

## **Chapter review of "fundamental techniques in handling people" from Dale Carnegie's "how to win friends and influence people"**

**Nazula Silma<sup>1</sup>, Cokorda Gede Putra Yudistira<sup>2</sup>, Kasiani<sup>3</sup>,  
Abdurrahim<sup>4</sup>, Kun Mustain<sup>5</sup>**

Fakultas Ilmu Tarbiyah dan Keguruan, UIN Maulana Malik Ibrahim  
Malang, Indonesia<sup>1</sup>

Politeknik Negeri Bali, Indonesia<sup>2,3</sup>

Politeknik Negeri Samarinda, Indonesia<sup>4</sup>

Politeknik Negeri Malang, Indonesia<sup>4</sup>

<sup>1</sup>Email: nazulasilma@gmail.com

**Abstract** - This study aims to examine Dale Carnegie's "Fundamental Techniques in Handling People," the first chapter of his seminal work "How to Win Friends and Influence People" (Carnegie, 1981; Young, 2012). Through document analysis, we will closely read the chapter, identifying key arguments, practical strategies, and underlying assumptions about human behaviour. We also review relevant secondary literature that provides context and critical analysis of Carnegie's work. We explore Carnegie's three core principles: avoiding criticism, expressing genuine appreciation, and arousing a "deep yearning desire" in others. We analyse the effectiveness of each principle, explore potential limitations, and consider cultural or historical specificities that might influence their application. We synthesize our analysis to evaluate the overall effectiveness of Carnegie's techniques in building positive relationships and achieving personal goals. We also consider the enduring relevance of his advice in the contemporary world. Finally, we explore the chapter's potential application in educational settings. We consider how its principles can be adapted to enhance interpersonal communication, conflict resolution, and leadership skills in students.

**Keywords:** how to win friends; influence people, interpersonal communication, influence techniques, pedagogical impact

### **1. Introduction**

Over five decades ago, a curious researcher delved into the pages of Dale Carnegie's timeless classic, "How to win friend and influence people" the Indonesian version of "How to Win Friends and Influence People" (Carnegie, 1981; Young, 2012). Transported to a faraway village, I (one of the reviewers of the book), a mere elementary school student, found myself immersed in the wisdom of Carnegie's words. Little did I know that this book would become my inaugural literary companion, gracing the drawers of a long and sturdy wooden table within the confines of my spacious wooden and bamboo dwelling.

In the simplicity of my childhood surroundings, Carnegie's teachings took root, shaping my early understanding of human relations and communication. As the years unfolded, this book remained a constant presence, an enduring treasure tucked away in the heart of my home. Now, half a century later, we go on a journey to revisit and review the impact of Carnegie's insights on my life, tracing the echoes of wisdom that began in the innocence of a village childhood. Join me as we

explore the enduring relevance of “How to win friend and influence people” a literary companion that has stood the test of time.

In contemplating the profound influence of Dale Carnegie's “How to win friend and influence people” after more than five decades, a compelling motivation emerges to dissect its timeless wisdom. The desire to dig on a detailed exploration of this literary masterpiece, particularly focusing on its inaugural chapter, becomes a pressing endeavour. As a reviewer, the allure lies not only in the nostalgia of a distant village childhood but in the recognition that reviewing an everlasting book like Carnegie's has acquired a renewed significance.

The first chapter, serving as the cornerstone of the book, beckons with promises of insights that have endured the test of time. In revisiting this foundational section, the aim is not merely to unravel the content but to illuminate the enduring relevance that has spanned generations. Today, the task of reviewing an ageless work takes on heightened importance, serving as a conduit to share the enduring lessons encapsulated in Carnegie's words with a broader audience.

This journey of reflection and analysis aims to uncover the evergreen principles that continue to resonate across cultural and temporal boundaries. As we go into the first chapter, we explore on a quest to extract not only the initial impact it had on a young mind but also the profound implications that have persisted, influencing perspectives and shaping interpersonal dynamics. Join me in this exploration of the timeless allure of “How to win friend and influence people” as we peel back the layers of the first chapter to reveal insights that have transcended the confines of their original context, making them more relevant than ever in today's interconnected world (Peale, 2006; Vincent, 2019).

