

How to Make Your Dreams Come True

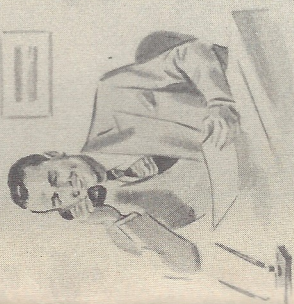
Part TWO

THE SECRET OF
MAKING PEOPLE
LIKE YOU



Strawley

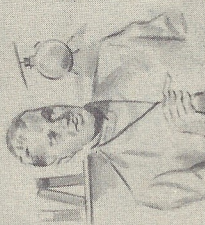
BUSINESS



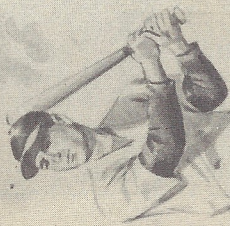
GOVERNMENT



SCIENCE



SPORTS



ALL HAD AN AIM IN LIFE

MUSIC



THEATRE



MEDICINE



ART



THEY

Titles of the Books

Part 1

**HOW TO GET
WHAT YOU WANT**

Part 2

**THE SECRET OF
MAKING PEOPLE LIKE YOU**

Part 3

**GREAT THINGS YOUR
TONGUE CAN DO FOR YOU**

Part 4

**MANNERS THAT MAKE
EVERYONE ADMIRE YOU**

INDEX IN BOOK FOUR



Illustrations by Robert L.
Kubiak and Wm. K. Haines.

**COPYRIGHT, 1950, By
THE PARENTS ASSOCIATION
PLEASANT HILL, OHIO, U. S. A.**

All rights reserved.

Printed in The United States of America

THE SECRET OF MAKING PEOPLE LIKE YOU

When you become the person you really want to be, you will find that everybody likes you. You will have lots more good friends than you have even now.

You won't have to ask others to be your friends and you won't need to beg or coax them in any way. They will come to be your friends because you act in a way that makes them want you for a friend.

Each good friend you win for yourself may be a real help to you all through life. That's why it is so important to learn how to win new friends because they can help you directly in many ways right now and later on in life, too.



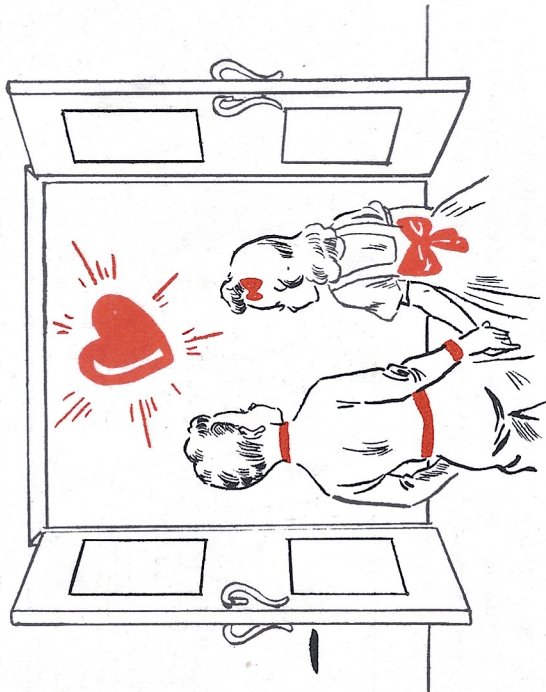
Would you like to know another reason--an even more important one--why it will help you to start out right now and carry out a plan for winning new friends? I will be glad to tell you. When you do all the nice things you need to do to win new friends, it means that you are making the most of your God-given abilities to help others and make them happy.

That gives you the wonderful, warm satisfaction of feeling and knowing that your life is counting for the most in making others happy. And that feeling not only makes you very happy inside your heart but it makes your road in life much easier to travel all the way along.

Some day, when you go to find a place to work, if you are known to have this fine ability to make friends and get along well with other people, you may find that to be the very biggest point in your favor. So this book may be worth many times its weight in gold to you.

Human hearts and fine, beautiful doors will be open wide to you after you once know and practice the "Secret of Making People Like You."

So let's get started right away on this very important point.



WHAT IS THE SECRET OF MAKING PEOPLE LIKE YOU?

The secret of making people like you is to learn the ways of someone who is naturally lovable and then be just like that person yourself! That means you **PLAY THE PART** of that person who is successful in winning new friends. First you act like that person--just as if you were in a play--and then, pretty soon, acting like that comes natural to you and you actually become that fine kind of person yourself.



The Little Girl At Summer Camp

That makes it very simple and easy, doesn't it? But where can we find a lovable person whom you can be like? There was just such a person one time at the Beery Summer Camp which I used to have for friendly and fun-loving boys and girls. It was Anna Jane Churchman, a girl who had come from Detroit.

She was the best-liked and most popular girl in the Camp. Every boy and girl at Camp was asked in secret to list all the other boys and girls in order of popularity. The name of the one liked best of all was to be put at the top of a sheet of paper and the one liked best after that was to be put down next on the paper and so on. Anna Jane stood at the top of almost everyone's list.

Why Anna Jane Was So Well-Liked

Why did Anna Jane's name appear at the top of the lists? I'll tell you why she was so well-liked. There were five reasons and here they are:

1. She smiled right from her heart.
2. She showed interest in others.
3. She was eager about things.
4. She was modest--never boastful.
5. She praised her friends.

There you have it--that is my picture of Anna Jane and the five simple ways in which she won the hearts of friends, both young and old. And those five ways are told in the twenty-five words you see above.

When I promised to give you the reasons why Anna Jane was so well-liked, did you imagine these reasons could be told in only twenty-five words? I was really surprised myself to find that these very important reasons could be given in such few words.

Since the number of words is so very small, I wonder if you could learn them by heart--that is, say them so often that you could repeat them without having to read them. Why don't you try it? Read over again the five ways Anna Jane made friends and try to remember them until you go to bed tonight. Then see tonight and tomorrow morning if you can remember each of the five points.

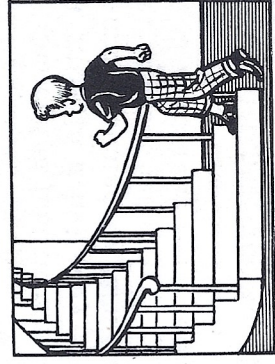
Instead of saying, "She smiled right from her heart," start out right away to make these five points apply to yourself. Then when you memorize them, you will say them like this:

1. I smile right from my heart.
2. I show interest in others.
3. I am eager about things.
4. I am modest--never boastful.
5. I praise my friends.

Now let me ask you an important question. When you learn by heart these five points--when you have memorized those twenty-five little words, does that mean you will have twice as many friends at the end of the first day or say, at the end of the first week? Of course not! Can you get upstairs from downstairs in just one jump? I guess from what you have already learned in the first part of this Course, you will be able to answer about all the questions I ask you in this second part.

You are right! You can't get from your dining room downstairs to your bedroom upstairs in one single jump. You have good sense enough to know that you need to "Take The Stairway."

So when you set out to follow in the footsteps of Anna Jane Churchman--to win new friends and be better liked by everyone, it will be a very good idea for you to take just one simple, easy step at a time. You will travel surely in the direction of your goal, but take only one step at the start. Do not even try to take all five steps at once.



**Remember the
stairway!**

Step No. 1. WIN FRIENDS With Your Smile

As soon as I explain to you the kind of smile that Anna Jane had for everyone, you will see that the first step you can take in making people like you is to practice smiling yourself--right from the heart.

I shall never forget the first day I met Anna Jane. When she was first introduced to me, I noticed that her smile was different from the smiles of most people. If you ask me how or in what way it was different, I can only say that it seemed to be a deeper smile than that of most persons.



