break the Worry Habit Before It Breaks You	
6 How to Crowd Worry out of your Mind	41
7 Don’t Let the Beetles Get You Down	47
8 A Law That Will Outlaw Many of Your Worries	51
9 Co-operate with the Inevitable	55
10 Put a “Stop-Loss” Order on Your Worries	61

11 Don't Try to Saw Sawdust 65

Part Four Seven Ways to Cultivate A Mental Attitude That Will Bring You Peace and Happiness

12 Eight Words That Can Transform Your Life 71
 13 The High Cost of Getting Even 79
 14 If You Do This, You Will Never Worry About Ingratitude 84
 15 Would You Take a Million Dollars for What You Have? 88
 16 Find Yourself and Be Yourself: Remember There Is No One Else on Earth Like You 92
 17 If You Have a Lemon, Make a Lemonade 97
 18 How to Cure Melancholy in Fourteen Days 102

Part Five The Golden Rule for Conquering Worry

19 How My Mother and Father Conquered Worry 113

Part Six How to Keep from Worrying about Criticism

20 Remember That No One Ever Kicks a Dead Dog 127
 21 Do This—and Criticism Can't Hurt You 129
 22 Fool Things I Have Done 132

Part Seven Six Ways to Prevent Fatigue and Worry and Keep Your Energy and Spirits High

23 How to Add One Hour a Day to your Waking Life 139
 24 What Makes You Tired—and What You Can Do about It 142
 25 How The Housewife Can Avoid Fatigue—and Keep Looking Young 145
 26 Four Good Working Habits That Will Help Prevent Fatigue and Worry 149
 27 How to Banish the Boredom That Produces Fatigue, Worry, and Resentment 152
 28 How to Keep from Worrying about Insomnia 157

Part Eight How to Find the Kind of Work in Which You May Be Happy and Successful

29 The Major Decision of Your Life 165

Part Nine How to Lessen Your Financial Worries

30 "Seventy Per Cent of All Our Worries..." 173

Part Ten "How I Conquered Worry"—32 True Stories

"Six Major Troubles Hit Me All at Once" By C.I. Blackwood 183

"I Can Turn Myself into a Shouting Optimist Within an Hour" By Roger
W. Babson 184

"How I Got Rid of an Inferiority Complex" By Elmer Thomas 185

"I Lived in The Garden of Allah" By R.V.C. Bodley 187

"Five Methods I Use to Banish Worry" By Professor William Lyon Phelps 189

"I Stood Yesterday. I Can Stand Today" By Dorothy Dix 191

"I Did Not Expect to Live to See the Dawn" By J.C. Penney 192

"I Go to The Gym to Punch the Bag or Take a Hike Outdoors" By Colonel
Eddie Eagan" 193

I Was "The Worrying Wreck from Virginia Tech" By Jim Birdsall 193

"I Have Lived by This Sentence" By Dr. Joseph R. Sizoo 194

"I Hit Bottom and Survived" By Ted Ericksen 195

"I Used to Be One Of the World's Biggest Jackasses" By Percy H. Whiting 196

"I Have Always Tried to Keep My Line of Supplies Open" By Gene Autry 197

"I Heard a Voice in India" By E. Stanley Jones 198

"When the Sheriff Came in My Front Door" By Homer Croy 200

"The Toughest Opponent I Ever Fought Was Worry" By Jack Dempsey 201

"I Prayed to God to Keep Me out of an Orphan's Home" By Kathleen Halter 202

"I Was Acting Like a Hysterical Woman" By Cameron Shipp 203

"I Learned to Stop Worrying by Watching My Wife Wash Dishes" By Reverend
William Wood 205

"I Found the Answer-keep Busy!" By Del Hughes 206

"Time Solves a Lot of Things" By Louis T. Montant, Jr. 207

"I Was Warned Not to Try to Speak or to Move Even a Finger" By Joseph
L. Ryan 208

"I Am a Great Dismissor" By Ordway Tead 209

"If I Had Not Stopped Worrying, I Would Have Been in My Grave Long Ago" By
Connie Mack 210

