

# Effective Communications and Human Relations

Participant Manual





*The Quality Management System of  
Dale Carnegie® Global Services is  
ISO 9001 certified.*

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# Effective Communications and Human Relations

**At the completion of this program, participants will be able to:**

1. Build Greater Self-Confidence
2. Strengthen People Skills
3. Enhance Communication Skills
4. Develop Leadership Skills
5. Reduce Stress and Improve Our Attitude

# Effective Communications and Human Relations

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## Resources

- Breakthrough Application Process
- Accountability Partners Worksheets
- Glossary
- Suggested Reading
- Success Guides (separate pdf)

## How to Get the Most from This Training

“Congratulations on your vision, courage, and determination. When you enrolled, you showed the will to succeed. Many people have the desire just as you do, but they have merely intention and not commitment. You, on the other hand, have determination. Because of it, you are embarking on a bold, rewarding, and fascinating voyage of self-realization.”

“When you have completed this training, you will be astonished at how much you have gained from it. You will probably have progressed far more than you now think possible. For the rest of your life, you will look back upon this training as one of the turning points of your career. Those statements sound like wild exaggerations, don’t they? But they are not. They are the sober truth. I know, because I have seen this training work miracles in the lives of thousands of ambitious men and women.”

—Dale Carnegie, Founder

## Reading Assignments

You will be given reading assignments from one text: *How to Win Friends and Influence People* and three booklets that will add value to the session material. These reading assignments will provide insight into developing more meaningful relationships and more productive behaviors. They will also help you express yourself more effectively.

We also recommend suggestions from Dale Carnegie's book, *How to Stop Worrying and Start Living*.

Read the assignments faithfully, and you will derive far greater benefit from the training. You will have a clearer understanding of the sessions and be better able to apply what you learn in your professional life.

## Recognition

You will have opportunities to receive special recognition from your peers in the form of awards presented at the end of some sessions. The purpose of the awards is to acknowledge participants who apply Dale Carnegie's principles of communication, leadership and human relations in their lives. The awards encourage practice of the principles and are an integral part of the learning process. Award recipients will be determined by a vote of other participants.

Each participant is eligible for one award in each category based on the assignment criteria. The following guidelines will assist you in voting.

## Award Guidelines

### Breakthrough Award

- Demonstrates, by preparation, content and delivery, that the individual took a significant step outside his or her comfort zone

### Outstanding Performance Award

- Demonstrates, by preparation, content and delivery, the effective use of the principles of communication, human relations and leadership
- Fulfills the requirements of the session



### Human Relations Award

- Demonstrates, by preparation, content and delivery, the effective application of the assigned Human Relations Principles
- Reports on results of a commitment made during the training
- Motivates you to continue to practice the principles

### Crashing Through Award

- Demonstrates courage, flexibility and risk-taking

### Highest Award for Achievement

- Demonstrates significant personal and professional development
- Exemplifies the principles of Dale Carnegie Training®

### Certificate of Achievement

To receive a Certificate of Achievement in the Dale Carnegie Course®, you must:

1. Attend and actively participate in at least 80% of the scheduled sessions (7 of 8)
2. Be declared by your trainer as having made progress worthy of the Certificate of Achievement

# 1

## **A Build a Foundation for Success**

Individual and organizational success does not happen by chance. It happens intentionally. By defining the kind of person, we want to be and intentionally working toward that goal, we become more effective in both the workplace and our personal lives.

In this session, we will learn more about Dale Carnegie Training® and be introduced to the Five Drivers for Success. Effective leaders have a clear picture of where they are going and what interim goals must be achieved in order to get there, and they commit to achieving these goals. This training has helped millions define and achieve their goals. It can help you, too.

## **B Recall and Use Names**

When we remember people's names, we help them and ourselves be more confident. Many people struggle with this important people skill. Today, we will learn a fun, yet effective way, to recall a person's name, thereby enhancing this important first step in building professional and personal relationships.

## **Preparation**

### **A. Build a Foundation for Success**

- No preparation is required.
- 

### **B. Recall and Use Names**

- No preparation is required.

### **Reading**

None

## Module 1A

# Build a Foundation for Success

At the completion of this module, participants will be able to:

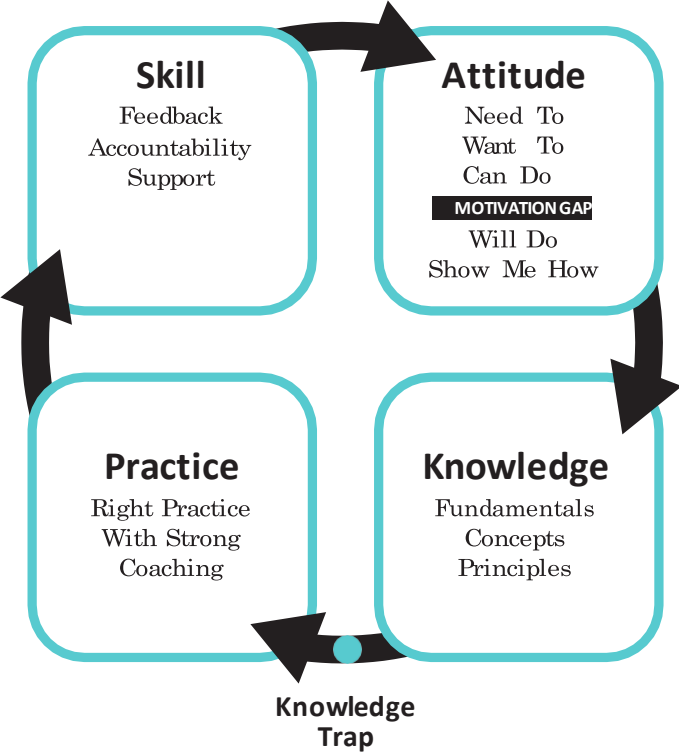
- Learn methods to connect with others
- Familiarize ourselves with the Five Drivers for Success
- Expand our capacity to achieve our vision by committing to breakthroughs



***“Face the thing that seems overwhelming and you will be surprised how your fear will melt away.”***

*- Dale Carnegie*

# Cycle of Performance Improvement



## **Memory Linking Technique**

1. The mind often thinks in terms of pictures.
2. The more exaggerated the picture, the easier it is to remember.
3. Mentally linking pictures together maximizes our retention.

## Building Relationships Model



To have a friend, one must be friendly. We start by showing genuine interest and asking people about things that interest them.

Next, we make sure we focus on them as individuals. To do this we must stop, look at them, listen to them, and maintain our focus on them despite distractions.

Third, we become good conversationalists by letting them do most of the talking. When they answer a question, we look for more information by asking questions such as: Who? What? When? Where? Why? and How?

As we become more proficient at building relationships, we realize that this model is not a one-time event for each person that we meet. This model provides an ongoing opportunity to know people better and understand what is important to them.

## **The Five Drivers for Success**

In this program, we will build skills in five interrelated areas: self-confidence, people skills, communication, leadership, and reducing stress and improving our attitudes. Most importantly, throughout the training, we will put these skills to work where it counts in our professional lives. These skills are called the Five Drivers for Success.

Professionals around the world recognize the importance of these skills and attitudes when examining the competitive marketplace and our reality of doing more, better, faster, with fewer resources. These skills and attitudes can help differentiate us and our organizations and give us a competitive edge.

### **#1 Build Greater Self-Confidence**

In a world where risk, challenge, competition, and change go hand-in-hand, self-confidence is indispensable. Throughout this process, we will build our confidence and stretch our comfort zones. Stretching ourselves beyond where we are comfortable is vital because this is where our greatest opportunities are waiting. We can expand our comfort zones with the positive support of our trainers and coaches, and by applying the principles and methods of this training.

### **#2 Strengthen People Skills**

People skills are essential for professional and personal success. In this program, we will focus on the skills needed to make a positive impression on others. We will learn how to win enthusiastic cooperation instead of compliance, turn a “no” into a “yes,” and be diplomatic under pressure. We will focus on building relationships that are based on trust and integrity. Because the Dale Carnegie® experience focuses on our own vision of success, we will choose which professional relationships we want to improve. We will have new opportunities to put these skills to work.



### **#3 Enhance Communication Skills**

Every session of this program includes stimulating experiences designed to build and reinforce the skills we need to communicate powerfully and effectively. These experiences are varied, challenging, and enjoyable. We can improve our ability to think on our feet and express our thoughts, ideas, and feelings. Whether in front of a large group, a small meeting, or one-on-one, our presentation style improves from learning how to be more effective, convincing, and interesting. We will also discover how being effective listeners makes us better communicators.

### **#4 Develop Leadership Skills**

An effective leader inspires team members from all walks of life to higher levels of performance. This program helps us polish the skills needed to be more flexible, energetic, open, and approachable. With enhanced leadership skills, we enable ourselves to gain enthusiastic cooperation from others, enabling us and our organization to be more productive.

### **#5 Reduce Stress and Improve Our Attitude**

The ability to face challenging situations with a constructive attitude is often the determining factor in achieving success. In the program, we will learn how to manage stress so that we can maintain an optimistic approach. We will become more focused and directed as we learn to set clear, specific goals, avoid procrastination, and confront and solve problems with a more positive attitude.

## Listed below are the Key Drivers for Success.

Concentrating on growth in these areas can lead to potent breakthroughs for us and our organizations. Identify the breakthroughs you desire in each of the Five Drivers.

| Drivers for Success                    | Breakthroughs | Professional Results |
|--|---------------|----------------------|
| Self-Confidence                        |               |                      |
| People Skills                          |               |                      |
| Communication Skills                   |               |                      |
| Leadership Skills                      |               |                      |
| Reduce Stress and Improve Our Attitude |               |                      |

# Vision Planning Sheet

Name:

Date:

**Directions:** Use positive, powerful, present tense language to describe your life as it looks 3–6 months from now.

I am ...

**Return on investment and/or professional results (cost savings, quality improvements, time savings, revenue enhancement, increased profits, etc.):**

# Summary

**Key ideas from this session:**

1.

2.

**Reasons why these are important to me:**

**What I will do differently based on these key ideas**

## Module 1B

# Recall and Use Names

At the completion of this module, participants will be able to:

- Focus on people as individuals
- Create positive first impressions
- Use methods for remembering names



**“Remembering names is only an offshoot of the desire to remember the people behind the names. Otherwise remembering names becomes a kind of gimmick, merely to prove our prowess in remembering, when it should be the result of our desire to make the other person, not ourselves, feel important.”**

*- Dale Carnegie*

## Activity

### Focusing on Others

Using a person's name appropriately during a conversation tends to increase his or her attentiveness and lends a special importance to our information or request. To new acquaintances, it sends the message that they are important to us. Also, asking a friend or co-worker about a family member by name projects a deeper level of interest or concern.

With all these benefits, we are still unlikely to use people's names if we don't:

- Realize the impact of using names
- Feel confident recalling the person's name

In this session, we address both factors. First, as a group, we practice some fundamentals of effective one-on-one communication, designed to enhance our ability to focus on others as unique individuals. Then, we will apply some easy and fun techniques to help us recall people's names.

There is no preparation required for this part of the session.

# Name Remembering Formula

## **L** Look and Listen

What are some strategies to ensure we are focused on people and not distracted?

## **I** Impression

What are some things we can pay attention to that will help us remember people?

## **R** Repetition

How can we repeat a person's name?

## **A** Association

What can we associate in a creative way to remember the person and their name?

## Name Remembering Tips



Person



Action



Color



Exaggeration

## Association



Business



Rhyme



Appearance



Meaning



Mind Picture



Similar Name



# Name Recall Sheet (Fellow Participants)

**Name**

**Association**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

## Name Recall Practice

Person's Name

Your Association

1.

2.

3.

4.

5.

6.

7.

8.

9.

Notes

# Summary

**Key ideas from this session:**

1.

2.