Instead of just turning up the corners of her mouth a little in a half-way smile, her full and complete smile seemed to turn on bright sunshine as it came right from her heart.

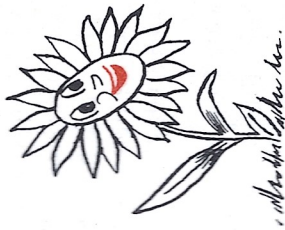
If Anna Jane were talking to you right at this moment and she smiled at you, as she did at me when I first met her, you would feel that she was so happy to be with you that she was just thrilled from the bottom of her little toe to the top of her curly head.

Anna Jane's smile would show you that she liked to be with you and enjoyed talking with you. That would make you feel happy and enjoy having her near you.

I noticed that, as she went from place to place, talking with other girls and boys, she had the same effect on them as she did on me. They all liked to have her near them because she added to their feeling of happiness with her smile and hearty friendship.

This world in which you and I live is hungry for the smile of friendship. It is no wonder that Anna Jane was chosen the most popular girl because a smile works almost like magic in making people like you.

All of us human beings turn as naturally to a person with a bright



and happy heart as a flower turns to the sun. It makes us feel good just to smile and we want to draw close to those who make it easy for us to smile.

A Quick "Sense of Humor" Will Help You

Another point we want to notice about Anna Jane's smile. It not only was deep--right from her heart--but it was quick and ready at all times. She had what we call a "sense of humor." If any point came up between her and anyone else that caused the other person to get mad at her, she always used her sense of humor to show that she had no hard feelings.

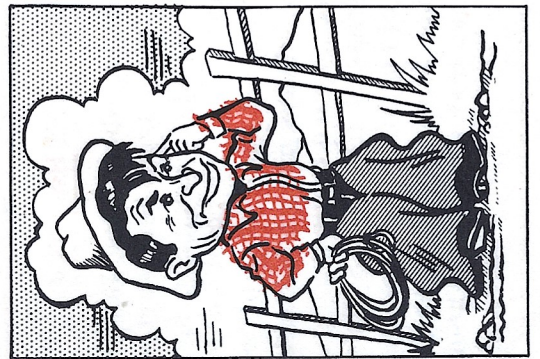
How can you apply this sense of humor? Simply by looking at the funny side of anything that happens and maybe saying something funny about it or at least smiling. This shows the other person that your spirit is entirely friendly.

Persons who grow up without learning to apply a sense of humor are not generally so well liked as those who have a ready smile and a good sense of humor.



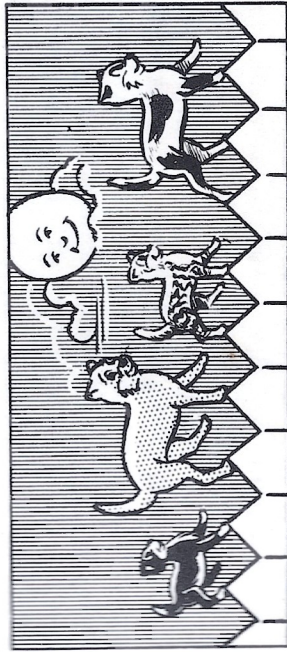
It is a good idea, in this life, I have found, to try to give people what they really want. Now let us reason carefully. What do people want? Do they want frowns from us? Or sour looks? Or long faces? You know what they want--they like smiles much better! So let's give them what they want--smiles. Not just ordinary smiles, but smiles from the heart!

That was the kind of smile that made Will Rogers famous. He was about the best-liked person of his day. When I was in Washington, D.C., I saw a life-sized statue of him in the hall leading to the House of Representatives. If you visit Claremore, Oklahoma, where he was born, you will see a large statue erected in his honor. At the base of that statue, are the following engraved words:



"I never met a man I didn't like."

Do you think Will Rogers liked everyone because everyone first liked him? The answer is--Will Rogers's heart was big enough to take in everybody. He didn't wait to find out whether somebody else happened to like him first. When he walked up or down the street in any town, his big broad smile from his heart took in everyone who was in speaking distance of him.



Most people are a lot of copy-cats. If you first do something they like, then they will do something you like. If you say something they don't like, then they will say something you don't like. If you strike them, they will strike you. If you first see their side, then they will see your side. If you smile first, then they will smile. But Will Rogers was different from most people. He was always willing to smile first. He had a self-starter when it came to a hearty smile.

A lazy person might ask, would not smiles be wasted on a lot of people? Well, maybe so. But the idea of wasting time does not keep the fisherman from enjoying his sport or from getting his fair share of fish, even though the fish don't bite every minute the hook is in the water. The grocer does not give up his grocery business because now and then he spends a little time at his cash register without any sales to ring up.



Sure--it might seem you were wasting a smile on some person who is sour and disagreeable. But don't let that stop you. Your plan of winning friends is many times better than being sour and disagreeable. So that means you are on the right track. Don't worry a moment if now and then someone does not happen to return your smile. Plenty of other people will.

Think of it! A smile doesn't cost you a cent--not a single solitary red penny! When so much can be gained by simply exercising the ability to smile which you already have, why not start in before another sun goes down to make use of that wonderful ability?

How to Learn to Smile and Laugh Heartily

Just how should you start? Try using the mirror when you are alone. The idea is not to stand in front of the mirror a single moment just to admire yourself. It doesn't make any difference whether you are beautiful, handsome, or as ugly as a mud fence, so far as the effect your winning smile has on others. Anna Jane Churchman came to Camp with a number of pimples on her face. She was far from her most beautiful stage in life but that did not keep her from being the best-liked girl. Will Rogers was far from being a handsome man. But that did not keep him from being one of the best-liked men who ever lived in America.

So, when you stand in front of your mirror, you will not be thinking so much about how you look. Your aim is to make your smile as nearly perfect and complete as possible. Make two kinds of smiles. First smile into the mirror in the way a lot of people smile--just a half-hearted kind of smile. Then, put on your own real smile. Then change that big smile into a real, hearty laugh.



Throw back your head. Open your mouth. Show your teeth. Try to develop a big hearty laugh.

Of course, your minute of practice in front of the mirror is only a starting point. That is just the first small step in your plan to learn how to smile and how to laugh.

Your next simple step is to practice your smile on others. For example, try smiling and then speaking to someone you may have often seen near your home who has not been in the habit of speaking to you. When you smile and speak to that person, remember that your aim is to make that person smile and speak

to you in return and be happy in doing so.

What does that mean? It means that you have to put something extra into that smile. You have to put your heart into it. No matter how good your smile may have looked to you in the mirror, I imagine your smile will be even more appealing as you use it with other persons because then you will be making an appeal from your very heart. Your smile will be joined with your spirit. That will result in hearty smiles from others--joining their spirit of friendship with yours. And that's just the start of discovering for yourself the new power of winning friends and making people like you.

Step No. 2. MAKE FRIENDS BY SHOWING AN INTEREST IN OTHERS

In that little twenty-five-word picture of Anna Jane which I gave you at the start, I told you that "She showed interest in others." Let me give you an example. When a younger girl got a scratch on her arm, Anna Jane was the first to rush for the bottle of antiseptic and a bandage. Other boys and girls looked on as she fixed up the arm of her newly-made friend. She took as much interest in her friend as she could possibly take in her own sister. In fact, she treated her little friend just as she herself would have liked to be treated if her own arm had been hurt.

When you and I treat some other person as well as we would like to be treated ourselves, that means that we are applying the Golden Rule.

There is one thing about the Golden Rule we want to remember as long as we live. That is, it can help us only if we practice it. Hundreds and thousands of persons could tell us what the Golden Rule is. They could recite it for us and say, "Do unto others as you would have them do unto you." But just what good does that do them if they don't practice it? Your answer is right--not a nickel's worth of good!