"One at a Time Gentleman, One at a Time" By John Homer Miller 211

"I Now Look for The Green Light" By Joseph M. Cotter 212

How John D. Rockefeller Lived on Borrowed Time for Forty-five Years 213

“Reading a Book on Sex Prevented My Marriage From Going on the Rocks” By B.R.W.	217
“I Was Committing Slow Suicide Because I Didn’t Know How to Relax” By Paul Sampson	218
“A Real Miracle Happened to Me” By Mrs. John Burger	219
“Setbacks” By Ferenc Molnar	220
“I Was So Worried I Didn’t Eat a Bite of Solid Food for Eighteen Days” By Kathryne Holcombe Farmer	220

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

Eight Things This Book Will Help You Achieve	225
Preface to Revised Edition	226
How This Book Was Written—And Why By Dale Carnegie	227
Nine Suggestions on How to Get the Most out of This Book	231

Part One Fundamental Techniques in Handling People

1 “If You Want to Gather Honey, Don’t Kick over the Beehive”	237
2 The Big Secret of Dealing with People	246
3 “He Who Can Do This Has the Whole World with Him. He Who Cannot Walks a Lonely Way”	254

Part Two Six Ways to Make People Like You

4 Do This and You’ll Be Welcome Anywhere	267
5 A Simple Way to Make a Good First Impression	275
6 If You Don’t Do This, You Are Headed for Trouble	280
7 An Easy Way to Become a Good Conversationalist	285
8 How to Interest People	291
9 How to Make People Like You Instantly	294

Part Three How to Win People to Your Way of Thinking

10 You Can’t Win an Argument	305
11 A Sure Way of Making Enemies—And How to Avoid It	310
12 If You’re Wrong, Admit It	317

13	A Drop of Honey	322
14	The Secret of Socrates	327
15	The Safety Valve in Handling Complaints	331
16	How to Get Co-operation	334
17	A Formula That Will Work Wonders for You	338
18	What Everybody Wants	341
19	An Appeal That Everybody Likes	346
20	The Movies Do It. Tv Does It. Why Don't You Do It?	350
21	When Nothing Else Works, Try This	353

Part Four Be a Leader: How to Change People without Giving Offense or Arousing Resentment

22	If You Must Find Fault, This Is the Way to Begin	359
23	How to Criticize—and Not Be Hated for It	363
24	Talk about Your Own Mistakes First	366
25	No One Likes to Take Orders	369
26	Let the Other Person Save Face	371
27	How to Spur People on to Success	374
28	Give a Dog a Good Name	377
29	Make the Fault Seem Easy to Correct	380
30	Making People Glad to Do What You Want	383

Part Five Letters That Produced Miraculous Results

Part Six Seven Rules for Making Your Home Life Happier

31	How to Dig Your Marital Grave in the Quickest Possible Way	397
32	Love and Let Live	401
33	Do This and You'll Be Looking up the Time-Tables to Reno	403
34	A Quick Way to Make Everybody Happy	406
35	They Mean so Much to a Woman	408
36	If You Want to Be Happy, Don't Neglect This One	410
37	Don't Be a "Marriage Illiterate"	413

THE QUICK & EASY WAY TO EFFECTIVE SPEAKING

Introduction	419
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Part One Fundamentals of Effective Speaking

1	Acquiring the Basic Skills	423
	Take Heart from the Experience of Others	424
	Keep Your Goal Before You	426
	Predetermine Your Mind to Success	428
	Seize Every Opportunity to practice	430
2	Developing Confidence	432
	Get the Facts About Fear of Speaking in Public	432
	Prepare in the Proper Way	434
	Predetermine Your Mind to Success	437
	Act Confident	438
3	Speaking Effectively the Quick and Easy Way	440
	Speak About Something You Have Earned the Right to Talk About Through Experience or Study	440
	Be Sure You Are Excited About Your Subject	444
	Be Eager to Share Your Talk with Your Listeners	445