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

# 2

## **A Build on Memory Skills and Enhance Relationships**

Building greater self-confidence and strengthening people skills are two of the Five Drivers for Success.

The ability to establish and maintain relationships enables us to learn from others and achieve results we could not accomplish alone. In this session, we will learn the fundamental principles required to build a network of friends and professional associates.

## **B Increase Self-Confidence**

Being creatures of habit, we tend to stay within our comfort zones. Our comfort zones create barriers to our growth. As we attempt to make progress in our lives, this tendency can inhibit the realization of our visions.

Participating in this session helps us break through those barriers. Learning from our past experiences can increase our self-confidence. When we establish a solid foundation with others and increase our self-confidence, we can significantly advance toward our visions. In this session, you will benefit from experiences that you have earned the right to communicate.

## **Preparation**

### **A. Build on Memory Skills and Enhance Relationships**

- Come prepared to communicate how you are applying the remembering-names techniques and what you gained from the conversation-linking technique. Be prepared to share a segment of the first draft of your vision.
  - Become familiar with Dale Carnegie's Enhance Relationships Principles and come prepared to discuss a particular job-related relationship you'd like to improve. Practice the techniques!
- 

### **B. Increase Self-Confidence**

- Prepare a two-minute report on a specific incident from your career or personal life that was a defining moment.
- Complete the Planning Sheet.

#### **Reading:**

#### **How to Win Friends and Influence People:**

Preface and Part One, Chapters 1–3.

#### **Success Guides:**

Remember Names Section.

## Module 2A

# Build on Memory Skills and Enhance Relationships

At the completion of this module, participants will be able to:

- Apply a process for memory improvement
- Become familiar with the principles for improving human relations
- Identify opportunities for improving business relationships



*“Enthusiasm is the dynamics of your personality. Without it, whatever abilities you may possess lie dormant; and it is safe to say that nearly every person has more latent power than he or she ever learns to use. You may have knowledge, sound judgement, good reasoning faculties; but no one—not even yourself—will know it until you discover how to put your heart into thought and action.”*

*- Dale Carnegie*

## Activity

### Memory Process

In this session, you will learn a system for remembering thoughts and ideas more readily. This process is called Memory Pegging.

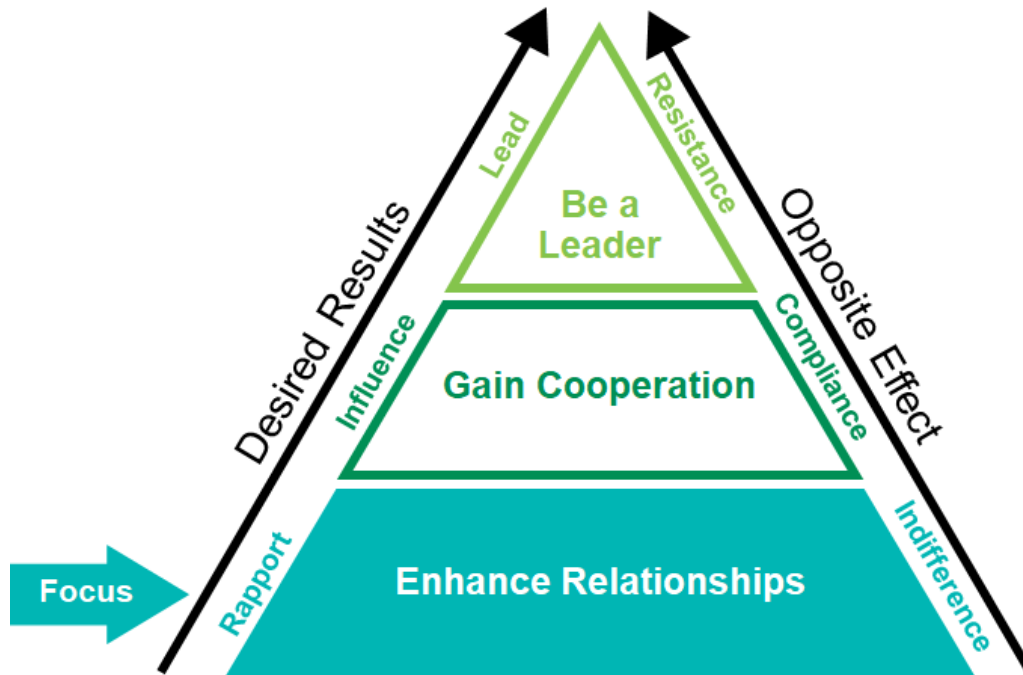
By using this process, you can remember such things as:

- Tasks
- Projects
- Schedules
- Lists of objects
- New procedures
- Presentation points
- Ideas

**Memorize the following peg numbers and their associated words.**

| Peg Number | Peg Word | Peg Picture |
|------------|----------|-------------|
| One        | Run      |             |
| Two        | Zoo      |             |
| Three      | Tree     |             |
| Four       | Door     |             |
| Five       | Hive     |             |
| Six        | Sick     |             |
| Seven      | Heaven   |             |
| Eight      | Gate     |             |
| Nine       | Wine     |             |

## Enhance Relationships



The continuum for growing our people and leadership skills starts with changing ourselves. Dale Carnegie encouraged us to "become a friendlier person" so that we could earn trust and enhance relationships. Enhancing relationships is the essential foundation for being more influential and becoming a highly respected leader.



## Enhance Relationships

### Become a Friendlier Person

#### 1. Don't criticize, condemn, or complain.

---

Criticizing another person not only damages that person's reputation, but also puts a dent in our own.

#### 2. Give honest, sincere appreciation.

---

Appreciation builds our image faster than any other practice. After all, the success of every job demands cooperation and effort from others. People contribute to our success as much as we contribute to theirs.

#### 3. Arouse in the other person an eagerness.

---

As professionals, we are constantly selling our ideas. But people consent to help for their own reasons, not ours. If we make it clear how our ideas will benefit them, there is no limit to the cooperation we could receive.

#### 4. Become genuinely interested in other people.

---

Regardless of the physical or financial assets an organization may have, it's the people who make it successful. They are an organization's key asset and getting to know them should be as high a priority as learning the technical aspects of one's job. The key is to be genuine. Don't get a reputation for only being interested when you want something. Getting to know others should always be mutually beneficial.

#### 5. Smile.

---

Whether or not we're pleasant to be around depends less on the situation than on our behavior. Professional rapport is fueled by seemingly minor considerations, such as a friendly, accessible demeanor and a welcoming smile.

## Enhance Relationships

### Become a Friendlier Person (continued)

**6. Remember that a person's name is to that person the sweetest and most important sound in any language.**

---

Using a person's name is crucial, especially when meeting those we don't see very often. Respect and acceptance stem from simple acts, such as remembering a person's name and using it whenever appropriate.

**7. Be a good listener. Encourage others to talk about themselves.**

---

Organizations run on information, so what better way to learn what's going on than following this principle? We must listen with everything we've got. How we listen says volumes about how we think. Be focused, engaged, and sincere.

**8. Talk in terms of the other person's interests.**

---

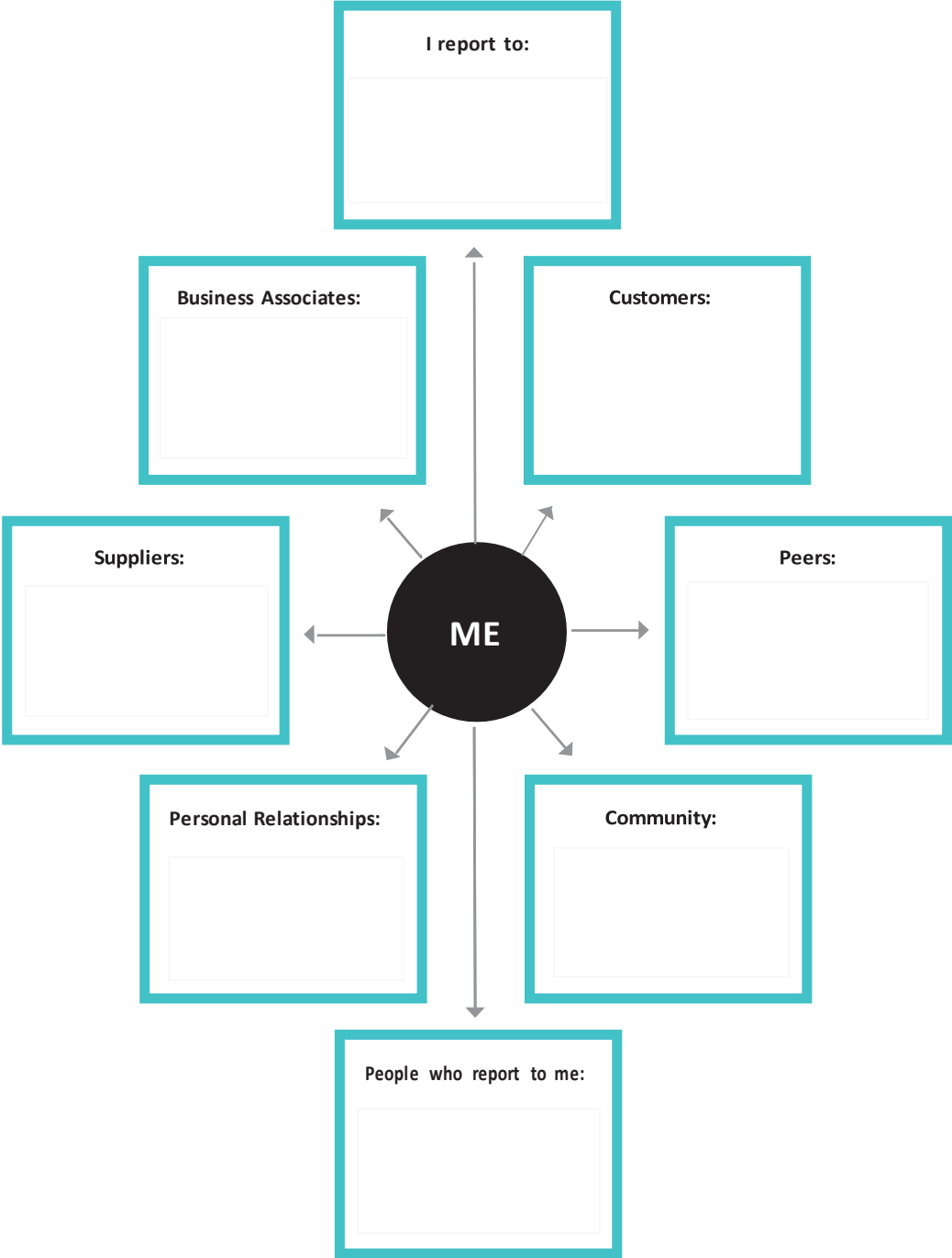
Truth be told, we spend most of our time thinking about ourselves. Why not create strong professional relationships by putting away our own concerns and talking about what others are interested in for a while?

**9. Make the other person feel important—and do it sincerely.**

---

In our dealings with others, building them up shows we appreciate their contribution. The bond that results can help us withstand the pressures of our own day-to-day struggles.

# My Relationship Map



# Enhance Relationships Plan

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

# Enhance Relationships Plan

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

## **Commitment to Enhance Relationships**

**Person with whom I want a stronger relationship:**

**How this relationship is important to my goals and the goals of my organization:**

**A description of the breakthrough I desire:**

**The Human Relations principles that I chose to help me achieve this breakthrough:**

**Specifically, what I am going to do differently:**

**How this is going to impact my vision:**

**—Results delivered in Session Three—**

## **Ideas that I will put into ACTION**

# Summary

**Key ideas from this session:**

**1.**

**2.**

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**



## Module 2B

# Increase Self-Confidence

At the completion of this module, participants will be able to:

- Use our experiences to communicate more confidently
- Communicate with clarity and conciseness
- Discover how past experiences influence behavior



*“Your purpose is to make your audience see what you saw, hear what you heard, feel what you felt. Relevant detail, couched in concrete colorful language, is the best way to recreate the incident as it happened and to picture it for the audience.”*

*- Dale Carnegie*

## Report

### Defining Moment

In this session, report on a specific incident from your life that was a defining moment. This incident should have had a significant impact on who you are today.