THESE BOYS AND GIRLS ARE ALL APPLYING THE GOLDEN RULE



I admired that spirit as everybody else did. It was beautiful.

Anna Jane was obedient. But that was not all. She was more than obedient! She had such a wonderful spirit of courtesy and love for her mother that you would just enjoy seeing them work and play together.

Some children have been so poorly trained by their parents that when asked to do the simplest little thing, they give some excuse or put off doing what they are asked. But when they do that, they make themselves unhappy. Their parents are unhappy. Everybody around the place is unhappy when there is an unwilling and unfriendly spirit like that.

In contrast, notice how Anna Jane got along with her parents. When she was asked to do anything--either a big thing or some little thing--the spirit of her big heart was expressed in words like these, 'I'll be glad to do that for you, Mother!' And her fine, big smile told her mother that the words came right from her heart. Can you tell me the result of this? Yes, Anna Jane was happy. Her mother was happy. Everybody around them was happy.

When the Golden Rule is Broken

Now at this point I want to let you in on a little secret--a secret which is very important to you and also to your parents. I find in many homes the Golden Rule is broken more than once every day by both parents and children. What do I mean when I say, 'The Golden Rule is broken'? Any unkind or unfriendly word spoken by one parent to the other or by a parent to any child means that the Golden Rule has been broken. Likewise, any refusal to do what the parent asks or a delay in doing so or a display of a spirit that is not friendly to a brother, sister or par-

But when we really practice the Golden Rule, that is a different story. Wonderful possibilities are opened up to the boy or girl who really sets out and aims to apply that great rule of life.

Take Anna Jane's home life, for example. She and her parents were regular pals. Her parents had applied the spirit of the Golden Rule in their dealings with her and she applied the spirit of the Golden Rule in her relation to them. It was wonderful. It is a shame that the Golden Rule is not applied in all families as it was in the Churchman family.

Would you like to know just a little more about how it worked? Well, I'll tell you. In the first place, ever since Anna Jane was a very little girl, she never liked to see any mother speak unkindly to a child. Whenever she heard a mother say a single unfriendly word to a child or whenever she heard a child say anything unfriendly to the mother or fail to do what the mother asked, it made her think less of both the mother and the child. She felt sorry for them. She really pitied them.

Anna Jane was lucky. She had one big point of advantage over most other children. She not only had heard about the Golden Rule but her parents tried to carry out in their own home that great Rule of life.



It was beautiful to see the many examples of a friendly spirit between Anna Jane and her mother. Whenever Mrs. Churchman asked Anna Jane to do something for her, it was in a kind and friendly way. She spoke just as one loving friend would naturally speak to another loving friend.

The result was that Anna Jane with her big fine heart would in turn be cheerful and loving in spirit.

ent means the Golden Rule is broken. The Golden Rule tells us to treat others as we would like them to treat us. You and I do not like others to treat us unkindly. Therefore, if we treat others unkindly, we are breaking the Golden Rule.



The secret you will want to remember now, while you are growing up and also remember later on when you will be rearing children of your own, is that if you make a habit of breaking the Golden Rule **WITHIN THE HOME** it will hurt your success **OUTSIDE YOUR HOME!** How do I know that? I have been watching this point for many years. I will give you an example so that you can easily understand.



One boy who was about the same age as Anna Jane Churchman attended the same Camp. When all boys and girls had finished telling me which ones they liked best, this boy seemed to come out at the little end of the horn. I mean that every name was placed up higher on the list than his name. He was at the bottom of the ladder. While Anna Jane was sitting at the top in popularity, this boy seemed to be sitting at the bottom.

Now I wonder if you could possibly guess what that boy's trouble was. If you guess that his trouble started **WITHIN HIS HOME**--if you guess that he broke the Golden Rule and if you guess that his spirit toward his mother and father was not friendly as it should have been, then your guess is exactly right.

The one boy who was most of all in need of training in obedience and courtesy within his home was the one who was liked the least outside his home.

If your aim is to make a success and be well-liked outside your home, then before you lay down this book make up your mind to start your success right away by applying the Golden Rule in your own home.

You are not too young even now to make up your mind that when you have children of your own, you will teach them to obey you in a cheerful, friendly way.



Then, when they start to feel grown up, you will teach them something even better than obedience-- you will teach them to use courtesy in all their dealings with you and with others.

You will teach them to apply the spirit of the Golden Rule. You will do things for your children in as friendly a spirit as you would do things for a grown-up guest in your home. Your children likewise will do things for you in the same kind of friendly spirit. You would be doing things for each other in a friendly way.

How the Golden Rule Can Help You Win Success

I want you to meet a good friend of mine. His name is Joe Weiser. Take a good look at Joe. This sketch was made after we had put a special Chef's apron on him and as he stood by my little niece, Joy Beery. We always invite Joe and his



family to our Annual Picnic of our office employees. Joe always has a lot of fun with people and everybody likes him.

The first time I ever met Joe, he entered my office with a hearty smile saying that he had driven thirty miles from his home just to call on me. He told me that he was a printer in West Carrollton. He gave me the names of customers who were well-satisfied with his work and he asked for a chance to prove that he could not only save money for us on printing but also do a better job than any other printer we could find.

Joe Weiser seemed so very anxious to help us that before he left my office, I told him if he wanted to bother with a small rush job, he could take it along with him. He seemed tickled all over for that chance to prove his value to us. He said he would do the little printing job for only \$4.65, and because we had said to him that we were in a hurry for it, he rushed the job through and personally drove all the way to Pleasant Hill the next day so we could have it right away. He lost money on that first job because his aim was to prove to us that he intended to satisfy us on every job.



Joe seemed as happy when he delivered that little order as if he were delivering a \$100 job or a \$1,000 job. When delivering that first order, he also delivered something else. He gave me a talk in which he told me about his policy based on the Golden Rule. He made it clear that if he ever in the future delivered any job of printing--large or small--that was not

exactly as ordered, he would not charge a cent for it. He told me that he always practiced the policy of treating the other fellow squarely just as he would like to be treated himself. I said to myself while he was talking, "That is good enough for me." Year after year, Joe has gotten a large part of our printing business since that tiny order for only \$4.65. We have paid him more than \$20,000.00 in a single year. So you see he had a chance to make up the loss on that \$4.65 order.

Joe's wife and I have a lot of fun kidding him about his "Service Talk" which he is always delivering to me and his other customers--a talk in which he repeats the idea that he wants to do everything to please us. But we are glad to stand for his talk so long as he continues to deliver the goods--and Joe always will as long as he lives. He is that kind of person.

Acting in the Spirit of the Golden Rule Makes Anyone Happy

As young as you are, if you begin right away to carry out the idea which my friend Joe Weiser used so successfully in his business, this one point alone could make your Course worth hundreds or thousands of dollars to you. Your life from day to day would also be much happier because acting in the spirit of the Golden Rule makes anyone happy.

Take the first step right away toward the habit of talking about the other fellow--his needs, his wants, his point of view. When you talk with any other person, young or old, talk about things that interest him. Talk first about the other fellow and his interest. He in turn will be inclined to consider you and your interests. That is the way the Golden Rule works and you should be learning step by step to use it in your everyday life.

How You Can Have Fun Doing What Others Want



Whenever there happens to be something you feel you ought to do for someone else--either to help someone outside your family or to do something which one of your parents has asked you to do--the best idea I can give you is to play the part of one who would have fun doing it. Just imagine and play like the thing you have to do is something you really like to do and get fun out of doing. By training yourself to use your imagination strongly enough, you will soon find that you can actually get fun out of work that before, you did not think was fun. Try that. You will find it will help you as it has helped others.

Here is another thought that will help you. Make your day with mother one that will always be a sweet memory. Your mother and father have done hundreds of little things to please you and help you. You should be happy in your heart for the chance to do for them anything they want you to do.