Part Two Speech, Speaker, and Audience

4	Earning the Right to Talk	451
	Limit Your Subject	451
	Develop Reserve Power	452
	Fill Your Talk with Illustrations and Examples	453
	Use Concrete, Familiar Words That Create Pictures	457
5	Vitalizing the Talk	459
	Choose Subjects You Are Earnest About	459
	Relive the Feelings You Have About Your Topic	462
	Act in Earnest	463
6	Sharing the Talk with the Audience	464
	Talk in Terms of Your Listeners' Interests	464
	Give Honest, Sincere Appreciation	466
	Identify Yourself with the Audience	467
	Make Your Audience a Partner in Your Talk	468
	Play Yourself Down	469

Part Three The Purpose of Prepared and Impromptu Talks

7	Making the Short Talk to Get Action	475
	Give Your Example, an Incident from Your Life	478
	State Your Point, What You Want the Audience to Do	481
	Give the Reason or Benefit the Audience May Expect	482
8	Making the Talk to Inform	484
	Restrict Your Subject to Fit the Time at Your Disposal	485
	Arrange Your Ideas in Sequence	486
	Enumerate Your Points as You Make Them	486
	Compare the Strange with the Familiar	487
	Use Visual Aids	490
9	Making the Talk to Convince	492
	Win Confidence by Deserving It	493
	Get a Yes-Response	493
	Speak with Contagious Enthusiasm	495
	Show Respect and Affection for Your Audience	496
	Begin in a Friendly Way	496
10	Making Impromptu Talks	499
	Practice Impromptu Speaking	500
	Be Mentally Ready to Speak Impromptu	501
	Get into an Example Immediately	501
	Speak with Animation and Force	502
	Use the Principle of the Here and Now	502
	Don't Talk Impromptu—Give an Impromptu Talk	503

Part Four The Art of Communicating

11	Delivering the Talk	507
	Crash Through Your Shell of Self-Consciousness	507
	Don't Try to Imitate Others—Be Yourself	508
	Converse with Your Audience	509
	Put Your Heart into Your Speaking	511
	Practice Making Your Voice Strong and Flexible	512

Part Five The Challenge of Effective Speaking

12	Introducing Speakers, Presenting and Accepting Awards	517
	Thoroughly Prepare What You Are Going to say	518

	Follow the T-I-S Formula	519
	Be Enthusiastic	521
	Be Warmly Sincere	522
	Thoroughly Prepare the Talk of Presentation	522
	Express Your Sincere Feelings in the Talk of Acceptance	523
13	Organizing the Longer Talk	524
	Get Attention Immediately	524
	Avoid Getting Unfavorable Attention	528
	Support Your Main Ideas	530
	Appeal for Action	532
14	Applying What You Have Learned	535
	Use Specific Detail in Everyday Conversation	536
	Use Effective Speaking Techniques in Your Job	537
	Seek Opportunities to Speak in Public	537
	You Must Persist	537
	Keep the Certainty of Reward Before You	539

**HOW TO STOP WORRYING
AND START LIVING**

Sixteen Ways in Which This Book Will Help You

1. Gives you a number of practical, tested formulas for solving worry situations.
2. Shows you how to eliminate fifty percent of your business worries immediately.
3. Brings you seven ways to cultivate a mental attitude that will bring you peace and happiness.
4. Shows you how to lessen financial worries.
5. Explains a law that will outlaw many of your worries.
6. Tells you how to turn criticism to your advantage.
7. Shows how the housewife can avoid fatigue and keep looking young.
8. Gives four working habits that will help prevent fatigue and worry.
9. Tells you how to add one hour a day to your working life.
10. Shows you how to avoid emotional upsets.
11. Gives you the stories of scores of everyday men and women, who tell you in their own words how they stopped worrying and started living.
12. Gives you Alfred Adler's prescription for curing melancholia in fourteen days.
13. Gives you the 21 words that enabled the world-famous physician, Sir William Osler, to banish worry.
14. Explains the three magic steps that Willis H. Carrier, founder of the air-conditioning industry, uses to conquer worry.
15. Shows you how to use what William James called "the sovereign cure for worry".
16. Gives you details of how many famous men conquered worry—men like Arthur Hays Sulzberger, publisher of the New York Times; Herbert E. Hawkes, former Dean of Columbia University; Ordway Tead, Chairman of the Board of Higher Education, New York City; Jack Dempsey; Connie Mack; Roger W. Babson; Admiral Byrd; Henry Ford; Gene Autry; J. C. Penney; and John D. Rockefeller.