Choose an experience that stands out vividly in your mind. It might be a lesson from your early life, something an employer or mentor taught you, or something you learned from a positive or negative experience.

You will have two minutes in the session to relate your story about how this incident helped shape who you are today. Be sure to answer these questions: When did it happen? Where were you? Who else was involved? End your incident with a phrase like, "So what this says about me is ..."

Think about your topic, and practice giving this report to a fellow participant. Writing out your talk or memorizing it is not necessary. Just use the planning sheet as an outline. When it's your turn, relive this specific incident with us.

# **A Defining Moment Report Planning Sheet**

**Points to remember from the assignment and example:**

**Defining moments:**

**1.**

**2.**

**3.**

**The one incident I will use:**

**Details I will cover in my incident:**

**What this says about me is ...**

## Notes on Reports

# Summary

**Key ideas from this session:**

1.

2.

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

# 3

## **A Put Stress in Perspective**

Medical experts have known for years the serious ramifications of not dealing with stress effectively. It is vital that we channel our energies to diminish the impact of stress in every aspect of our lives.

By committing to and practicing Dale Carnegie's proven principles for more effectively controlling worry, we put ourselves in a position to decrease stress not only for ourselves, but also for our associates. In this session, we will commit to reducing stress more proactively in our lives.

## **B Enhance Relationships and Motivate Others**

To be successful, it helps to build strong relationships and gain the willing cooperation of others. When we build strong relationships that we can count on, our organizational objectives will be achieved more quickly, with better quality. Challenges become manageable and people are more engaged.

By strategically reviewing and applying Dale Carnegie's principles to enhance relationships and gain the willing cooperation of others, we become the catalysts who create beneficial outcomes for our associates, clients, managers and ourselves. To ensure we become persons of influence and persuasion, we will apply a formula to our communication that enables us to motivate and inspire others to take positive action.

## **Preparation**

### **A. Put Stress in Perspective**

- Identify an area of your life in which you feel a disproportionate amount of stress. Come prepared to discuss the Manage Stress Principles.
- 

### **B. Enhance Relationships and Motivate Others**

- Prepare a two-minute report on an experience that illustrates your application of the Enhance Relationships Principles. Use the Magic Formula for Influencing Action to structure the report: evidence/ action/benefit.
- Complete the Planning Sheet.

#### **Reading:**

##### **How to Win Friends and Influence People:**

Part Two, Chapters 4–6.

#### **Success Guides:**

Speak More Effectively Section: Part One.

#### **Suggested additional reading:**

##### **How to Stop Worrying and Start Living by Dale Carnegie**

Parts One and Two, and the Manage Stress Principles located in this session.

## Module 3A

# Put Stress in Perspective

At the completion of this module, participants will be able to:

- Recognize the impact that negative stress has on our results and effectiveness
- Commit to using concepts and principles to better handle stress
- Discover more effective ways for business professionals to prepare for and address challenges



*“Remember the next time a cloud of unhappiness settles down on you, that you are merely not feeling equal to the tasks before you and that if you overcome this feeling your unhappiness very likely will disappear. Remember, too, that happiness comes and goes, like a revolving beacon light. It flashes brilliantly a moment, then it is gone. But if it shone all the time you wouldn’t appreciate it.”*

*- Dale Carnegie*



## Commitment

### **Put Stress in Perspective**

Identify an area of your life that is causing a disproportionate amount of stress. You will reflect on how you have managed stress well in the past and listen to how others have handled stress and worry. Then, you will make a commitment to more effectively manage the area that is now causing you excess stress.

Consider these questions: What about this situation is causing the stress? How can I better handle the stress? What impact will this have on achieving my vision?

Principles from *How to Stop Worrying and Start Living*:

# Fundamental Principles for Overcoming Worry

## 1. Live in “day-tight compartments.”

---

As a ship has compartments that can be sealed to prevent water in one compartment from flooding another, so too do we need to seal off the past and the future. “We cannot live one moment in either of those eternities and to try to do so could ruin both our minds and bodies. We can be content to live the only time we possibly can — today.”

—Dale Carnegie

## 2. How to face trouble:

---

Dale Carnegie calls this a “magic formula” for dealing with worry situations. Accepting the worst that can happen liberates us from a violent contest with reality. It frees us to move into problem-solving mode.

- a. Ask yourself, “What is the worst that can possibly happen?”
- b. Prepare to accept the worst.
- c. Try to improve on the worst.

## 3. Remind yourself of the exorbitant price you can pay for worry in terms of your health.

Dr. Alexis Carrel, Nobel Prize Winner in Medicine, says “Business people who do not know how to fight worry, die young.” How many of the things we worry about are worth that price?

Principles from *How to Stop Worrying and Start Living*:

## Basic Techniques in Analyzing Worry

“We must equip ourselves to deal with different kinds of worries by learning the three basic steps of problem analysis ... Obvious stuff? Yes, ... You and I must use it too if we are going to solve the problems that are harassing us and turning our days and nights into veritable hells.”

—Dale Carnegie

**1. Get all the facts.**

---

**2. Weigh all the facts—then come to a decision.**

---

**3. Once a decision is reached, act!**

---

**4. Write out and answer the following questions:**

---

- a. What is the problem?
- b. What are the causes of the problem?
- c. What are the possible solutions to the problem?
- d. What is the best possible solution?

“Can you apply these questions to your business problems?  
To repeat my challenge—they can reduce your worries by 50%.”

—Dale Carnegie

Principles from *How to Stop Worrying and Start Living*:

## Break the Worry Habit before It Breaks You

### 1. Keep busy.

---

Today is life—the only life you are sure of. Make the most of today. Get interested in something. Shake yourself awake...Let the winds of enthusiasm sweep through you. Live today with gusto.

—Dale Carnegie

### 2. Don't fuss about trifles.

---

Life truly is a boomerang. What you give, you get.

—Dale Carnegie

### 3. Use the law of averages to outlaw your worries.

---

“We could probably outlaw 90% of our worries right now if we would cease our fretting long enough to discover whether, by the law of averages, there was any justification for our worries.”

—Dale Carnegie

### 4. Cooperate with the inevitable.

---

“If we rail and kick against it and grow bitter, we won't change the inevitable; but we will change ourselves ... You can either bend with the inevitable sleet storms of life—or you can resist them and break.”

—Dale Carnegie

### 5. Decide just how much anxiety a thing may be worth and refuse to give it more.

---

“We are fools when we overpay for a thing in terms of what it takes out of our very existence.”

—Dale Carnegie

### 6. Don't worry about the past.

---

“Let the past bury its dead. Don't saw sawdust.”

—Dale Carnegie

Principles from *How to Stop Worrying and Start Living*:

## Cultivate a Mental Attitude that Will Bring You Peace and Happiness

### 1. Fill your mind with thoughts of peace, courage, health and hope.

Dale Carnegie says, “If we think miserable thoughts, we will be miserable. If we think fear thoughts, we will be fearful.” Dr. Norman Vincent Peale observes, “What you think, you are.”

### 2. Never try to get even with your enemies.

“I trapped four-legged skunks along the hedgerows in Missouri; and as a man, encountered a few two-legged skunks on the sidewalks of New York. I have found from sad experience that it doesn’t pay to stir up either kind.”

—Dale Carnegie

### 3. Expect ingratitude.

“It is natural for people to forget to be grateful ... If we want to find happiness, let’s stop thinking about gratitude or ingratitude and give for the inner joy of giving.”

—Dale Carnegie

### 4. Count your blessings— not your troubles.

“All the days of our years, we have been living in a fairyland of beauty, but we have been too blind to see, too satiated to enjoy.”

—Dale Carnegie

### 5. Do not imitate others.

“No one wants a phony. Nobody ever wants a counterfeit coin ... Make the most of what nature gave you.”

—Dale Carnegie

### 6. Try to profit from your losses.

“When the wise man is handed a lemon, he says: ‘What can I learn from this misfortune? How can I improve my situation? How can I turn this lemon into lemonade?’ ”

—Dale Carnegie

### 7. Create happiness for others.

“Thinking of others will not only keep you from worrying about yourself, but will also help you make a lot of friends and have a lot of fun.”

—Dale Carnegie

Principles from *How to Stop Worrying and Start Living*:

## The Perfect Way to Conquer Worry

### 1. Pray.

---

Prayer has a practical side for people with faith and those who do not have a particular faith. "Prayer puts into words exactly what is troubling us ... Prayer gives a sense of sharing our burdens ... Prayer puts into force an active principle of doing."

—Dale Carnegie

## Don't Worry About Criticism

### 1. Remember that unjust criticism is often a disguised compliment.

---

"When you are kicked or criticized, remember that it is often done because it gives the kicker a feeling of importance. It often means that you are accomplishing something and are worthy of attention."

—Dale Carnegie

### 2. Do the very best you can.

---

"We all have possibilities we don't know about. We can do things we don't even dream we can do."

—Dale Carnegie

### 3. Analyze your own mistakes and criticize yourself.

---

"Let's keep a record of the fool things we have done and criticize ourselves. Since we can't hope to be perfect, let's do what E.H. Little did: let's ask for unbiased, helpful, constructive criticism."

—Dale Carnegie

Principles from *How to Stop Worrying and Start Living*:

## **Prevent Fatigue and Worry and Keep Your Energy and Spirits High**

### **1. Rest before you get tired.**

---

“Do what the Army does—take frequent rests. Do what your heart does—rest before you get tired, and you will add one hour a day to your waking life.”

—Dale Carnegie

### **2. Learn to relax at your work.**

---

“Relax in odd moments ... Work in a comfortable position ... Check yourself four or five times a day and say to yourself, ‘Am I making my work harder than it actually is?’ Test yourself at the end of the day.... ‘If I am tired, it is not because of the work I have done, but because of the way I have done it.’ ”

—Dale Carnegie

### **3. Protect your health and appearance by relaxing at home.**

---

“Nothing will make you look older sooner than tension and fatigue. Nothing will work such havoc on your freshness and looks ... if you’re going to get the worry kinks out [you’ve] got to relax.”

—Dale Carnegie

Principles from *How to Stop Worrying and Start Living*:

## **Prevent Fatigue and Worry and Keep Your Energy and Spirits High**

### **4. Apply these four good working habits:**

---

- a. Clear your desk of all papers except those relating to the immediate problem at hand.
- b. Do things in the order of their importance.
- c. When you face a problem, solve it then and there if you have the facts necessary to make a decision.
- d. Learn to organize, deputize, and supervise.

“The mere sight of a desk littered with unanswered mail and reports and memos is enough to breed confusion, tension, and worries ... Executives who build up big businesses and don’t learn to organize, deputize, and supervise, usually pop off [die] with heart trouble.”

—Dale Carnegie

### **5. Put enthusiasm into your work.**

---

“We talk a lot about the importance of physical exercise to wake us up out of the half sleep in which so many of us walk around. But we need, even more, some spiritual and mental exercises every morning to stir us into action. Give yourself a pep talk every day.”

—Dale Carnegie

### **6. Don’t worry about insomnia.**

---

“Remember that no one was ever killed by a lack of sleep. Worrying about insomnia causes far more damage than sleeplessness.”

—Dale Carnegie



## **Commitment to Put Stress in Perspective**

**Challenging situations in my career where I experience stress:**

1.

2.

3.