Step No. 3. BE EAGER ABOUT THINGS

When I gave you that quick picture of Anna Jane Churchman in twenty-five words, I said, "She was eager about things." She put her whole heart into anything she undertook. She was active, alert, busy and up-and-doing. She was a go-getter.

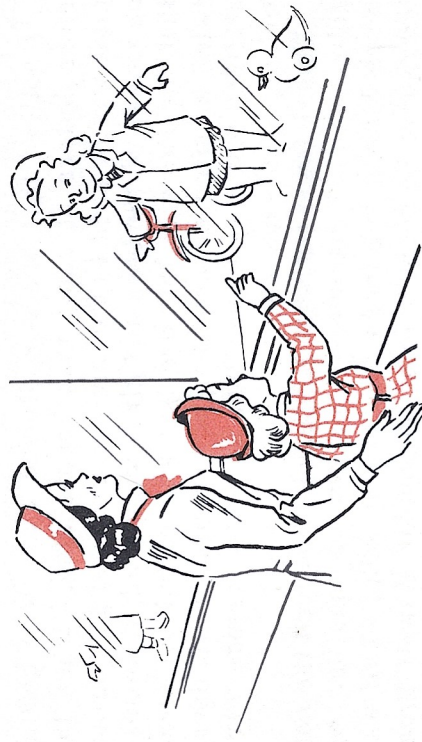
Everyone--children and grown-ups, too--loved Anna Jane for her courage in trying to help others and for her happy way of looking at life. When she arose in the morning, she was the first to mention the beauty of the wonderful sunrise. She seemed almost to bubble over as she looked forward to the in-

teresting and enjoyable things that were on the program for the day. It's no wonder that children liked her so much because she enlivened their spirits and added to their feeling of happiness.

We noticed that when things did not happen to suit Anna Jane--when any unpleasant thoughts tried to enter her mind--she had a way of getting rid of them. She would sing or whistle, or say something to make others about her laugh. She would move about with a fast step and talk only about pleasant things.

That was a very good idea of Anna Jane's. She had a habit of looking for good and beautiful things everywhere. Her mind was like a room. She filled it so full of beautiful objects and thoughts that there was never room in it for unpleasant things.

If you want others to like you and enjoy being with you, then do this. Show real, whole-hearted delight in the beauties of nature and things that can be seen about you. For example, if you happen to be in the city, call attention to the most interesting things that you see in the large display windows--fine clothes, jewels, flowers, pictures. You don't have to own all the sights you see in order to enjoy them. Think of



the great delight you have in watching the changing sky with its clouds, shining rays and colors. Be on the lookout for fresh-scented blossoms on trees, beautiful landscapes, and be listening to the songs of your favorite birds. People love to be near you when you speak your appreciation of the beauties and the things which they too enjoy.

Do You Like to Get Letters from Friends?



I noticed that one boy, Roland Lyon, was getting more letters at camp than anyone else. When the mail was brought to the camp grounds and passed out, as names of the boys and girls were read, it seemed that the name of this one boy was called out about twice as often as any other boy or girl. I wondered at first just why it was that so many friends were writing to this one boy.

Then I found out what happened. I noticed the outgoing mail. I discovered this boy was mailing out more letters to friends than anyone else. That was the reason he seemed to be so popular at mail time! The Bible tells us, "It is more blessed to give than to receive." This boy seemed to know that.

He liked to get mail and read letters which his friends had written to him. He knew that the secret of getting mail was to send mail. He had the necessary interest and eagerness to write his friends, telling about his activities and asking questions which brought him letters in return.

Step No. 4. NEVER BRAG ABOUT YOURSELF

In the twenty-five-word picture of Anna Jane, I said she was never boastful. In other words, she was modest about her own good points and deeds. Does it seem strange to you that the same person could be both peppy and modest? At first, you might think that a person who is modest would never be a leader. But I will explain to you how it was with Anna Jane. She was out in front when it came to helping others but she was modest because she was not thinking about herself. Her mind seemed to be set always on the idea of helping a smaller child or somebody else.

For example, at the beautiful Silver Lake where our Camp was held, Anna Jane took great delight in teaching girls younger than herself to swim. As soon as our swimming instructor had taught Anna Jane how to make a nice dive, she made it her aim to help other girls to learn to dive. She made many extra dives herself just for the purpose of helping other girls to learn how to improve their diving.

When one of the swimming contests was held, many of the boys and girls did an excellent job of swimming and diving, but Anna Jane came out best. Could you possibly imagine Anna Jane boasting about her victory? Well, I guess you could not imagine such a thing any more than I could. Whenever you see a person who is always helping others in one way or another, you will find that such a person is not interested in bragging about himself.

understood his fine qualities so well that we knew he would make friends for our Camp whether he happened to be on the winning end or the losing end of a contest. He was a good sport--always modest, always friendly. That is the kind of boy all the world loves.

There was one thing I liked about Albert the very first time I met him. As he looked me squarely in the eyes, he had such a fine, firm handclasp that I was impressed by it. It seemed like a very small thing but the whole - hearted hand-shake helped to make me like him right off the bat.

Albert was the best liked boy in Camp. The boys and girls told me so. I did no prompting. I merely asked, "Here at Camp, what boy do you like best as a friend?" Albert was named first by almost everyone as the best-liked boy.

One Reason Why People Liked Albert

Let's look at one other point about Albert. I noticed that when he was introduced to me, he spoke my name very distinctly. I also noticed that on the camp ground he was careful to speak distinctly the name of each instructor at the start of a conversation. It seemed that he was speaking the names of other boys and girls more often than other boys did.



When anyone praised Anna Jane about winning any contest, she simply smiled and said, "Thank you--I thought everyone did well."

The Boy Who Never Bragged

Another fine example of modesty was Albert Bonnell. All members of my Camp were proud of Albert. Whenever our Camp entered an athletic contest with a group in some near-by town, we could just about count upon Albert to win at least a few first prizes. We also knew for sure that Albert would not boast about any contests he won. We all

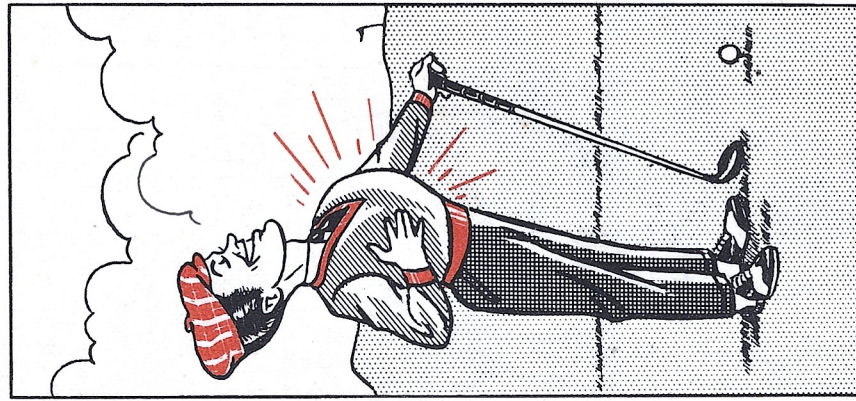
Did you ever stop to think how much people like to hear their own names? And did you ever try to figure out the reason why the sound of a person's name is like sweet music to him--why he likes to hear it better than almost anything else?

Let's see if you can figure this out. It is very important that we understand this secret because it has much to do with making people like you.

All right, let's start with this simple fact. Every person in this world wants to feel important. You never saw a person in your life who did not like to feel important. You like to feel that your life is important, that you are needed in this world and are appreciated. So do I. Everybody feels that way about himself.

