

# How to Win Friends and Influence People in the Digital Age ~ Dale Carnegie Associates

## Part 4 – How to Lead Change Without Resistance or Resentment

### 1 Begin on a Positive Note

While a current relationship might be strained or even in serious trouble, it does little good to start off a conversation on a negative note. Like a play whose first act features a tragedy, it sets a gloomy and unpleasant stage. Shoulders sag, faces fall, and hearts begin to sink.

Leading with the positive and resisting the urge to promote drama are tools that can help us bolster our resolve, techniques for stepping confidently into the breach.

First, the praise you offer must be genuine and heartfelt, not just a tool to bide time while you compose your criticisms.

Second, you must be able to create a smooth flow from point to point.

Third, offer constructive advice rather than criticism following the praise.

### 2 Acknowledge Your Baggage

It's easy to be open to a conversation that may include a discussion of your faults if the other person begins by humbly admitting that she too is far from impeccable. Admitting one's mistakes – even when one hasn't corrected them – can help convince somebody to change his behavior.

Admitting you have made a mistake is like the first step in a twelve-step program. Until we accept accountability, how can we learn from our mistakes, use them to propel us forward, and encourage others to trust us?

How well you own up to your mistakes makes a bigger impression than how you revel in your successes.

By admitting your own, you direct the other person's attention away from his mistakes; you soften the approach and avoid raising his defenses.

When you acknowledge your baggage, trust builds naturally

### 3 Call Out Mistakes Quietly

Calling attention indirectly to someone's mistakes works wonders with people who may resent direct criticism (most people).

“The Law of the Picture”: People do what they see.

- Identify those in the group who have the most influence and get them to model the behavior you want to promote.
- Develop a community approach, appealing to the broader good. Peer pressure goes a long way toward influencing thoughts and actions.
- Make changes to the resources available or environment to make the new behavior or mind-set easy to adopt.

It is to your advantage to pull people out of their dejected state as quickly as possible. Do so by calling out their mistakes quietly and returning them to a place of confidence and strength.

### 4 Ask Questions Instead of Giving Direct Orders

People are more likely to follow a new path if they feel they have been involved in shaping it.

Why not just tell them? It would be more expedient.

People don't like to be ordered around, that's why.

By taking the risk of asking, the answer you get may be better than the one you already know.

Questions allow you to create a conversation – in any medium – that can lead to a better place for all involved.

## 5 Mitigate Fault

Allow the other to save face, taking their feelings into account.

Failure is an everyday part of our lives. Leaders must be supportive in helping others suffer through it.

- Acknowledge that failure happens.
- Encourage dialogue to foster trust.
- Separate the person from the failure.
- Learn from mistakes, otherwise they are lost opportunities.
- Create a risk-taking and failure system. Minimize the emotional reactions.
- Focus on what was gained.

When we mitigate fault, we not only save the other person's psyche, we build confidence and trust into our relationship with that person.

## 6 Magnify Improvement

In a survey of 1,500 employees:

- 58% said they seldom if ever received praise from their manager.
- 76% said they seldom received written thanks.
- 81% said they seldom or never received praise in public.

We all crave appreciation and desire to feel important. It makes a difference in how we perform.

- Deliver praise from your heart. Be genuine and sincere.
- Deliver praise as soon as possible. Don't wait for the next meeting. You lose the opportunity to amplify the person's own joy.
- Make praise specific. A simple thank-you is not praise; it is politeness.
- Praise people publicly. With today's social technology, there's no excuse not to.

Encouragement can be given anytime, even when things go poorly.

- Make healthy relationships a priority. Respect and positive communication make things happen.
- Practice encouragement daily. Don't wait until someone stumbles. Recognize every effort and every improvement, even if slight. Let them know your faith in them is unwavering.
- Be inclusive. It shows your faith in their sound judgment.
- Don't let conflicts fester. "Looks like we have a problem – what should we do about it?"
- Have fun!

As abilities whither under criticism, they blossom under encouragement.

## 7 Give Others a Fine Reputation to Live Up To

Act as though the trait you are trying to influence is already one of the person's outstanding characteristics.

They will work hard to prove your trust.

## 8 Stay Connected on Common Ground

If you consider what others' goals are and how to connect your goals with theirs, you will create win-win situations that will make everybody happy.

Ask people what they did over the weekend, what they hope to do on their next vacation, or what books they've recently read, and you'll discover something compelling and revealing about their goals and dreams.

If you are connected with them online, then the answers may be found in their profile and timeline.

When you know what motivates someone, it is a simple process to link your desired outcomes with their goals.

- Be sincere. Do not promise what you cannot deliver.
- Be empathetic. What do they really want?
- Consider their benefits from doing what you suggest.
- Match those benefits with their wants.