**One specific area where I plan to reduce stress:**

**Principle(s) to help me to put this stress in perspective:**

**Why this is important to me:**

**Benefits to my organization:**

**How this is going to impact my vision:**

**—Results delivered in Session Six—**

## Summary

**Key ideas from this session:**

**1.**

**2.**

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

## Module 3B

# Enhance Relationships and Motivate Others

**At the completion of this module, participants will be able to:**

- Persuasively communicate in a clear and concise way so people are moved to action
- See how consistent application of the Human Relations Principles improves results
- Discover how relationships help us advance toward our goals



*“You can make more friends in two months by becoming genuinely interested in other people, than you can in two years by trying to get other people interested in you. Which is just another way of saying that the way to make a friend is to be one.”*

*- Dale Carnegie*

## Report

### Enhance Relationships Results

In this session, give a two-minute report relating a time you intentionally applied concepts from the first set of Dale Carnegie's Human Relations Principles to Enhance Relationships. This should have occurred since you made your commitment. Share with the group something that you have earned the right to talk about through an experience that excites you personally and that you are eager to have everyone hear about.

The objective of your report is to encourage your listeners to take action to "enhance relationships" as a result of your experience. To help organize your report, use the Magic Formula for Influencing Action: incident, action, benefit. Relive the experience. Tell us what you did to enhance a relationship. Explain the results and the action you suggest we take. Then, tell us a specific benefit we will receive from taking that action.

# Fundamentals of Communication

## Three E's

**E**

**Earned the Right**

... through study and experience

**E**

**Excited**

... with positive feelings about your subject

**E**

**Eager**

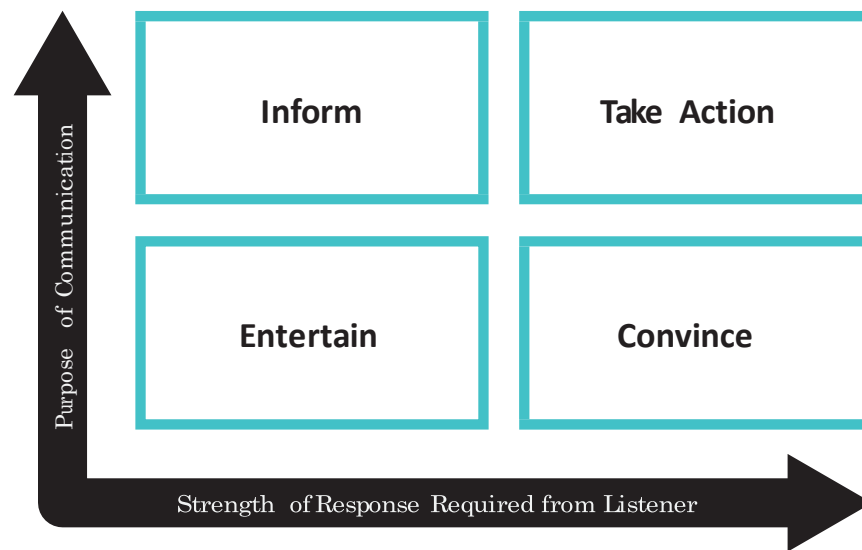
... to project the value to your listeners

## Organize Our Ideas to Get Action

Every item of communication fulfills one or more of these four purposes:

- Encourage the listener to take action
- Convince or impress the listener
- Inform the listener
- Entertain the listener

### Communication Impact Grid



In the above matrix, we see that unless we are professional entertainers, we don't have to worry about the strength of response we get from our listeners if we are communicating to entertain. Even a report that is informational requires little of our audience, as far as participation.

When we move into the area of convincing people, the stakes are higher. People may not want to change their minds. Even more challenging is the communication that requires our listener to take action.

## **Organize Our Ideas to Get Action (continued)**

Whenever we are writing a memo, making a presentation, or talking to someone on the phone, we benefit ourselves and our audience by clearly defining the purpose of our communication.

If we decide that we want our target audience to do more than laugh or absorb information, we should put our best efforts into the communications so we can gain commitment and results.

In this session, we focus on getting our listeners to take action, using a process known as the Magic Formula for Influencing Actions. Mr. Carnegie called it the “Magic Formula” because it gets such amazing results in moving people to action. Many graduates of this seminar testify that it has helped them achieve astounding results in conferences, sales presentations, sales letters, e-mails, interviews, advertisements, and one-on-one meetings.

### **Magic Formula for Influencing Action**

This formula is most effective for communications in which we ask listeners to take some action. For the other types of communications listed previously, it is often desirable to use a different formula or a variation of this one.

#### **The Magic Formula for Influencing Action Consists of Three Steps:**

1. Evidence
2. Action (Point)
3. Benefit

It is critical that we think of the specific action we want our listeners to take and how it will benefit them. The ability to “honestly see things from the other person’s point-of-view” and “talk in terms of the other person’s interests” helps us become persons of influence and de facto leaders.

# Magic Formula For Influencing Action

Evidence + Action + Benefit = **Desirable Actions and Results**

## Evidence

90%

Incident or other  
evidence

*1 minute, 50 seconds*

## Action

5%

Clear statement  
of the action  
we want our  
listeners to take

*5 seconds*

## Benefit

5%

Positive result for the  
listener by taking the  
action we  
recommend

*5 seconds*



# The Magic Formula for Influencing Action at Work

## Evidence

The Magic Formula for Influencing Action has three parts. The first part is communicating the evidence. While there are many types of evidence (demonstration, statistics, etc.), the personal example or “incident” is one of the most powerful. Please read the example below.

*This past Monday, I stepped up to the challenge. I walked into work thinking about how I would react to Joe’s negativity. He always has something negative to say!*

*As I walked up to Joe, he said, “Isn’t it terrible the way we are treated around here?” Joe was certainly not looking for a response. He just wanted to whine and complain like he usually does.*

*I went into Joe’s cubicle and saw a new photograph that he had hanging on the wall. I said, “Hey, Joe, what’s the story on this picture?” It was a photograph of a World Cup Championship team player scoring a goal. Up until that point, I did not know or care about Joe’s interests outside of work.*

*I was surprised by his reaction. Joe responded about how the World Cup Championship is such an exhilarating event and the excitement he feels when watching and attending World Cup events. Joe talked for several minutes about subtleties in the sport and how the players are such great athletes. He went on to say that they are “real people” and not phonies like some other athletes or actor/actress superstars.*

*I continued to listen to Joe speak and discovered that he really does have some interesting points of view. I could tell that Joe noticed my interest in his conversation. For the first time, I sat down in his guest chair and asked questions that encouraged him to explain in detail his thoughts and perspectives on several topics. We have continued to talk, and I see him opening up more each day because of my genuine interest.*

*Not only are we getting along better at work, but we are also getting more work completed in a less stressful environment.*

## Action (Point)

The second part of the Magic Formula for Influencing Action is to communicate the action the listener(s) should take.

*Take time to listen carefully.*

## Benefit

The third part of the Magic Formula for Influencing Action is to communicate the benefit that the listeners will receive by taking the action step.

*You can expect to build stronger relationships.*

As you can see, this Magic Formula for Influencing Action on the previous page contained specific evidence. Then, the speaker asked for action and gave a benefit for the listeners resulting from this action.

## Let's Examine the Steps of the Magic Formula for Influencing Actions:

|   |  |
|---|--|
| <b>Your Evidence</b>                          | An experience from your own life or some other type of evidence. For example, a story about a customer, another manager, etc., or a report from a respected expert. You could also use a sincere, person-focused compliment to open the door to collaboration. |
| <b>The Action (Point) for the Listener(s)</b> | Answers the question: What do you want us, the listeners, to do?   |
| <b>Benefit to the Listener(s)</b>             | Answers the question: Why should we do it? (How will we, the listeners, benefit when we do what you recommend?)  |

## **How to Deliver Your Report**

If you wish to persuade others, you must be convinced yourself. Speak with sincerity and excitement. Communicate so that your listeners will feel that you believe every word you are saying.

### **Always Begin with the Incident or other Evidence**

Prepare your report by thinking through the three steps of the Magic Formula for Influencing Action. When delivering your report, always begin with the incident, another form of evidence, or a sincere compliment. Why? These approaches capture the attention of your listeners and make your communication engaging.

Listeners love to hear stories, credible evidence, and compliments much more than demands and lectures. As they hear how your story develops, they become eager to learn the point. As they hear credible evidence, they tend to pause and challenge their own beliefs. If they see you as being on their side because you give them a sincere compliment, they will be more likely to keep an open mind.

When using the Magic Formula for Influencing Action, be sure that both your action and benefit steps are brief, clear, and specific. Your evidence illustrates specifically what you did to enhance a relationship; your point communicates what action you recommend that your listeners take. The more specific the action step, the better. To communicate clearly, identify one specific action for the listener(s) to take and one specific benefit the listener(s) will receive by taking that action.

# Strengthen Relationships

## Enhance Relationships and Build Trust

1. Don't criticize, condemn, or complain.

---

2. Give honest, sincere appreciation.

---

3. Arouse in the other person an eager want.

---

4. Become genuinely interested in other people.

---

5. Smile.

---

6. Remember that a person's name is to that person the sweetest and most important sound in any language.

---

7. Be a good listener. Encourage others to talk about themselves.

---

8. Talk in terms of the other person's interests.

---

9. Make the other person feel important—and do it sincerely.

---

# Enhance Relationships and Motivate Others Report Planning Sheet

Points to remember from the assignment and example:

Incidents resulting from my efforts to enhance relationships:

1.

2.

3.

The one incident I will use:

How I will start my report (first sentence):

Points that I will cover in my incident:

Action that I recommend (specific and concise):

Benefit that people can expect:

## Commitment

### Enhance Relationships Results

Identify breakthrough opportunities and complete the Gain the Willing Cooperation of Others Commitment Sheet provided to organize your thoughts.

Commit now to apply the principles at every opportunity and begin to live a more intentional life.

### Gain the Willing Cooperation of Others

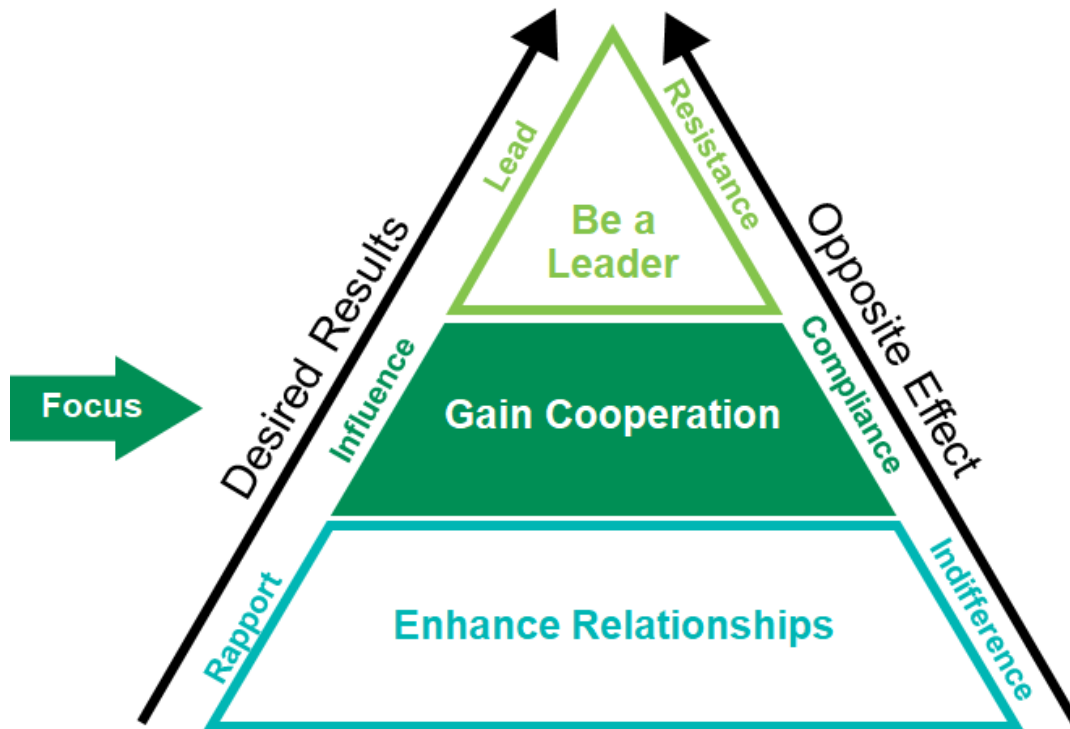
We seldom work in a vacuum. In today's fast-paced, hectic environment, working well with others is essential. People become more effective and productive in an environment that is team-oriented.