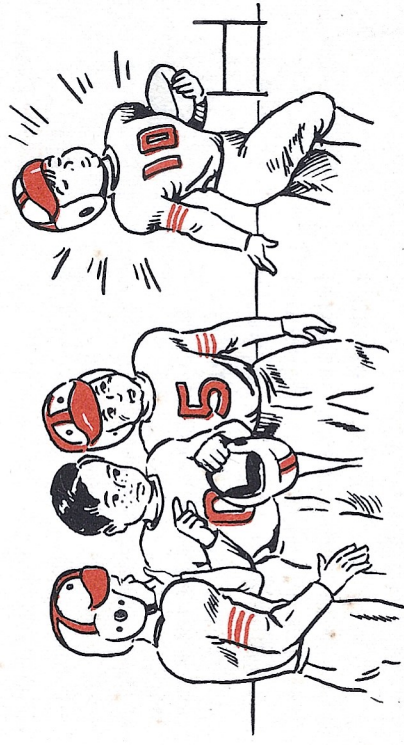
There not only is a natural desire of human beings to feel important but you will find a great many persons who have too high an opinion of themselves. They think they are really big and important. They rank themselves higher than others do.

Since most people over-rate their own importance, we can learn a very valuable lesson here when it comes to making people like us.



There are two things you can do. First, it will make the other person like you better if you say or do something to cause him to feel more important. For example, if you tell another person that you would like to have the benefit of his advice on some point, that appeals to his sense of importance. The chances are he will be glad to give you advice and like you for having asked for it. Second, another person will like you better if he sees that you are very modest. Even though he may have a big idea of his own importance, he really admires and likes another person who is modest.

You and I have seen some player on a football, basketball, or baseball squad so puffed up that he would strut instead of walk naturally like other players. I always pity a fellow like that because while he may think his actions are smart, he really is not smart enough to know that such actions cause many people to dislike him.



Does the strutting boy think that his coach and his teachers admire him? Yes, he thinks so. But the fact is, they don't. They are really ashamed of his

strutting. He has so much yet to learn and still he acts as if he knew it all. Nobody likes that attitude in a boy or man.

Do the boy's teammates like him for strutting around as if he knew all the answers? You know as well as I do that they dislike him for that. The reason is that he tries to put his own importance above that of others. That makes others dislike him. Nobody likes a bragger.

When anyone tries to put his own importance up above a natural level, he is apt to get it knocked down before long. People like to see others show modesty rather than a display of their own importance.

When you say to a woman who is standing, "Mrs. Jones, won't you accept my seat?" you are doing two things at the same time. You are using courtesy which shows that you respect Mrs. Jones. At the same time, you humble yourself by suggesting that you are willing to give up your own seat. Not only Mrs. Jones but everyone else who sees you will admire you and like you better because you showed that courtesy.



Be a Good Listener, Too

It is a good idea to be a good listener to the other fellow who likes to talk. You should get into the habit of encouraging him to tell you about his own interesting experiences.

Talk about those things which are of greatest interest to the other person--not just the things that happen to interest you alone. People will like you better for your taking an interest in the things that interest them.

Don't you think it is going to be quite an advantage to you to learn this lesson now about soft-peddling your own importance and adding to the feeling of importance of the other person? By learning and starting to practice this secret early in your life, you will have quite an advantage over those who do not learn the secret until they are much older.

Many persons go all the way through life without learning this secret we have been talking about. They seem to be over-eager to tell others about themselves and to mention their own good points in order to make an impression. They are constantly telling clever things they have said or done and talking about their abilities and their skills. It may be about golf or a game of bridge or the catching of a large fish.

How to Make Another Person Want to See You Again

Unless a person has learned the secret we have been discussing, he is very apt to bore others with talk about himself. Since you now understand the secret, you can afford to listen patiently to the other person, show interest in his report of successes as well as his failures. Even though you have talked very little and have proven only that you are a good listener, the other person will go out of his way to see you again and no doubt will tell others about your charm and your fine personality.

So when you meet any person and want to make him like you, just make him feel that you are especially interested in him and in what he says. He not only will like to talk with you but he will like you personally.

Someone may ask, should we ever pretend to be interested in another person when we are not in fact interested in him? The answer is--we should always

be sincere. There is no good reason at all why we should merely pretend to be interested in another person. The fact is--we should be interested in him.

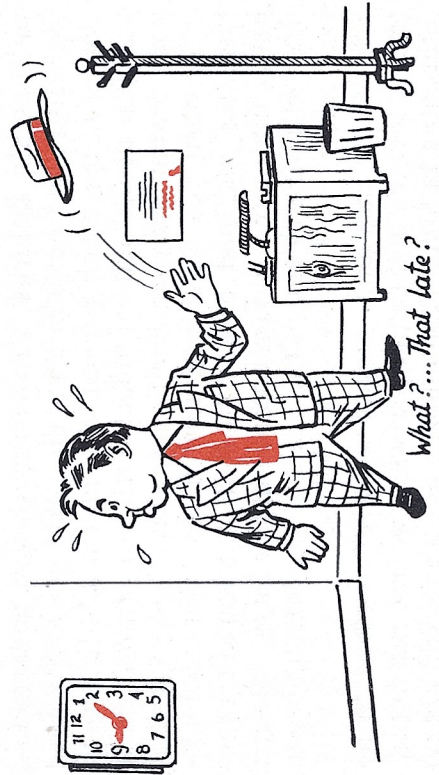
You and I do not admire or like the person who is a mere pretender. Likewise, the other person would not like you or me if we were not sincere and honest in word and deed. No one would want to be our friend if we could not be trusted to say and do the honest thing.

It is actually easier to be really interested in knowing about the hobbies of another person and things that interest him than merely to pretend to be interested just to fool him.

You never could be popular trying to fool people. If you do not already have in your heart a desire to be interested in other people, then it is very important that you start in at once to take a genuine interest in others.

Let the Other Person "Save-Face"

Did you ever hear the expression "save-face"? It is very important for you to know what it means. It is also a good idea to learn some things about its use in making people like you.

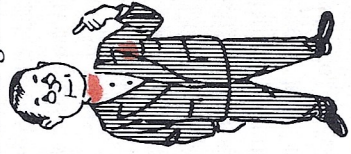


First, let us notice a simple example of face-saving. A man was late getting to work one morning. Instead of frankly and honestly telling his employer that he had not allowed himself enough time to come through the heavy motor traffic, he reported to his employer that he would have been on time except for a traffic jam which held him up and made it impossible for him to arrive on time.

What would you do if you were the man's employer? Would you scold him for trying to excuse himself and for trying to put the blame entirely on the traffic jam instead of blaming himself?

What should you do? Well, if you were a really wise employer, you would understand how most of us try to "save-face" and you would be generous in your spirit toward that employee. Being wise, and wanting to be well-liked by that employee afterwards, you would say something like this--"That's all right, Jim. Isn't it a wonderful morning?" By saying the very least possible about the subject which your employee would prefer not to discuss at length and by putting attention on some other happy thought which makes your employee feel happy, you would be acting tactfully as a friend. Your employee would like you for that. He would work more than hard enough to make up for his lost time. So you would both gain.

If you had been the employee instead of the employer, would you have laid all the blame upon heavy traffic? What would your employer think about you if you said something like this, "I should have allowed more time for passing through city traffic this morning. I'll make up the time I lost. Is that all right with you?" Your employer not only would tell you in a very friendly way that it was all right with him, but he



"It was my fault."

no doubt would also add that you need not make up the lost time. He certainly would admire your frankness.

So here is your rule of life when it comes to "face-saving." When you are wrong, admit it quickly. Do not lean backwards and be afraid to blame yourself. Stand up straight. Admit your mistake. It won't hurt you. It really will help you. The other person will like you.

When the other person is wrong, treat him as a friend whether he is quick to take the blame or not. You and I will like him better if he is frank and brave enough to take the blame when he is wrong. But even if he tries to save-face, we should treat him in a friendly spirit because we want to follow the Golden Rule and treat him in the same way that we would like to be treated ourselves if we were in his place.