Preface

How This Book Was Written—and Why

In 1909, I was one of the unhappiest lads in New York. I was selling motor-trucks for a living. I didn't know what made a motor-truck run. That wasn't all: I didn't want to know. I despised my job. I despised living in a cheap furnished room on West Fifty-sixth Street—a room infested with cockroaches. I still remember that I had a bunch of neckties hanging on the walls; and when I reached out of a morning to get a fresh necktie, the cockroaches scattered in all directions. I despised having to eat in cheap, dirty restaurants that were also probably infested with cockroaches.

I came home to my lonely room each night with a sick headache—a headache bred and fed by disappointment, worry, bitterness, and rebellion. I was rebelling because the dreams I had nourished back in my college days had turned into nightmares. Was this life? Was this the vital adventure to which I had looked forward so eagerly? Was this all life would ever mean to me—working at a job I despised, living with cockroaches, eating vile food—and with no hope for the future?... I longed for leisure to read, and to write the books I had dreamed of writing back in my college days.

I knew I had everything to gain and nothing to lose by giving up the job I despised. I wasn't interested in making a lot of money, but I was interested in making a lot of living. In short, I had come to the Rubicon—to that moment of decision which faces most young people when they start out in life. So I made my decision—and that decision completely altered my future. It has made the rest of my life happy and rewarding beyond my most utopian aspirations.

My decision was this: I would give up the work I loathed; and, since I had spent four years studying in the State Teachers' College at Warrensburg, Missouri, preparing to teach, I would make my living teaching adult classes in night schools. Then I would have my days free to read books, prepare lectures, write novels and short stories. I wanted "to live to write and write to live".

What subject should I teach to adults at night? As I looked back and evaluated my own college training, I saw that the training and experience I had had in public speaking had been of more practical value to me in business—and in life—than everything else I had studied in college all put together. Why? Because it had wiped out my timidity and lack of self-confidence and given me the courage and assurance to deal with people. It had also made clear that leadership usually gravitates to the man who can get up and say what he thinks.

I applied for a position teaching public speaking in the night extension courses both at

Columbia University and New York University, but these universities decided they could struggle along somehow without my help.

I was disappointed then—but now I thank God that they did turn me down, because I started teaching in YMCA night schools, where I had to show concrete results and show them quickly. What a challenge that was! These adults didn't come to my classes because they wanted college credits or social prestige. They came for one reason only: they wanted to solve their problems. They wanted to be able to stand up on their feet and say a few words at a business meeting without fainting from fright. Salesmen wanted to be able to call on a tough customer without having to walk around the block three times to get up courage. They wanted to develop poise and self-confidence. They wanted to get ahead in business. They wanted to have more money for their families. And since they were paying their tuition on an installment basis—and they stopped paying if they didn't get results—and since I was being paid, not a salary, but a percentage of the profits, I had to be practical if I wanted to eat.

I felt at the time that I was teaching under a handicap, but I realize now that I was getting priceless training. *I had to motivate my students. I had to help them solve their problems. I had to make each session so inspiring that they wanted to continue coming.*

It was exciting work. I loved it. I was astounded at how quickly these businessmen developed self-confidence and how quickly many of them secured promotions and increased pay. The classes were succeeding far beyond my most optimistic hopes. Within three seasons, the YMCAs, which had refused to pay me five dollars a night in salary, were paying me thirty dollars a night on a percentage basis. At first, I taught only public speaking, but, as the years went by, I saw that these adults also needed the ability to win friends and influence people. Since I couldn't find an adequate textbook on human relations, I wrote one myself. It was written—no, it wasn't written in the usual way. It grew and *evolved* out of the experiences of the adults in these classes. I called it *How to Win Friends and Influence People*.