Dale Carnegie's Cooperation Principles, applied consistently, conscientiously, and sincerely, help create an environment for our associates to be at their best and to meet and exceed organizational objectives.

Apply these principles, and when you come back, be prepared to report the results of your efforts.

Dedicated and concerted effort will give you astounding results. Go ahead and make exciting things happen!

## Gain the Willing Cooperation of Others



Gaining cooperation means we help others become committed to working as a team. If we get “compliance,” it is only a matter of time before results suffer and the team becomes mired in unmanageable conflict or, worse yet, becomes indifferent to the goals of the organization and non-committal to one another.

The best way to gain cooperation is to be cooperative ourselves and to be emotionally intelligent about the needs of the team.

Dale Carnegie provided 12 principles for gaining cooperation. Not only do these principles help us win people to our way of thinking; they help us tap the energy and intelligence of the team. This encourages innovation, cooperation, and bottom-line results!

Principles from *How to Win Friends and Influence People*

## **Gain the Willing Cooperation of Others**

### **Win People to Your Way of Thinking**

**10. The only way to get the best of an argument is to avoid it.**

An argument is 90% emotion and 10% nonsense. A mature professional avoids arguments.

**11. Show respect for the other person's opinion. Never say, "You're wrong."**

Avoid making others defensive. It shrinks the channels of communication. Simply ask why they feel the way they do.

**12. If you are wrong, admit it quickly and emphatically.**

This disarms conflict and opens up lines of communication.

**13. Begin in a friendly way.**

If we aren't open and friendly, winning people to our way of thinking is nearly impossible.

**14. Get the other person saying "yes, yes" immediately.**

It's important to begin by agreeing on something. Then the challenging ideas are more easily accepted.

**15. Let the other person do a great deal of the talking.**

Not only will the person share information, but he or she might "talk themselves" into cooperating.



Principles from *How to Win Friends and Influence People*

## **Gain the Willing Cooperation of Others**

### **Win People to Your Way of Thinking (continued)**

#### **16. Let the other person feel that the idea is his or hers.**

---

What is right, not who is right, is most important. By following this principle, we build another person's confidence and willingness to share ideas and strengthen the team.

#### **17. Try honestly to see things from the other person's point of view.**

---

The other person's point of view may be clearer than ours. Learn what you can from other points of view.

#### **18. Be sympathetic with the other person's ideas and desires.**

---

Being understanding and sympathetic is a sure way of keeping channels of communication open.

#### **19. Appeal to the nobler motives.**

---

Most people will work very hard for ideals and the higher aims of the organization if they know what they are and how they apply in a particular situation.

#### **20. Dramatize your ideas.**

---

A unique idea should have a unique package. Use creative approaches to help sell your ideas.

#### **21. Throw down a challenge.**

---

Most of us have a competitive side. Challenging others to action often produces unexpected positive results.

## **Gain the Willing Cooperation of Others Plan**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

## **Gain the Willing Cooperation of Others Plan**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

## **Gain the Willing Cooperation of Others**

**Person with whom I need to gain willing cooperation:**

**How gaining willing cooperation is important to my goals:**

**Describe the breakthrough I desire:**

**The Human Relations principle(s) that will contribute to this breakthrough:**

**Specifically, what I am going to do differently:**

**How this is going to impact my vision:**

**—Results delivered in Session Five—**

# Summary

**Key ideas from this session:**

1.

2.

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

## **Please Read This Page Several Times**

The Dale Carnegie Course® has been conducted since October 22, 1912. Since then, the training has been continuously tested and improved in the laboratory of experience.

So be engaged! Realize that by being engaged, together we will achieve results that verge on the miraculous. With your full participation, you will most likely advance more in the areas of courage and self-confidence, as well as in the ability to deal with people and communicate effectively, than you have in years. Be patient, and let the breakthroughs happen.

Your breakthroughs may not be recognizable in the first few sessions. While the foundation is being laid, you may not recognize the incredible changes until later in the program.

Use the right yardstick to measure your progress. Avoid comparing yourself with other participants. It is easier to see growth and breakthroughs in others than in yourself. As the course progresses, compare yourself with how you were at the beginning.

Improvement most likely will not be steady or gradual. It usually comes in waves! Perhaps you will improve for two or three sessions and then hit a plateau. You may even appear to slip back. Don't get discouraged. Soon you will again see great improvement. This cycle may repeat a few times. This is normal.

Please understand that in learning any art, game or skill, progress is often uneven. But it is progress nonetheless—enjoy it! And give yourself credit for each breakthrough when it comes.

# 4

## **A Energize Our Communication**

Have you ever noticed yourself being completely riveted when someone is telling you a story? Chances are the speaker can make you feel what he or she felt, to connect you directly to the point of the story. When we use our moments in the spotlight to relive an experience for our listeners just like it happened, we capture and hold their attention.

Identify a specific incident in your life that includes a lot of action. When you tell this story, don't hold back. Use action verbs and body language, and project your voice. You will be amazed at the feeling of excitement you create when you communicate this way. Imagine the impact you can have.

## **B Make Ideas Clear**

Our communication isn't always understood the way we'd like it to be. Some of the language we use might be easily understood within our own organization but could be confusing for those outside our organization or industry. It is important to use every means at our disposal to be sure our meaning is clear.

Using exhibits and visuals helps ensure that we connect with our listeners. Organizing our thoughts and refraining from trying to cover every aspect of a topic allows our listeners to keep up with us and follow along. People like order and clarity.

## **Preparation**

### **A. Energize Our Communication**

- Come prepared to communicate how you are progressing toward your stress commitment.
  - Prepare a one-minute report on an experience that involved a lot of action. Be animated by reliving an experience just as it happened.
  - Familiarize yourself with “The Box Factory.”
  - Complete the Planning Sheet.
- 

### **B. Make Our Ideas Clear**

- Prepare a two-minute report teaching us how to do something you do at work. Use the LIONS formula.
- Remember to have visual to help demonstrate your point.
- Complete the Planning Sheet.

#### **Reading:**

##### **How to Win Friends and Influence People:**

Part Two, Chapters 4–6.

#### **Success Guides:**

Speak More Effectively Section: Part One.

#### **Suggested additional reading:**

##### **How to Stop Worrying and Start Living by Dale Carnegie**

Parts One and Two, and the Manage Stress Principles located in this session.



## Module 4A

# Energize Our Communication

At the completion of this module, participants will be able to:

- Recognize that including action in our communication releases nervous energy
- Become more natural when communicating with others
- Become more animated to energize and engage others



*“If you want to develop courage, do the thing you fear to do and keep on doing it until you get a record of successful experiences behind you. That is the quickest and surest way ever yet discovered to conquer fear.”*

*- Dale Carnegie*

## Activity

### “The Box Factory”

This action-packed and fun exercise is designed to help you freely express yourself using gestures and word emphasis. In preparation for this activity, please read the following incident several times. Concentrate on the verbs that describe the experience of visiting this very interesting box factory. This makes the story easy to recall.

**I found myself** yesterday near a huge box factory located on a **high hill**. **Running** all around this building was a picket fence about this high.

**I walked up** to the factory, **threw open** the door, **walked in**, and **found myself** in a long hallway.

At the far end of the hallway was a spiral staircase. **I walked up** this spiral staircase, **pushed open** a sliding door, and **found myself** in a big room piled high with boxes. There were big boxes, middle-sized boxes, and very small boxes.

Suddenly, the boxes came tumbling down around my head! **I woke with a start, yawned, stretched, and went back to sleep.**

## Activity

### Add Power to Your Communications

To communicate effectively, it is important to use more than just your voice. Use physical animation, facial expressions, appropriate body language, and gestures. In other words, use your entire body. Natural, forceful, spontaneous gestures are extremely powerful for two reasons:

1. Gestures stimulate and inspire the speaker.  
Using body movement and gestures wakes you up, loosens you up, and relaxes you. By using gestures, you let yourself go physically, mentally, and emotionally.
2. Gestures also impact the listeners.  
Simple, appropriate gestures give a presentation visual impact it otherwise wouldn't have, thereby heightening the emotional effect. Just think about some of the world's great communicators. The use of natural, spontaneous gestures contributes to the effectiveness of the speaker and the impact of his or her message.

## Report

### Powerful, Effective Communications

Most of us have a desire to communicate with impact, and we know that it can't be accomplished by being too low-key. When we put action into our communication, listeners get engaged and are more likely to recall our message.

Speakers who relive an experience just as it happened, who are organized, and who have evidence to support their points, are likely to persuade listeners to their way of thinking.

This session is about reliving an experience just the way it happened. Make sure you are drawing on a specific incident that includes significant action and animation. Tell us about a time when you needed to show up with more animation and what happened. Maybe you needed to motivate a team to get a job done, planting a tree or volunteering with youth.

Especially effective are activities that put some sweat on your brow. Make your incident come alive when you speak, painting clear pictures with your tone of voice.

Have some fun! Now's the time to push yourself out of the constraints that might hold you back.

# **Energize Our Communication Report Planning Sheet**

**Points to remember from the assignment and example:**

**Experiences that I could relate:**

**1.**

**2.**

**3.**

**The experience I have chosen to describe:**

**The key points that I will relive:**

## **Ideas I will put into ACTION**

# Summary

**Key ideas from this session:**

**1.**

**2.**

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

## Module 4B

# Make Our Ideas Clear

At the completion of this module, participants will be able to:

- Demonstrate clarity when giving directions
- Learn to present information in a logical sequence
- Reinforce the value of demonstrations when explaining information



*“Aristotle gave us some good advice: ‘Think as wise men do but speak as the common people do.’”*

*- Dale Carnegie*

## Report

### Enhance Relationships Results

In this session, you will give a two-minute report using the LIONS process to teach us a skill, concept, or idea from work.



**Language Easily Understood**



**Illustrations**



**Organize Thoughts**



**Narrow Subject to Key Points**



**Summarize**

To enhance our communication and increase productivity in today's challenging environment, we need to make our ideas clear. Often what makes perfect sense to us can be confusing to others. In this session, teach something related to your job that will be interesting for others to learn.

Use the LIONS process to help others see what you want them to see and understand that which is essential.

Some people teach how to access a software program while others show an accounting system. It can be as simple as demonstrating how to conduct a web search. How about steps to evacuate the office in an emergency situation or follow a critical safety procedure? You pick the topic and help bring it to life by using an exhibit or visual. Remember, a picture is worth a thousand words.



# **Make Our Ideas Clear Report Planning Sheet**

**Points to remember from the assignment and example:**

**Business skills that I could describe and/or demonstrate by using some prop/ exhibit and action:**

- 1.**
- 2.**
- 3.**

**The skill I have chosen to demonstrate and teach:**

**Language: What terms, concepts or abbreviations might need explaining?**

**The illustration or visual (PowerPoint, handout, chart, etc.) I will use:**

## Five Guidelines for Using an Exhibit

1. Pick up your exhibit only when you are going to use it.
2. Hold your exhibit high enough so all can see it.
3. Hold your exhibit so it does not hide your face.
4. Talk to your audience, not the exhibit.
5. When you are finished with your exhibit, put it aside.

**The key points that I have organized and narrowed down:**

1.

2.

3.

4.

5.

**Summary: What are my key summary points?**

**Ideas that I will put into ACTION**

# Summary

**Key ideas from this session:**

1.

2.

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

# 5

## **A Disagree Agreeably**

The unexpected presents significant opportunities to make unique contributions. As these opportunities occur, we have the choice to speak up or remain silent. Voicing our opinions is inherently somewhat risky yet remaining silent also comes with a cost.