For decades, Dale Carnegie's "How to Win Friends and Influence People" has captivated readers with its promise of forging deeper connections and achieving social influence. The opening chapter, "Fundamental Techniques in Handling People," lays the groundwork for Carnegie's philosophy, offering three seemingly simple principles: (1) avoid criticism, (2) express genuine appreciation, and (3) arouse in others a "deep yearning desire." Yet, beneath their surface simplicity, these principles raise intriguing questions about their effectiveness, applicability, and enduring relevance in today's world.

This review tries to explore the intricacies of Carnegie's foundational methods, aiming to illuminate their underlying theoretical framework, assess their practical validity, and explore their potential pitfalls. We approach this study through a lens of social exchange theory (Davlembayeva, 2022), recognizing interpersonal interaction as a reciprocal flow of rewards and costs. Examining Carnegie's techniques through this lens allows us to gauge their alignment with the principles of exchange fairness and mutual benefit, crucial for building and sustaining positive relationships (Peale, 2006).

Our journey into Carnegie's world is not without its potential perils. Critics have raised concerns about the potentially manipulative nature of his advice, questioning its focus on influencing others rather than fostering genuine connection. Additionally, the cultural and historical context in which Carnegie wrote needs careful consideration, as some of his principles might require adaptation to resonate with a contemporary audience.

Despite these potential roadblocks, our purpose remains steadfast: to gain a nuanced understanding of Carnegie's fundamental techniques. By critically analysing their strengths and weaknesses, we hope to provide valuable insights for individuals seeking to navigate the often-complex terrain of interpersonal interaction. By dissecting their theoretical underpinnings, we aim to contribute to the ongoing dialogue about effective communication and relationship building. Ultimately, this review aspires to demystify Carnegie's methods, revealing their potential, limitations, and ultimately, their place in the landscape of interpersonal mastery.

This review aims to contribute to the ongoing understanding of Dale Carnegie's influence on interpersonal communication (DeVito, 2023) and influence techniques. By offering a critical analysis of his fundamental principles, we hope to provide valuable insights for individuals seeking to improve their relationships and personal effectiveness. Additionally, exploring the pedagogical potential of Carnegie's work can offer educators new resources for fostering positive social interaction and communication skills (Hanh, 2019) in their students.

We acknowledge that a single chapter review cannot provide an exhaustive analysis of Carnegie's entire book or the vast field of interpersonal communication. Our study will focus specifically on the "Fundamental Techniques" and their immediate implications.

It is too limited to find the study on Carnegie's book. From the translation point of view was done by (Prasetyani, 2020) other book (McNeal, 2023); (Pauselli et al., 2017); (Ray, 2015); (Mancini, 2010); (Wajdi et al., 2023); (Wajdi et al., 2023); (Wajdi et al., 2023) and guide to boo review (Dergisi, 2019); (Zvargulis, 2021).

## **2. Results and Discussion**

### **2.1 The art of avoiding criticism**

Let us explore the first core principle outlined by Dale Carnegie: "Avoiding Criticism." In the opening pages of "How to win friends and influence people," Dale Carnegie introduces a foundational principle that echoes throughout the book — the art of avoiding criticism. As a beacon guiding interpersonal relationships, this principle stands tall with its profound implications. Carnegie's wisdom suggests that steering clear of criticism is not about stifling constructive feedback but, rather, fostering an environment where individuals feel respected and valued. In a world often saturated with judgment and negativity, this principle becomes a powerful tool for cultivating positive interactions.