Since it was written solely as a textbook for my own adult classes, and since I had written four other books that no one had ever heard of, I never dreamed that it would have a large sale. I am probably one of the most astonished authors now living.

As the years went by, I realized that another one of the biggest problems of these adults was *worry*. A large majority of my students were businessmen—executives, salesmen, engineers, accountants: a cross section of all the trades and professions—and most of them had problems! There were women in the classes—businesswomen and housewives. They, too, had problems! Clearly, what I needed was a textbook on how to conquer worry—so again I tried to find one. I went to New York's great public library at Fifth Avenue and Forty-second Street and discovered to my astonishment that this library had only twenty-two books listed under the title WORRY. I also noticed, to my amusement, that it had one hundred eighty-nine books listed under WORMS. *Almost nine times as many books about worms as about worry!* Astounding isn't it? Since worry is one of the biggest problems facing mankind, you would think, wouldn't you, that every high school and college in the land would give a course on "How to Stop Worrying"? Yet, if there is even one course on that subject in any college in the land, I have never heard of it. No wonder David Seabury said in his book *How to Worry Successfully*: "We come to maturity with as little preparation for the pressures of experience as a bookworm asked to do a ballet."

The result? More than half of our hospital beds are occupied by people with nervous and emotional troubles.

I looked over those twenty-two books on worry reposing on the shelves of the New York Public Library. In addition, I purchased all the books on worry I could find; yet I couldn't discover even one that I could use as a text in my course for adults. So I resolved to write one myself.

I began preparing myself to write this book seven years ago. How? By reading what the philosophers of all ages have said about worry. I also read hundreds of biographies, all the way from Confucius to Churchill. I also interviewed scores of prominent people in many walks of life, such as Jack Dempsey, General Omar Bradley, General Mark Clark, Henry Ford, Eleanor Roosevelt, and Dorothy Dix. But that was only a beginning.

I also did something else that was far more important than the interviews and the reading. I worked for five years in a laboratory for conquering worry—a laboratory conducted in our own adult classes.

As far as I know, it was the first and only laboratory of its kind in the world. This is what we did. We gave students a set of rules on how to stop worrying and asked them to apply these rules in their own lives and then talk to the class on the results they had obtained. Others reported on techniques they had used in the past.

As a result of this experience, I presume I have listened to more talks on "How I Conquered Worry" than has any other individual who ever walked this earth. In addition, I read hundreds of other talks on "How I Conquered Worry" world talks that were sent to me by mail—talks that had won prizes in our classes that are held throughout the world. So this book didn't come out of an ivory tower. Neither is it an academic preachment on how worry *might* be conquered. Instead, I have tried to write a fast-moving, concise, *documented report on how worry has been conquered by thousands of adults*. One thing is certain: this book is practical. You can set your teeth in it.

I am happy to say that you won't find in this book stories about an imaginary "Mr. B—" or a vague "Mary and John|" whom no one can identify. Except in a few rare cases, this book names names and gives street addresses. It is authentic. It is documented. It is vouched for and certified.

"Science," said the French philosopher Valery, "is a collection of successful recipes." That is what this book is, a collection of successful and time-tested recipes to rid our lives of worry. However, let me warn you: you won't find anything new in it, but you will find much that is not generally applied. And when it comes to that, you and I don't need to be told anything new. We already know enough to lead perfect lives. We have all read the golden rule and the Sermon on the Mount. Our trouble is not ignorance, but inaction. The purpose of this book is to restate, illustrate, streamline, air-condition, and glorify a lot of ancient and basic truths—and kick you in the shins and make you do something about applying them.

You didn't pick up this book to read about how it was written. You are looking for action. All right, let's go. Please read Part One and Two of this book—and if by that time you don't feel that you have acquired a new power and a new inspiration to stop worry and enjoy life—then toss this book away. It is no good for you.

DALE CARNEGIE