Our silence prevents others from benefiting from our ideas and experiences. In this session, we will learn a process to organize our thoughts and practice stating our opinions when we disagree with other people.

## **B Gain Willing Cooperation and Commit to Influence Others**

Effective leadership expands our sphere of influence and creates synergy as people work together. Here's your opportunity to tell us what you did to gain the willing cooperation of others in your workplace. Use the Magic Formula to inspire us to take a positive action and tell us one specific benefit we will receive if we follow your advice.

Once we have established the ability to build trust and rapport and gain willing cooperation, we proceed to develop our skills as leaders. Even if we don't have the title of manager, supervisor, executive, etc., chances are we still need to influence people to act and think differently. In this session we will learn the Human Relations Principles that help change people's attitudes without giving offense or arousing resentment. To ensure we transform our intentions of helping others change for the better into realities, we also commit to applying Dale Carnegie's Leadership Principles. The Demonstrate Leadership Principles provide tools to coach others to improve their performance.

## **Preparation**

### **A. Disagree Agreeably**

- Identify areas where you have differences of opinion with others.
- Is there any supporting evidence for your opinion? If so, can you reference it?

---

### **B. Gain the Willing Cooperation of Others and Commit to Influence Others**

- Prepare a two-minute report, using the Magic Formula, to communicate a specific experience when you applied the Gain the Willing Cooperation of Others Principles.
- Complete the Planning Sheet.
- Review the third set of Human Relations Principles and reflect on how they are different from the first two sets of principles. Consider when and where you could apply them to demonstrate leadership.

### **Reading:**

**How to Win Friends and Influence People: Part Four, Chapters 1–5.**

## Module 5A

# Disagree Agreeably

At the completion of this module, participants will be able to:

- Demonstrate a process to organize our thoughts in impromptu situations
- Communicate our ideas effectively, even when we disagree
- Strengthen our personal opinions with evidence



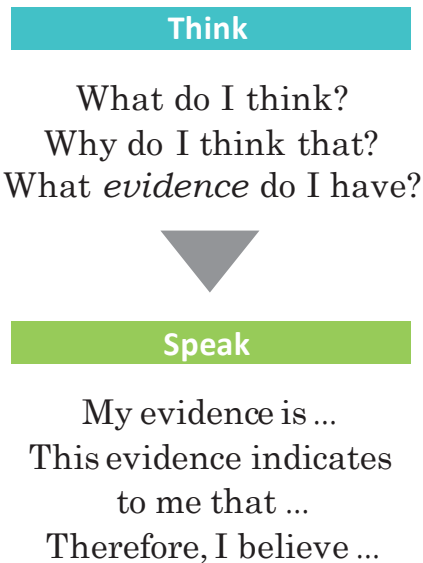
***“A man convinced against his will is of the same opinion still.”***

*- Adage quoted by Dale Carnegie in How to Win Friends and Influence People*

## Activity

### Expressing Your Opinion

In this session, discover for yourself how easy it is to think on your feet—and have a good time doing it! No specific preparation is required for this session. Everyone will be involved in an activity that is practical and enjoyable.



In the graphic above, notice that we first take time to think about what our opinion is, why we think that, and what evidence we have. This allows us to form a logical, non-emotional response. If we need more than 1–4 seconds, we can always ask a question or two so we truly understand the other person’s point of view.

Next, we start our side of the conversation with evidence. This keeps things logical and helps the other person not feel the need to be defensive. We finish by stating what the evidence indicates to us and what we believe.

This is a strong, assertive approach to addressing differences of opinion that optimizes meaningful discussion and minimizes emotional confrontations.



## Evidence Defeats Doubt

|          |                       |
|----------|-----------------------|
| <b>D</b> | <b>Demonstrations</b> |
| <b>E</b> | <b>Examples</b>       |
| <b>F</b> | <b>Facts</b>          |
| <b>E</b> | <b>Exhibits</b>       |
| <b>A</b> | <b>Analogies</b>      |
| <b>T</b> | <b>Testimonials</b>   |
| <b>S</b> | <b>Statistics</b>     |

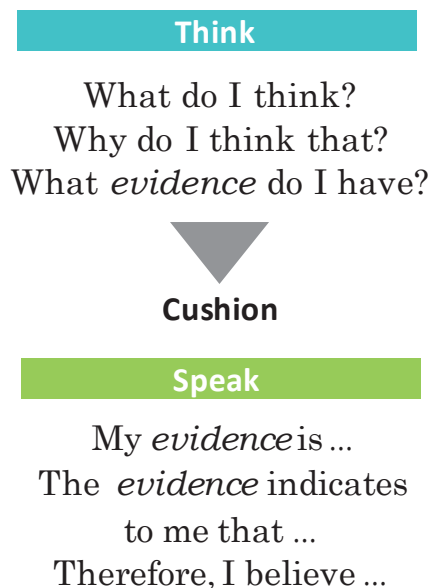
We have used examples primarily from our own lives or evidence. That is because we truly “own” our examples, which makes us more persuasive.

There are many other forms of evidence as shown above, that can amplify our position on topics. All of these forms of evidence can be used in the Magic Formula for Influencing Action in place of the incident. The critical question is, “Which form of evidence will be most credible to the person I am talking to?”

## Activity

### Disagree Agreeably

A process helps us organize our thoughts so we can state our opinions with confidence. What do we do when we disagree with the opinions of another individual or group? How do we disagree agreeably and still be heard? Astute professionals strive to keep lines of communication open.



When we cushion, we should:

1. Acknowledge in a friendly way
2. Don't agree or disagree
3. Keep lines of communication open

Avoid Using:

- But ...
- However ...
- Nevertheless ...

The “cushion” softens the transition from the person who expressed an opinion we don't agree with and our response. We first think of our response, then cushion before we speak. It is important that we give our evidence immediately after the cushion and before we express our opinion. Following this process allows us to be assertive without becoming aggressive and causing resentment or being passive and surrendering our point of view.

# Summary

**Key ideas from this session:**

**1.**

**2.**

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

## Module 5B

# Gain Willing Cooperation and Commit to Influence Others

At the completion of this module, participants will be able to:

- Influence people through trust and respect
- Achieve cooperation versus compliance
- Understand the principles to demonstrate leadership



***There is only one way ... to get anybody to do anything. And that is by making the other person want to do it***

*- Dale Carnegie*

Principles from *How to Win Friends and Influence People*

## **Gain Willing Cooperation**

### **Win People to Your Way of Thinking**

10. The only way to get the best of an argument is to avoid it.

11. Show respect for the other person's opinion. Never say, "you're wrong."

12. If you are wrong, admit it quickly and emphatically.

13. Begin in a friendly way.

14. Get the other person saying "yes, yes" immediately.

15. Let the other person do a great deal of the talking.

16. Let the other person feel the idea is his or hers.

17. Try honestly to see things from the other person's point of view.

18. Be sympathetic with the other person's ideas and desires.

19. Appeal to the nobler motives.

20. Dramatize your ideas.

21. Throw down a challenge.

# **Gain the Willing Cooperation of Others Report Planning Sheet**

**Points to remember from the assignment and example:**

**Incidents resulting from my efforts to Gain the Willing Cooperation of Others:**

**1.**

**2.**

**3.**

**The one incident I will use:**

**Points that I will cover in my incident:**

**Action that I recommend (specific and concise):**

**Benefit that people can expect:**

## Commitment

### **Commit to Influence the Attitudes and Behaviors of Others**

Begin your preparation by reviewing the Demonstrate Leadership Principles (22–30).

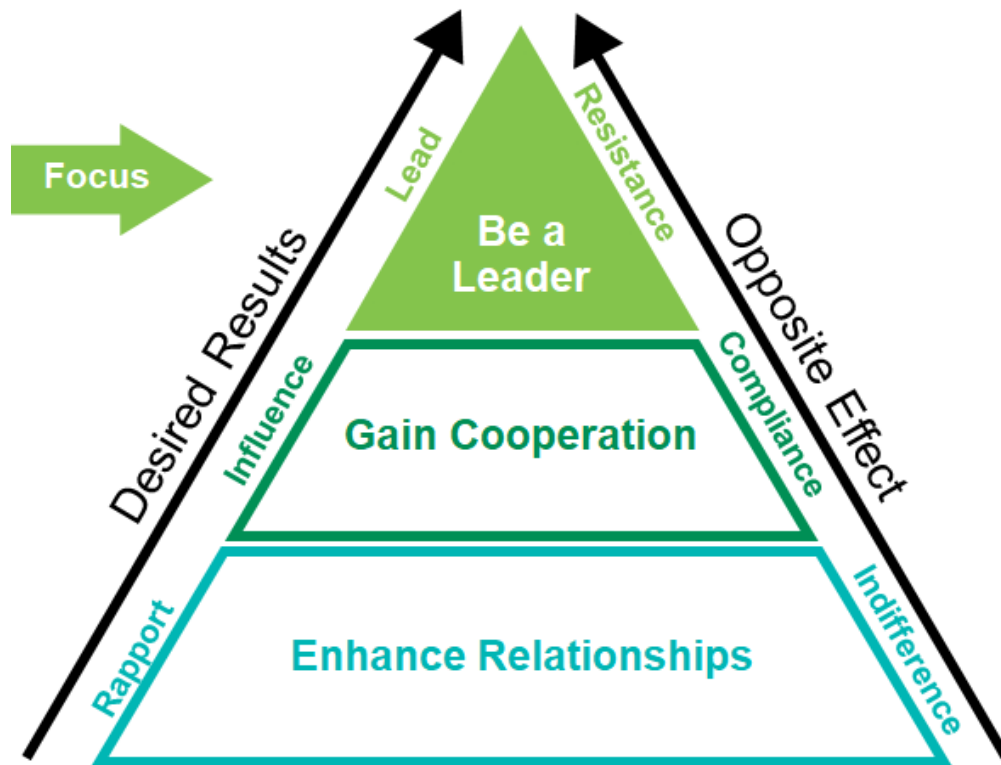
When you apply the principles conscientiously, you and your colleagues will realize the benefits of this training.

When you effectively coach associates, they tend to respond by changing behavior and improving productivity and efficiency.

While we may not have direct control over the attitudes or behaviors of someone else, we can make choices about how we respond. In this way, we influence the overall environment. We impact attitudes and behaviors through how we choose to react to others, especially those who may not be reasonable at first.

In this session, we focus on the Demonstrate Leadership Principles that are particularly appropriate in coaching and leadership situations when we need to influence attitudes and behaviors.

## Commit to Influence the Attitudes and Behaviors of Others



Once we have cultivated trust and provided an environment that fosters cooperation, we find it much easier to implement change and help others be more accepting of those changes.

Even so, easier doesn't mean easy. It may take several attempts to get associates, customers, and others onboard with the needed changes.

Dale Carnegie's last nine Human Relations Principles provide a powerful set of tools to help us help people change their attitudes without offending them or causing resentment. This builds the "followership" needed to achieve organizational results.



Principles from *How to Win Friends and Influence People*

## Demonstrate Leadership

### Changing Attitudes and Behaviors

**22. Begin with praise and honest appreciation.**

---

When we acknowledge the value a person has to our organization, we establish a positive tone for open communication.

**23. Call attention to people's mistakes indirectly.**

---

This creates an environment that keeps associates from becoming defensive.

**24. Talk about your own mistakes before criticizing the other person.**

---

This concept eliminates barriers and helps others to be more open to our coaching.

**25. Ask questions instead of giving direct orders.**

---

This allows the individual to take increasing ownership of both the problem and potential solutions.

**26. Let the other person save face.**

---

Our goal is to deal with the inappropriate behavior and still maintain the dignity of the associate.