Did you ever see a grown-up person act like a spoiled child in a crowd? Sometimes, near the entrance of a circus or a football game, you will see some person who thinks he is so important that he can push and shove others around as he pleases in order to get ahead of others. Then when someone else happens to shove him in the same way, his temper hits the sky.

That person who is quick to shove others and who quickly gets angry when others shove him is badly handicapped all through life because of his very poor training. People surely will not like him. He needs to know the lesson which you are now learning from this book. He needs to learn to respect the importance of the other person. He needs to learn to be modest about himself.



Step No. 5. PRAISE YOUR FRIENDS

In the first part of this book, we saw how that winning smile of Anna Jane Churchman, right from her heart, helped her to be the most popular girl at a summer camp. Following that, we saw how her genuine interest in others helped her to win them as her friends. Next, we saw how her active eagerness about everything helped people to like her. Then, we noticed how her own modesty about herself helped her and the reason why it helped her.

Now, we come to the final point--step number 5. This point is so important that I imagine you will say to yourself, even before you have finished reading it, that this is about the most important point of all.



Anna Jane praised her friends. Do friends like to hear nice words about themselves? Do ducks like to swim? If you

will always remember this one point--that friends like to have nice words said about them as well as ducks like to swim--you will have one of the greatest secrets of making people like you.

Yes, you can win friends easily by telling people what they like to hear. And what do they like to hear? You know the answer. They like to hear anything that sounds nice to them. They like to hear anything that praises their appearance, their clothes or things that belong to them. They like to be told what is right about their behavior and their intentions. They like to hear praise about their mental ability or about their skill along any line at all. They like to hear anything that suggests in any way that they are important.

Look for the Best in People

Floyd's greatest trouble was that he looked for the worst in people instead of looking for the best. Did you ever stop to think that we are apt to find what we are most looking for?

If we set our mind upon finding only the good points in other persons we can generally find them. It is also true that if we set out to look for only the bad points in another person we might succeed in finding some bad points. Floyd made the mistake of



trying to find every fault he could with his teacher. If he did not get his lesson as he should at school, if he wasted his own time and the time of others in mischief to annoy the teacher and got a low grade to show his parents, he would blame it on the teacher. "She did this" and "she did that." "She was wrong here" and "she was wrong there." All the blame he could think of was on the teacher.

Now let us look squarely at this matter of blaming others and then decide what we are going to do about it ourselves all the rest of our lives.

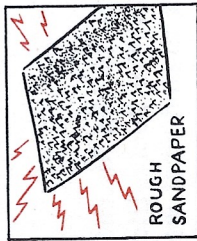
Suppose you are doing some special duty in the very best way you know how. Suppose that someone who doesn't know any more than you do criticizes you and tells you that you are doing it all wrong. Does that make you feel happy and does that make you like the person who took it upon himself to be your fault-finder? Not by a jugful!



The little boy who smiled from his heart as he placed a big red apple on his teacher's desk at school did not need to say a single word. He did not need to tell her in so many words that she was pretty or that he liked the way she was dressed or that he liked her way of teaching school. The gift of the apple alone was more than enough to tell the teacher that she was important to him.

Does the teacher like that boy who was thoughtful enough to show his appreciation by bringing her an apple? You get only one guess on that one.

Now let us compare this boy, named Joe, who was well-liked by his teacher and others, with a boy named Floyd who was not well-liked by his teacher or by others.



Faultfinding is like a piece of sandpaper, rubbing against our flesh. It scratches. It is unpleasant. It clashes against our very nature. It grates on our ears. We don't like the faultfinder.

Praise, on the other hand, is like a smooth brush. It has a soothing, pleasing effect. It makes us feel good. It is in harmony with our nature. We like the one who praises us.

So, you can see clearly that when it comes to making people like you, praise is a much better tool than faultfinding. If you tell me that you think it is foolish to use a bad tool instead of a good tool, when both are in reach, I'll agree with you.

With people hungry for a word of praise, let us give them what they want and not even try to give them something they do not want.

Let's pat more people on the back because they like it. Let's not waste time rubbing people in the wrong way because they don't like it and they don't like us when we do it.

Notice the odd expression on the face of the man pictured below. He just got through rubbing someone the wrong way but he does not understand this point you and I are talking about.



His face shows surprise that the other person reacted and responded the way he did. What he needs to know is which of the two tools he should use--the sandpaper of faultfinding or the soothing brush of approval.

Some people get into the habit of saying gruff things which they do not really mean. They think that their harsh-sounding words will be accepted as friendly since they are meant to be said in a joking way. But we have seen enough of this habit and its results to know that it is not a good habit for making people like you.

WHAT IF SOMEONE FINDS FAULT WITH YOU?

What would you do--or what should you do--if someone else finds fault with you? Should you get all upset and try to teach him a lesson not to find fault with others in the future? No, that would not get you any place--at least not any place where you would want to go. Getting upset yourself would not help any other person to reform himself. He would just have one more thing against you. He would then find fault with you because you lost your temper.

Spring a Surprise on Him!

When anyone finds fault with you, the best thing for you to do is surprise him. He expects you to be annoyed and upset. All right. Fool him! Show him that you have as much self-control as any other ten persons he ever saw--all put together! That will make him have a new kind of respect for you. He did not realize that you were such a fine person. He will think twice before he speaks to you in a wrong spirit again when he finds that you stand head and shoulders above him in the matter of taking blame.

Here is a simple and very effective rule for you to follow. The next time anyone finds fault with you, show him first--right off the bat--that your spirit toward him is entirely friendly and then show him right away that you want to get as much good as possible from what he says. Whether he had the right



OFF with his head!

motive in criticizing you or not, act just as if he did have your own best interest at heart. Surprise him by asking him at least one or two questions in an effort to find out just exactly what his idea was so that you may gain the most possible from his helpful criticism or advice.

That method will take the wind out of any faultfinder's sails and slow him down to a standstill. And if he has any good sense, he will like you better because of your method and be more cautious about finding fault with you in the future.

In old times, there was a saying, "Let the bearer of bad news to the king be beheaded!" Many of the old kings--and queens, too--acted as if they were spoiled children, which they were. Their puffed-up pride caused them to act badly when hearing any news that would make them unhappy. Sometimes a king would take out his anger on an innocent person who happened to be most closely connected in his mind with the word he did not want to hear and which made him unhappy.

Today, when we deliver a word of faultfinding or any word that another person does not like to hear, that person for a brief moment will feel like fighting us or hurting us because we hurt his feelings but one thing at least is sure--he will not like us.

DOES IT PAY TO ARGUE WITH YOUR FRIENDS?



It is a good idea to avoid arguing with a friend. The reason is that when two persons start to argue, an imaginary fence seems to arise between them. They seem too much opposed to each other. It is possible, of course, for an argument to be kept on a fair and friendly basis. But there is always a danger that one person may say something that will make the other person out-of-fix. When that happens, their bad feelings may even lead them into a fight. Of course, a fight will get them nowhere. (We shall take this point up further in Part 3 of this Course on the subject of Self-Control.)

It is better for two persons just to talk over a point in a friendly way without taking directly opposite sides. The reason for this is that in arguing, one person will say something which the other person does not like to hear. Then the other person tends to say something unpleasant in reply. The result is that they may actually come to dislike each other instead of being friends.

DON'T BE A COLD, WET BLANKET

A friend of mine had bought a new car. Several persons were standing around passing fine compliments on the color of the car and its different improvements over all previous models. One man who had made no other remark asked just one question, "How far have you driven it?" When told that the owner had driven only a certain number of miles, he remarked, "That cost you \$10 for gas already! Why, it doesn't cost me that much in my car."