The chapter unfolds with anecdotes and real-life examples that underscore the corrosive nature of criticism on human relationships. Carnegie artfully weaves stories that resonate across cultures, illustrating how the act of avoiding criticism isn't a passive strategy but an active choice to uplift others. The author challenges readers to reflect on their communication habits, encouraging a shift from fault-finding to understanding. By avoiding the impulse to criticize, individuals can create a space for open dialogue, fostering trust and cooperation.

Carnegie's insights extend beyond the interpersonal realm, delving into the professional sphere. He argues that avoiding unnecessary criticism in the workplace not only nurtures a positive work environment but also enhances productivity and creativity. Throughout the chapter, practical tips and techniques are interspersed, offering readers tangible strategies for implementing this principle in their daily lives. From empathetic listening to reframing perspectives, Carnegie provides a roadmap for navigating conversations with grace and sensitivity.

As we explore the nuances of "Avoiding Criticism," we are invited to consider the transformative power of this principle in our own lives. Beyond a mere interpersonal strategy, it becomes a philosophy for fostering understanding, nurturing relationships, and creating a world where the echoes of positivity drown out the discord of criticism. Join me as we unravel the layers of this fundamental principle, discovering the timeless wisdom embedded in Carnegie's guidance.

In the intricate tapestry of human interaction, Dale Carnegie's exploration of the first core principle, "Avoiding Criticism," unfolds as a masterclass in the art of cultivating positive relationships. At its core, this principle isn't a call for complacency or a shield against constructive feedback; rather, it is a nuanced strategy for building bridges of understanding and respect.

Carnegie's narrative unfurls with poignant examples and relatable anecdotes that resonate across the spectrum of human experiences. Through vivid storytelling, he illustrates the profound impact that criticism can have on personal and professional relationships. The author skillfully dissects the corrosive nature of judgment, urging readers to reflect on the transformative potential of adopting a mindset that seeks to understand rather than condemn.

The chapter acts as a compass, guiding readers through the intricacies of avoiding criticism in various contexts. Carnegie contends that this principle is not a passive avoidance but an active choice to uplift others. Practical techniques are interwoven seamlessly, providing readers with a repertoire of tools to navigate the delicate terrain of communication.

One of the central tenets of "Avoiding Criticism" lies in empathetic listening. Carnegie emphasizes the importance of truly understanding others, stepping into their shoes to appreciate their perspective. By doing so, he argues, individuals can foster an environment where communication becomes a conduit for connection rather than contention.

Within the professional sphere, Carnegie extends the principle's application to the workplace. He posits that a workplace devoid of unnecessary criticism is not only harmonious but also a fertile ground for creativity and productivity. Leaders, in particular, are encouraged to

embrace a positive approach, acknowledging the strengths of their team members while offering guidance with tact and encouragement.

As readers navigate through this chapter, they are equipped with practical strategies for implementation. From the power of constructive language to the transformative potential of reframing perspectives, Carnegie provides a toolkit for fostering a culture of appreciation and collaboration.

In essence, "Avoiding Criticism" transcends being a mere interpersonal strategy; it emerges as a philosophy for crafting a world where conversations are infused with understanding, relationships flourish, and the echoes of positivity reverberate far beyond the immediate exchange of words. Join me as we continue to unravel the layers of this fundamental principle, uncovering the timeless wisdom embedded in Carnegie's guidance on the delicate art of avoiding criticism.

## **2.2 The Power of Genuine Appreciation**

As the narrative of "How to win friend and influence people" unfolds, Dale Carnegie introduces a transformative principle that serves as the cornerstone of meaningful connections — "Expressing Genuine Appreciation." In this chapter, Carnegie invites readers into a world where the currency of affirmation and recognition holds unparalleled value.

The essence of this principle lies not merely in the act of offering praise but in the sincerity that underpins it. Carnegie contends that genuine appreciation is a potent force, capable of forging bonds that withstand the test of time. The chapter opens with compelling anecdotes, illustrating the profound impact of heartfelt acknowledgment on both individuals and the dynamics of their relationships.