**27. Praise the slightest improvement and praise every improvement. Be "hearty in your approbation and lavish in your praise."**

---

There is no better way to increase the productivity, efficiency, and commitment of others than praise. We must notice and give recognition to our colleagues if we want to ensure continuous improvement.

Principles from *How to Win Friends and Influence People*

## **Demonstrate Leadership**

### **Changing Attitudes and Behaviors (continued)**

**28. Give the other person a fine reputation to live up to.**

---

When we set high expectations, we help others achieve their full potential.

**29. Use encouragement. Make the fault seem easy to correct.**

---

By expressing our belief in the other person's ability to correct the fault, we give him or her confidence to improve their performance.

**30. Make the other person happy about doing the thing you suggest.**

---

By encouraging a person's desire to improve performance, we can help develop the attitudes and behaviors that are most productive.

## **Commit to Influence the Attitudes and Behaviors of Others Plan**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

## **Commit to Influence the Attitudes and Behaviors of Others Plan**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

**Person:**

**Breakthroughs:**

**Human Relations Principles:**

**How this impacts my vision:**

## **Commit to Influence the Attitudes and Behaviors of Others**

**Person whose attitude I plan to influence:**

**Why I chose this opportunity:**

**The breakthrough I desire:**

**The Human Relations Principles that will contribute to this breakthrough:**

**Specifically, what I am going to do differently and when**

**How this will impact my vision:**

**—Results delivered in Session Eight—**

**Ideas that I will put into ACTION**

# Summary

**Key ideas from this session:**

1.

2.

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

-

# 6

## **A Manage Our Stress**

We have a choice in how we respond to stressful situations. Our choices affect our performance, health and happiness. In this session, we will have the opportunity to report on the positive choices we have made in addressing and overcoming stress. We will inspire others by communicating how concentrated efforts can help us better address stress in our lives.

## **B Develop More Flexibility**

This session will help each of us develop more flexibility. With increased flexibility, we put ourselves in a better position to adapt to the changing conditions of our fast-paced lives and to approach opportunities in our lives with more vigor and commitment.



## **Preparation**

### **A. Manage Our Stress**

- Prepare a two-minute report about how you applied the Manage Stress Principles from your commitment.
  - Complete the Planning Sheet.
- 

### **B. Develop More Flexibility**

- Complete your Credibility Window Planning Sheet.

### **Reading:**

#### **How to Win Friends and Influence People:**

Review Part One.

### **Suggested additional reading:**

#### **How to Stop Worrying and Start Living by Dale Carnegie**

Parts Three and Four

## Module 6A

# Manage Our Stress

**At the completion of this module, participants will be able to:**

- Increase our ability to control worry and stress
- Learn from others how to confront our fears
- Recognize that we can triumph over adversity



*“Our fatigue is often caused not by work, but by worry, frustration, and resentment.”*

*- Dale Carnegie*

## Report

### **Manage Our Stress**

In this session, report on the results of your commitment to effectively manage your stress.

Think of a time since you began this training when something significant caused you stress or worry. Talk about the ways you got through that time of difficulty.

In your two-minute report, tell about your recent experience, how you managed it, and which of the Manage Stress Principles helped you. Use the Magic Formula for your presentation. Your insight will help the group consider different approaches the next time we experience stress.

# Manage Our Stress Report Planning Sheet

Points to remember from the assignment and example:

Incidents illustrating the value of managing stress and worry:

1.

2.

3.

The one *incident* I will use:

Items I will cover in my incident:

*Action* that I recommend (specific and concise):

*Benefit* that people can expect

## **Ideas to put into ACTION**

# Summary

**Key ideas from this session:**

1.

2.

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

## Module 6B

# Develop More Flexibility

At the completion of this module, participants will be able to:

- Implement a wider range of communication skills
- Apply the power of risk-taking
- Become more open-minded to change and opportunity



***“Take a chance! All life is a chance. The man who goes furthest is generally the one who is willing to do and dare. The ‘sure thing’ boat never gets far from the shore.”***

***- Dale Carnegie***

# The Credibility Window Planning Sheet

## The windows through which others view us

Dale Carnegie observed that people classify and evaluate us as leaders and communicators in four ways: what we do, how we look, what we say, and how we say it. Think of some strong leaders and communicators. Next, complete the Credibility Window noting characteristics and actions in each quadrant that make these leaders and communicators effective.

**What we do:**

**How we look:**

**What we say:**

**How we say it:**



## Activity

### Flexibility Exercises

In this session, you will participate in activities designed to enhance your communications in a creative and supportive environment. These activities will help you overcome self-consciousness and become a more flexible person. Expect some fun and exciting surprises!

#### Exercise 1:

#### Exercise 2:

#### Exercise 3:

**Exercise 4:**

**Exercise 5:**

**Exercise 6:**

## Summary

Two areas where I need to be more flexible:

1.

2.

Reasons why these are important to me:

What I will do differently at work based on these key ideas:

-



## **A Build Others through Recognition**

In our interactions with others, we often miss opportunities to show genuine appreciation. Recognizing the strengths of others requires a conscious effort and it doesn't take much time. Once we commit to doing it, it becomes second nature. In this session, we discover the power of recognition. We'll discuss the "how to" strategies that have the greatest impact on strengthening our relationships.

By better understanding the power of building others through recognition, we can increase morale and create a positive culture.

## **B Inspire Others**

By relating our most profound life stories, we can do more than interest our listeners; we can inspire them to do the things that must be done if our listeners and organizations are going to achieve their full potential. Share an incident that had an emotional impact on you. You might identify an individual you work with or have worked with and tell us specifically how that person has inspired you. Let your emotions shine through your story. Inspire us!

## **Preparation**

### **A. Build Others through Recognition**

- Focus on your fellow participants. Be prepared to give and receive strength-centered comments in small groups. Focus on positive personality traits and evidence that supports these observations.
- 

### **B. Inspire Others**

- Identify an event that had a strong emotional impact on you or a person from your work who has inspired you. Use one of these experiences to inspire the group. This is an opportunity to use all the communication and leadership skills you have gained. Remember to use Dale Carnegie's Magic Formula for this two-minute report.
- Complete the Planning Sheet.

### **Reading:**

**Review Success Guides:** Speak  
More Effectively Section

## Module 7A

# Build Others through Recognition

At the completion of this module, participants will be able to:

- Concentrate on the strengths of others
- Develop skills in giving and receiving positive feedback
- Discover the value of sincere appreciation



*“Nothing else so inspires and heartens people as words of appreciation. You and I may soon forget the words of encouragement and appreciation that we utter now, but the person to whom we have spoken them may treasure them and repeat them to themselves over a lifetime.”*

*- Dale Carnegie*

## Activity

### Build Others through Recognition

Each day we have many opportunities to build others up, to motivate them, to influence their performance, and to recognize their efforts. Studies show that the most frequently cited reason people leave an organization or become less motivated is “a perceived lack of appreciation.”

Reasons for not communicating appreciation include habit, focus on other things, taking people for granted, comfort level, lack of skill, and hesitation for fear of being misinterpreted.

In this session, we focus on the attitudes and skills necessary to provide recognition or praise in a way that is credible and effective.

In small groups we will have an opportunity to:

1. Identify specific strengths, qualities, or positive personality traits of each group member.
2. Identify the evidence or observable behavior that demonstrates those strengths and qualities.
3. Become more effective at expressing constructive praise with credibility and sincerity. Your comments should be specific, sincere, and concise— about 15 seconds, no longer. Support your statements with evidence.
4. Receive constructive praise or recognition appropriately.

## Recognition Formula



This formula gives ideas on areas to recognize that we may not have thought of before.

**Things** refers to items that people own or possess—people are usually proud of what they have.

**Achievements** are areas of study, research, projects, or anything that takes focused, concerted effort. People are generally proud of their achievements and appreciate receiving recognition for them.

**Personal Traits** are the positive characteristics people possess that make them unique. As you'll learn in this session, these form the basis of the most powerful feedback we can give.

**Evidence** gives our statement credibility and believability, so people know your observations about them are sincere.

**Today, we will focus on “personal traits/characteristics,” combined with evidence to create strength-centered comments.**



# Strength-Centered Comments Preparation Sheet

**Participant's name:**

One strength I observed in this person:

Evidence of that strength is:

**Participant's name:**

One strength I observed in this person:

Evidence of that strength is:

**Participant's name:**

One strength I observed in this person:

Evidence of that strength is:

**Participant's name:**

One strength I observed in this person:

Evidence of that strength is:

**Participant's name:**

One strength I observed in this person:

Evidence of that strength is:

## **Ideas that I will put into ACTION**

## **Summary**

**Two people to whom I will show appreciation this week:**

**1.**

**2.**

**What is the value of showing sincere appreciation?**

**What I will do differently based on this session:**

## Module 7B

# Inspire Others

At the completion of this module, participants will be able to:

- Communicate with strong and powerful feelings
- Connect with others on an emotional level
- Inspire others to think and act differently



*“Let’s not get so busy or live so fast that we can’t listen to the music of the meadow or the symphony that glorifies the forest. Some things in the world are far more important than wealth; one of them is the ability to enjoy simple things.”*

*- Dale Carnegie*

## Report

### Inspire Others

In this session, give a two-minute report on a specific incident that had an emotional and powerful impact on you or a person from work who inspired you. Use those emotions to inspire the group.

Tell us what happened and the impact the experience or person had on your life. Speak from the depth of your heart with feeling and conviction. Do this and you are sure to be eloquent.

If you select a topic that is deeply important to you, what you felt at that time will be instilled in others. You will relate to people on an emotional level by sharing with them a part of who you are. Do not try to cover too much ground. Concentrate on making an impact on your listeners. The secret is choosing the right subject.

# Inspire Others Report Planning Sheet

Points to remember from the assignment and example:

Incidents that will inspire others and move them to action:

1.

2.

3.

The one *incident* I will use:

Items I will cover in my incident:

*Action* that I recommend (specific and concise):

*Benefit* that people can expect:

# Notes on Reports

## Summary

Key ideas from this session:

1.

2.

Reasons why these are important to me:

What I will do differently based on these key ideas:



# 8

## **A Demonstrate Leadership**

When we demonstrate leadership, we have a unique opportunity to impact the attitudes and behaviors of our associates. Our ability to influence the attitudes and behaviors of others is often limited by our approach. When we choose a positive approach, it enhances the likelihood of a positive result.

In this session, we will report on an experience in which we demonstrated leadership by applying the Demonstrate Leadership principles.

## **B Celebrate Achievements and Renew Our Vision**

As we achieve a new level in our development, we have the opportunity to reflect on our progress toward our goals and renew our commitment to the future.

Reflecting on progress toward our vision gives us evidence of growth and confidence in our potential. Renewing our vision and commitments sets a direction and path for continued growth. This is your opportunity to reflect. How have you done so far? Then, immediately identify a specific incident that best communicates the major benefit you gained from being an active participant in this program. Remember to use the Magic Formula.

You will also present a renewed vision for your future. This process of reflection and renewal will inspire you to vigorously pursue your dreams and to further enhance professional relationships.

## Preparation

### A. Demonstrate Leadership

- Come prepared to communicate how you have begun to recognize and acknowledge the strengths in others and how you are keeping enthusiasm alive in your day-to-day activities.
- In this session, give a 90-second report based on your commitment to be a more effective leader.
- Complete the Planning Sheet.

---

### B. Celebrate Achievements and Renew Our Vision

- Prepare a two-minute report about a specific incident that communicates your major benefit from this program. Use the Magic Formula.
- Renew your vision and communicate specifically what your vision is for 3–6 months after the completion of this program.
- Complete the Planning Sheets.

### Reading:

Dale Carnegie's books are valuable resources. It is common for successful people to read and refer to them throughout their lives. We encourage you to make a commitment to reread *How to Win Friends and Influence People* and to always have the *Golden Book* available.

The *Golden Book* is a helpful ready reference and carrying it is a great reminder to focus on building relationships and effectively managing stress.