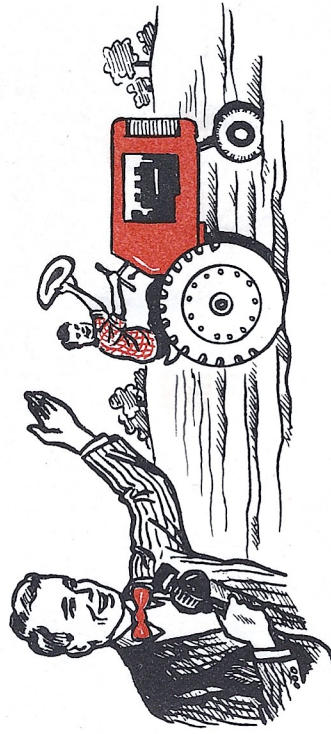
That remark was out of harmony because it came from a selfish man who wished to talk about his own car. That kind of remark would make a person unpopular instead of well-liked. Be ready to praise somebody instead of being a cold, wet blanket.

PUT YOURSELF IN THE OTHER FELLOW'S SHOES

What was the trouble with that fellow we just talked about? He just couldn't put himself in the shoes of those people with the new car. They were all happy and wanted to hear only happy remarks about their car. He should have known that. But he had not learned the secret of telling people what they like to hear. He was too concerned with himself.



When you can show ability to put yourself in the shoes of another person, you not only will be well-liked by that one person but you may win other on-looking friends at the same time. For example, between the acts of a big saddle horse show, the announcer over the loud speaker gave recognition to the driver of a tractor as it wheeled back and forth over the ground to level it. The driver waved his hat to the crowd as if his attraction were the main one. His sense of importance was appealed to when the announcer said they could not go on with the show without his fine service. "Let's give him a hand for a swell job," the announcer concluded.



The loud clapping of hands by the crowd proved more than one point. Instead of the crowd paying no attention to the hard work of the man on the tractor, it showed appreciation for the fast wheeling of the tractor to level the ground in the shortest time possible. Second, it showed that the crowd was willing to recognize the need and importance of the driver. Third, it was plain to see that the announcer's suggestion was a popular one with the crowd.

You and I never lose anything by recognizing the importance of another person. It makes him happy. It also makes us well-liked.

BE WARM-HEARTED

If you want to win new friends, then start the habit of asking them questions which will show that you have a genuine interest in them. For example, when the farmer delivers a bushel of potatoes at your home, ask him how many acres he planted in potatoes this year. What is the greatest number of bushels he ever got from one acre? Which requires more real work on his part--raising a bushel of potatoes or a bushel of corn?

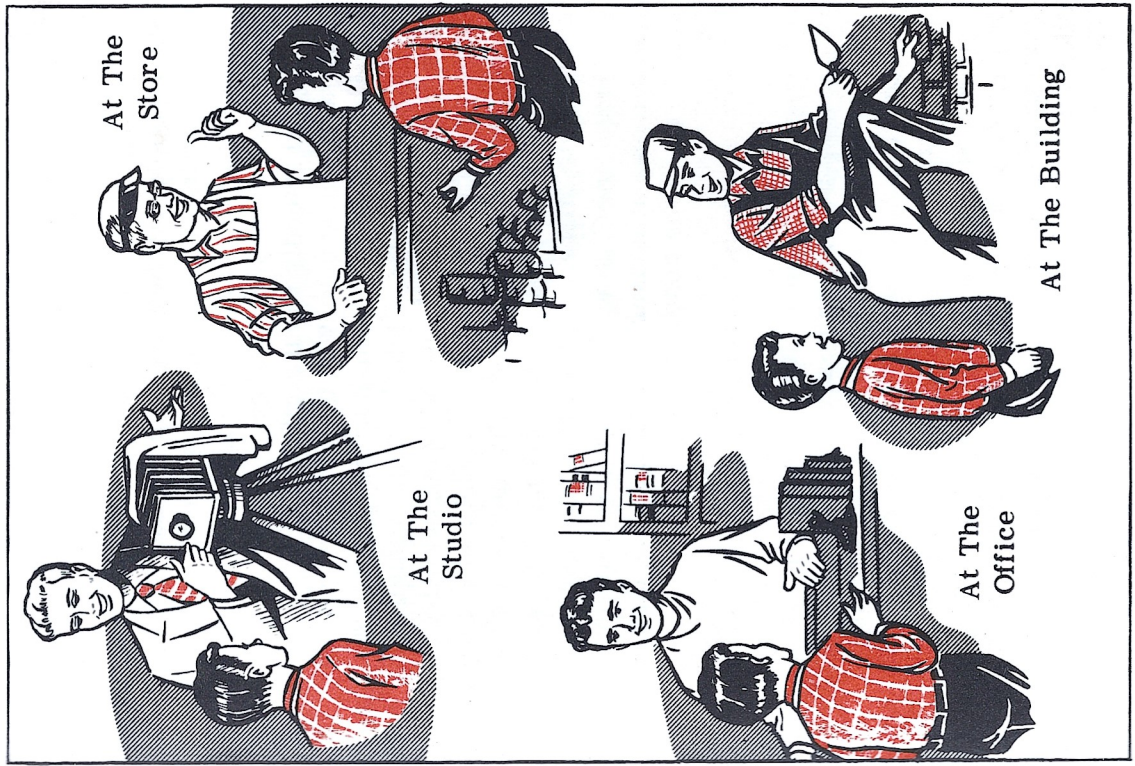


That farmer will take pride in telling things he knows which you do not know and which you ask him to tell you. He will also think of you as his friend because of your interest in talking with him about things of interest to him.

When a plumber or a carpenter comes to make some repair in your home, ask him different questions about his family. How many children does he have in the family? Does he have any boy or girl your age? Is the oldest boy in the family going to follow in the footsteps of his Dad? Would the carpenter make any change in his occupation if he could start again as a boy and make his choice over again? If so, what work would he rather do?

By making it a regular habit to take an interest in people, and asking questions that are interesting to them, it makes them happy to talk with you and it also makes them like you.

ASK QUESTIONS AS THIS BOY DID



It increases your knowledge to ask questions when you are in the photographer's studio, in the dentist's office, or the doctor's office. You not only learn the answers to the questions you happen to ask, but you also gain a sympathetic understanding of the problems and the point of view of persons in different kinds of work.

You will find that a warm-hearted spirit toward other people will be a big help to you all through life. When the time comes that you are the leader of any group either in business or in society, you will have the chance to prove whether you have learned to be warm and friendly toward others.

I knew of a woman who became the president of a large group in a community. The group was known as "The Women's Club." This woman was made president because of the following qualities. She was large and of good appearance. She had a good quick-acting mind. It was thought that her very bright mind would be a big point in her favor. The women who put her into office imagined that with her as a powerful leader, the Club would make great strides forward in their own attendance and in the work they would be able to do in the community.

Why This Woman Failed As a Leader

But what happened? What one little point stood between this woman and successful leadership? Why did the women stop coming to the meetings? Why did the attendance drop to the lowest point it had in many years?

It was simply because this woman was too anxious to put her own ideas across and force them through without keeping in full sympathy and harmony with the wishes and ideas of many of the women under her. Their feeling of importance had been tramped under her foot.

Instead of asking questions and drawing out the best ideas possible from the other women so they would feel they had a vital part in the program, she had her own program cut and dried and ran the Club too much as if it were a one-woman affair. Her leadership was a failure because it lacked the sympathy for others which is necessary for success.

Here is What to Do When You Become Head of Any Group.

When you become president of any group, be sure to remember to give others full credit and praise for their good ideas.

Even if you have some pet idea that you would like to have adopted by the group, the best plan is not to take credit to yourself and try to push through the idea, but rather, have the idea presented in a meeting by different members of the group. You will be a more successful leader if you manage in such a way that the entire group feels and knows that its wishes are being carried out.

