

CSAP 2008:

"State Associations- Good, Better, and Beyond through Enhanced Leadership,"

CSAP: Where Leaders Meet!

LET'S TALK ABOUT LEADERSHIP (Issue One) March 2008

Dale Carnegie (1888-1955)

Over 25 years ago I took a Dale Carnegie course, along with other colleagues in my school district. That early experience served as an impetus for further reading, study, and reflection on topics of self-improvement and subsequently leadership. For those who know nothing of Dale Carnegie, a pioneer in public speaking and personality development, allow me to provide a brief overview. In his day he was a prominent lecturer and newspaper columnist who also had his own daily radio show. According to Wikipedia, he was "...the developer of famous courses in self-improvement, salesmanship, corporate training, public speaking and interpersonal skills." A training program based upon his books was begun in 1912, continues to this day, and is represented in over 75 countries. To date approximately 7 million people have completed Dale Carnegie Training. Carnegie's most well known book *How to win friends and influence people* (first published in 1936) is a "classic". For more information go to www.dalecarnegie.com

Here are a few selected gems from Dale Carnegie's Golden Book, which relate directly to friendliness/ winning people to your way of thinking/ and finally leadership. I have chosen only 5 of each from a list of 21 principles in the first two categories. I include all 9 principles that relate to leadership.

Selected principles on how to become a friendlier person--

1. Don't criticize, condemn or complain.
2. Give honest, sincere, appreciation.
3. Smile.
4. Remember that a person's name is to that person the sweetest and most important sound in any language.
5. Be a good listener. Encourage others to talk about themselves.

Selected principles on how to win people to your way of thinking---

1. Show respect for the other person's opinion. Never say, "you're wrong."
2. Begin in a friendly way.
3. Let the other person feel that the idea is his or hers.
4. Try honestly to see things from the other person's point of view.
5. Dramatize your ideas.

Selected principles on how to be a leader--

1. Begin with praise and honest appreciation.
2. Call attention to people's mistakes indirectly.
3. Talk about your own mistakes before criticizing the other person.
4. Ask questions instead of giving direct orders.
5. Let the other person save face.
6. Praise the slightest improvement and praise every improvement. Be "heartily in your approbation and lavish in your praise."
7. Give the other person a fine reputation to live up to.
8. Use encouragement. Make the fault seem easy to correct.
9. Make the other person happy about doing the thing you suggest.

In reading this list items may appear rather simplistic, superficial and focused on "personality" attributes and appearances. However, if one reads the book, you can see that Carnegie is sincere in what he proposes. A majority of these principles, if followed, do tend to work to 'win friends and influence people'. And after all, according to John Maxwell, "leadership is influence."

REFLECTION QUESTIONS:

Do you currently "use" any of these principles in your interactions with people?

If so, do some of them work particularly well for you?

Do you see any you do not use which might be helpful if you adopted them?

Lizbeth Stevens

CSAP President for 2008

References

Carnegie, D. (1981). *How to win friends and influence people*. (Rev. Ed.). New York: Simon and Schuster. (Original work published 1936).

Carnegie, D. (1996). *Dale Carnegie's Golden book*. (available through Dale Carnegie Training).