Online Appendix B

The 30 Dale Carnegie Human Relations Principles

The human relations principles listed below are all from Carnegie (1981). Principle 1 is fundamental. Once it is accepted, the remaining 29 principles become useful. Principles 1 through 4 underlie all of the other principles. Principles 1 through 9 are about developing genuine rapport and trust with others. Trust is needed before the principles 10 to 30 can be applied. Principles 10 through 21 are about gaining willing cooperation. Principles 22 through 30 are about leading.

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.
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 nobler motives.
20. Dramatize your ideas.
21. Throw down a challenge.
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.