Remember These Three Things About Fault-Finding

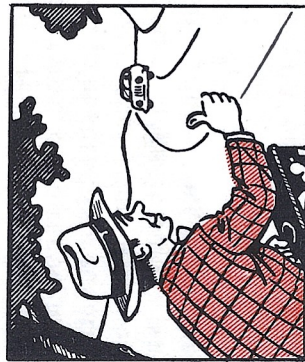
Can you think of any example in which you should find fault with another person in an unfriendly way? Many persons in this world are doing wrong things and doing other things in a wrong way. So there is plenty of room for criticism. But if you want to make people like you, then you will always remember these three important rules:

- 1** Do not criticize at all unless you can do so in a perfectly friendly spirit so that the other person will not take offense or feel unfriendly toward you.

2 Make your criticism constructive. That is, don't just say that something is wrong. Instead, suggest what might prove to be a better way.

3 Praise something that is right about a person before mentioning anything that is wrong. Then come back with another friendly word of praise so that the other person feels and knows that you have treated him as a friend.

HOW SUGGESTION MAY HELP YOU TO WIN FRIENDS



When driving through the State of Pennsylvania one autumn day, I was enjoying the beautifully colored leaves of the trees on the hills just before a lonely man on the highway got me to stop to give him a lift. When

I was about to tell the man how much I had been enjoying the beautiful fall scenery, he started to tell his view first and can you imagine what that poor man said? I felt sorry for him when he complained, "I don't like this stretch of country through here--it bores me to death." He stretched his untrained head back on the seat as much as to say, "There is nothing of beauty worth looking at or mentioning along this highway."

That untrained man failed to realize that he was travelling two different kinds of highways. One was the Highway through Pennsylvania. The other was the

bigger Highway of Life. What about winning friends? Or making people happy along the way? Could that man hope to make me enjoy having him ride with me by throwing a wet blanket of gloom over conversation and by failing to appreciate scenes of nature so beautiful they must have been intended for man to enjoy?

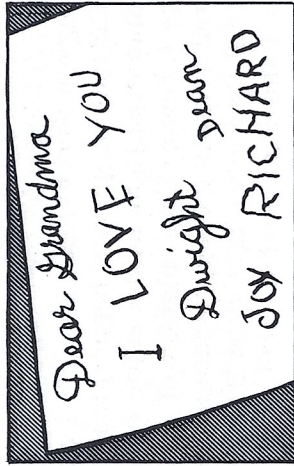
Even when I experimented by pointing out particular scenes--when I would say, "That's a beautiful farm scene over there, isn't it?" he would do only slightly better than a grunt.

You will want to stay just as far away from being like that man as possible. When you are with someone who is already doing you a kindness or when you are with someone who might be a friend and do you a kindness later on, you will want to make every suggestion work in your own favor. For example, if you are riding with someone else, you will not want to suggest that the ride is a bore to you. Instead, you will suggest that you appreciate the ride and every single thing possible in connection with the ride. In that way you win the driver for a friend, in addition to helping make the ride itself enjoyable for you.

YOU NEED TO DO THINGS TO WIN FRIENDS

You need to learn to say the right things to win friends but you also need to do things. The four children of my brother take great delight in printing personal greetings and messages of love to their Grandma Beery. Mother showed me several of these that the children had brought at different times. She especially liked one which she pointed out to me. It was on a large sheet of paper with three words printed in big letters near the top, reading, "I LOVE YOU." Each of their four individual names filled the sheet. The children--all four of them--brought

the sheet over to deliver it in person. This made them very happy because they all had a part in making their Grandmother happy.



HOW CAN YOU MAKE A FRIEND A BETTER FRIEND?

The answer to that is easy: by being a better friend to him. The reason why that answer is easy, and the reason why that answer is right, is that you use the Golden Rule.

When you learn to use the Golden Rule, and use it often in working with people, then you are on the way to real success. People will like you and do things for you, if you do things for them.

You become a person of importance yourself when you make yourself important to the happiness of others. First, you make yourself important to the members of your own family. Then, you do things to make yourself well-liked by others in your town. At last, as you grow older, you gradually will make yourself more and more important to those outside your town, to those outside your state, perhaps to those even outside your nation.

By increasing your interest in others, near and far, you will make many people interested in you. Happiness will come from the friends you have made.

**START NOW. DO NOT MERELY THINK
BUT THINK--THEN ACT!**

You may know how to raise a beautiful flower garden. But unless you cultivate the ground and plant the seed, you will never have that beautiful garden.

So it is with winning friends and making people like you. You have learned how to do it in this book.

But unless you DO things to win friends you will not have many of them.

So, the time has come now for you to do something about this. We decided before we finished Part 1 of this Course that if we expected to have success at forty years of age we should not wait until we are thirty-nine years old or twenty-nine years, but we should start right NOW to aim at success. All right. You say you are eager to start at once. Just how should you begin? I will tell you how.

MY "DO-IT-TODAY" CHART

On the next two pages, you will find a chart called, MY "DO-IT-TODAY" CHART (How I am Going to Make People Like Me).

Start the first day by doing what you see in the square which is marked with figure 1. It suggests that you send a greeting to a shut-in friend or relative. The thing for you to do the second day after you start is shown in the square marked with figure 2, and so on.

In case you have any brothers or sisters who are old enough to do things that are called for, you will notice at the bottom of each large square there are five small squares.

One person in the family could place a check mark in the first little square as soon as the instruction has been carried out. Another person in the same family could place a check mark in the next small square, as soon as he has carried out the same instruction.

You will find this a wonderfully helpful plan if you will carry it out as I have arranged it for you.



Remember this. You will make real progress toward your goal of winning friends and making people like you if you do just one thing called for each day. You can check the little square each evening just before you go to bed.

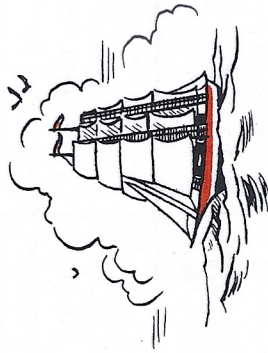
If at all possible, you should not allow a single day to pass without doing some one thing called for on the chart. But if you do happen to miss a single day, do not check the little square until after you have done the deed.

If you will follow this plan for 30 days--doing one thing called for on the chart each day and checking it off in the little square--until you have a check mark in each of the 30 large squares, then you will not need merely to dream about having more friends because you will be well on your way to actually winning new friends.

HOW TO GET THE MOST OUT OF LIFE

Some expect their "ship to come in" without ever sending one out. If you want to receive much, you need to give much.

The successful man is one who "does things." So is the successful child one who actually does things.



GET A CALENDAR PAD

The very best idea I can give you is to use a calendar pad. The most successful men in the world use the calendar pad every day to list their appointments and the things they expect to do on a certain day.

There is no good reason in the world why you can't use a calendar pad yourself just as successful grown-ups do.

Start in right away. The first time a thought comes to your mind for something you could do that would be worthwhile, write it down on some page of your calendar pad and then when the day comes to do the thing you wrote down, go ahead and do it, acting as if you would rather do that than anything else in the world. It will not be hard to do if you tackle it in that manner.

At the end of each day, do just as the business man does. Check off all the points on the calendar page for that day. After you have checked off each item, tear out the page.

Get into the good habit of actually doing the things your calendar pad calls for and that will lead you straight toward your goal of success.

JUST BETWEEN THE TWO OF US

Did you find this second book of your Course both interesting and helpful? If you did, that is a sure sign that you are just the kind of person I had in mind when I wrote it. You have ambition and you are the kind I like to help.

In the next book of this Course, Part 3, entitled, "Great Things Your Tongue Can Do For You," I will tell you how a boy taught his teacher a great secret in life--a secret so important that friends and fortunes have been lost without it. When you read it, you will see why it will help you all the rest of your days.