## Highest Award for Achievement

We will present the Highest Award for Achievement to the one participant who, in the opinion of all the others, best exemplifies the standards, qualities, and principles on which this program is based. This is the most prestigious award in the program, a tradition begun in 1912 and continued to this day.

## Module 8A

# Demonstrate Leadership

At the completion of this module, participants will be able to:

- Positively influence the attitudes of others
- Use positive approaches when coaching people
- Deal with challenging situations more effectively



*“Mix judgment with ambition and season it with energy. It makes a splendid recipe for success.”*

*- Dale Carnegie*

## Report

### **Demonstrate Leadership**

In this session, relate a 90-second report using the Magic Formula, and base it on your commitment to be a more effective leader.

Refer to your Commit to Influence the Attitudes of Others Plan and identify the results of your commitment.

Tell us about a specific incident when you applied the Demonstrate Leadership Principles. This demonstrates how your improved leadership skills achieved better results.

The Dale Carnegie® principles are designed to influence people without arousing resentment. The ultimate challenge comes when things are not going the way you would like them to go. You have a better opportunity to influence a person's attitude and behavior by using these principles to be more encouraging and supportive.

## Changing Attitudes and Behaviors

22. Begin with praise and honest appreciation.

23. Call attention to people's mistakes indirectly.

24. Talk about your own mistakes before criticizing the other person.

25. Ask questions instead of giving direct orders.

26. Let the other person save face.

27. Praise the slightest improvement and praise every improvement. Be "hearty in your approbation and lavish in your praise."

28. Give the other person a fine reputation to live up to.

29. Use encouragement. Make the fault seem easy to correct.

30. Make the other person happy about doing the thing you suggest.

# Demonstrate Leadership Report Planning Sheet

Points to remember from the assignment and example:

Incidents resulting from my efforts to be a leader:

- 1.
- 2.
- 3.

The one *incident* I will use:

Items I will cover in my incident:

*Action* that I recommend (specific and concise):

*Benefit* that people can expect:

# Summary

**Key ideas from this session:**

1.

2.

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

## Module 8B

# Celebrate Achievements and Renew Our Vision

At the completion of this module, participants will be able to:

- Recognize breakthroughs resulting from this program
- Inspire and motivate others by communicating our visions
- Commit to continuous improvement

“

*“Today is life—the only life you are sure of. Make the most of today. Get interested in something. Shake yourself awake. Develop a hobby. Let the winds of enthusiasm sweep through you. Live today with gusto.”*

*- Dale Carnegie*



## **Report**

### **Celebrate Achievements and Renew Our Vision**

Present a two-minute report of a specific incident that illustrates what you feel has been your main accomplishment or breakthrough achievement during this program. Use the Magic Formula to inspire others to gain the same or similar results.

Renew your vision and communicate, in one minute, what it will look like 3–6 months after the completion of this training.

Remember: Positive and inspiring, powerful words, present-tense language.

## **Celebrate Achievements Report Planning Sheet**

**My major benefit (a specific incident):**

**Points I will cover in my report:**

***Action* I recommend (specific and concise):**

***Benefit* people can expect:**

## **Renew Our Vision Report Planning Sheet**

**My vision for the next 3–6 months “I am ...”**

**Professional results:**

# Summary

**Key ideas from this session:**

1.

2.

**Reasons why these are important to me:**

**What I will do differently based on these key ideas:**

# Resources

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**Breakthrough Application Process**

**Accountability Partners Worksheets**

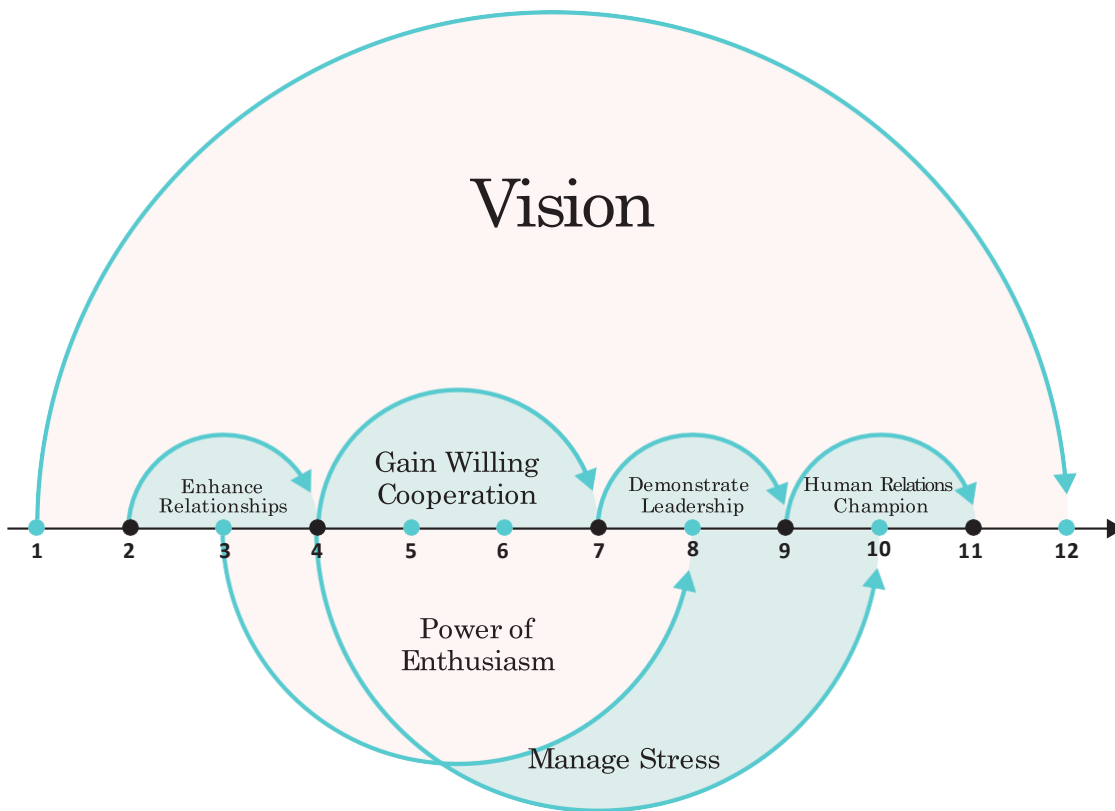
**Glossary**

**Suggested Reading**

**Success Guides (located in separate pdf)**

# Breakthrough Application Process

The chart below shows how the Dale Carnegie Course® proprietary process for rapid skill development works. Note that each step helps participants cycle toward their ultimate vision for themselves.



For example, in session two participants set goals to Enhance Relationships using the first nine Human Relations Principles. In session four, participants report on their applications and set goals to apply the Gain Willing Cooperation principles. Three sessions later, participants report on their progress and set goals to Demonstrate Leadership. Finally, participants show that they have increased their ability to work with and through others so they become Human Relations Champions.

The same process of commitment, application and report is used for controlling excess stress and worry, tapping the power of enthusiasm and creating a personal vision for success.

# Accountability Partners Worksheets

**Name:**

**Organization/Dept:**

**Email:**

**Work Phone:**

**Item/Action for follow-up:** \_\_\_\_\_

**Expected Results:**

**Date and time to follow up:**

**Name:**

**Organization/Dept:**

**Email:**

**Work Phone:**

**Item/Action for follow-up:** \_\_\_\_\_

**Expected Results:**

**Date and time to follow up:**

## Accountability Partners Worksheets

**Name:**

**Organization/Dept:**

**Email:**

**Work Phone:**

**Item/Action for follow-up:** \_\_\_\_\_

\_\_\_\_\_

**Expected Results:**

\_\_\_\_\_

**Date and time to follow up:**

\_\_\_\_\_

**Name:**

**Organization/Dept:**

**Email:**

**Work Phone:**

**Item/Action for follow-up:** \_\_\_\_\_

\_\_\_\_\_

**Expected Results:**

\_\_\_\_\_

**Date and time to follow up:**

\_\_\_\_\_



## Dale Carnegie Course® Glossary

**BRAMMS**—A method to help mentally associate a person’s name to a visual concept (*Business, Rhyme, Appearance, Meaning, Mind Picture, Similar Name*).

**Breakthrough**—A significant leap forward. Not based on past methods or thinking but looking into the future asking “What’s possible?” or “What appears impossible that I wish were possible?” Then moving forward to make it happen.

**Continuous Improvement**—Ways to achieve more, use less, do it faster and/ or better than what has been done in the past.

**Cushion**—A link in the communications process that says, “I hear what you are saying; I don’t agree or disagree.” It keeps lines of communication open in challenging situations.

**Cycle of Performance Improvement**—A process for learning that leads to behavior change and sustained results.

**DEFEATS**—An acronym that explains the power of evidence to be more persuasive (*Demonstrations, Examples, Facts, Exhibits, Analogies, Testimonials, Statistics*).

**Disagree Agreeably**—A process for resolving conflicts. Think before speaking. Start with evidence, what the evidence shows, and state your opinion at the end.

**Drivers**—Areas in our personal and professional lives that, when focused on, give us a significant return on investment (*Self-Confidence, People Skills, Communication Skills, Leadership Skills, Reduce Stress and Improve Our Attitude*).

**Fundamentals of Communication**—Earned the right through study and experience, excited with positive feelings about your subject, eager to project the value to your listeners.

**Good News**—A time at the beginning of each session for participants to communicate something positive that is going on in their lives, relating to this program.

**Impromptu Speaking Process**—A method to think on our feet and bridge communication gaps (*Topic/Experience/Speak*).

## Dale Carnegie Course® Glossary

**LIONS**—An acronym that assists the communicator to be more clear, concise, and persuasive in teaching anything new (*Language Easily Understood, Illustrations, Organize Thoughts, Narrow Subject to Key Points, Summarize*).

**LIRA**—An acronym to help remember people’s names (*Look and Listen, Impression, Repetition, Association*).

**Magic Formula**—A communications concept that allows us to move people to action. The elements are: Evidence/Action/Benefit.

**Memory Linking**—A method to better recall information by creating pictures that are “linked” together.

**Memory Pegging Technique**—A system for remembering thoughts and ideas more readily.

**PACE**—A name-remembering tool (*Person, Action, Color, Exaggeration*).

**Reading Recap**—A time for participants to share what they have read and how it applies to them as business professionals.

**Relationship Map**—A tool to identify and focus on important relationships that impact our visions.

**Strength Centered Comment**—A relationship-building process to focus on positive qualities in others by communicating a specific strength and citing evidence of where the person displayed that strength.

**Vision**—A process utilizing detailed visualization to reach a desired, positive outcome.

## **Dale Carnegie Course® Suggested Reading**

*As a Man Thinketh, by James Allen*

*Attitude is Everything, by Keith Warrell*

*Emotional Intelligence, by Daniel Goleman*

*Dave's Way, by R. David Thomas*

*Good To Great, by Jim Collins*

*How to Stop Worrying and Start Living, by Dale Carnegie*

*How to Win Friends and Influence People, by Dale Carnegie*

*On Becoming a Leader, by Warren Bennis*

*The Articulate Executive, by Granville N. Toogood*

*The Power of Ethical Management, by Ken Blanchard and Norman Vincent Peale*

*The Power of Positive Thinking, by Norman Vincent Peale*

*The Quick and Easy Way to Effective Speaking, by Dale Carnegie*

*The Relaxation Response, by Herbert Benson*

*The Richest Man in Babylon, by George S. Clason*

*The Wal-Mart Triumph, by Robert Slater*

*Think and Grow Rich, by Napoleon Hill*

*Thinking for A Change, by John C. Maxwell*

*Who Moved My Cheese? by Spencer Johnson, M.D.*

*Why Work Isn't Working Anymore, by James Karger and Fritz Aldrine*

*Winning with People, by John C. Maxwell*

*Your Executive Image, by Victoria A. Seitz*

*1001 Ways to Energize Employees, by Bob Nelson*