Carnegie's exploration of genuine appreciation extends beyond a mere exchange of pleasantries. He delves into the psychology of recognition, emphasizing its ability to uplift spirits, boost morale, and foster a positive environment. Through carefully chosen examples, he illustrates how a genuine compliment, when expressed with authenticity, has the power to inspire confidence and fuel personal and professional growth.

The narrative unfolds logically, guiding readers through the intricacies of expressing appreciation in various contexts. Carnegie introduces the idea that genuine appreciation is a language that transcends cultural and linguistic barriers, creating a universal connection among individuals. The chapter becomes a guidebook for navigating the delicate balance between sincerity and exaggeration, encouraging readers to be discerning in their expressions of praise.

Practical tips are seamlessly woven into the fabric of the chapter, offering readers actionable insights into incorporating genuine appreciation into their daily interactions. From recognizing the efforts of colleagues in the workplace to acknowledging the contributions of friends and family, Carnegie provides a roadmap for cultivating a habit of sincere acknowledgment. As readers begin on this exploration of the second core principle, they are encouraged to reflect on the transformative potential of expressing genuine appreciation. The chapter resonates with a call to infuse positivity into our interactions, creating a ripple effect that extends far beyond individual relationships. Join me as we unravel the layers of this powerful principle, discovering the art of sincere acknowledgment in the tapestry of "Bagaimana Cara Mencari Kawan."

In the heart of "How to win friend and influence people" Dale Carnegie unfurls a chapter dedicated to the transformative force of "Expressing Genuine Appreciation." Here, the narrative takes a poignant turn, guiding readers through the profound impact of sincere acknowledgment on the tapestry of human connections.

Carnegie's exploration transcends the mere exchange of pleasantries. At its core, expressing genuine appreciation is portrayed as an art form—one that involves not just recognizing achievements but truly understanding the essence of a person's contributions. The chapter opens with vivid anecdotes that underscore the emotional resonance of authentic praise, emphasizing its ability to elevate spirits, foster goodwill, and create a positive atmosphere.

Throughout the narrative, Carnegie delves into the psychology of recognition. He paints a vivid picture of how genuine appreciation serves as a powerful catalyst for personal and professional growth. By offering heartfelt compliments, individuals can inspire confidence, fuel motivation, and cultivate an environment where everyone feels valued.

The logical progression of the chapter guides readers through diverse contexts where expressing genuine appreciation can be a game-changer. Carnegie illustrates how this principle

extends beyond cultural and linguistic boundaries, becoming a universal language that connects individuals on a human level. The narrative encourages discernment, emphasizing the importance of sincerity in expressions of praise, avoiding mere flattery.

Practical insights are seamlessly interwoven, providing readers with tangible ways to incorporate genuine appreciation into their daily interactions. Carnegie's guidance extends to the workplace, encouraging leaders to recognize and celebrate the efforts of their team members. Within families and friendships, he highlights the importance of acknowledging the unique qualities and contributions of loved ones.

As readers navigate this exploration of the second core principle, they are invited to reflect on the transformative potential of expressing genuine appreciation. The chapter stands as a testament to the idea that sincere acknowledgment isn't merely a nicety; it is a powerful force that, when harnessed, has the capacity to strengthen bonds, foster a positive atmosphere, and create a ripple effect of goodwill. Join me as we uncover the layers of this profound principle, learning the art of heartfelt acknowledgment in the pages of "Bagaimana Cara Mencari Kawan."

### **2.3 Arousing a "deep yearning desire" in others**

In the symphony of interpersonal relationships, Dale Carnegie's exploration delves into the third core principle—Arousing a "Deep Yearning Desire" in Others. This chapter unfolds as a captivating journey into the realm of motivation, ambition, and the subtle art of influencing aspirations.

At its essence, Carnegie posits that understanding and tapping into the profound desires of individuals can be a catalyst for creating meaningful connections. The chapter opens with illuminating anecdotes, portraying instances where the ignition of deep yearning desires has led to transformative outcomes. Carnegie masterfully weaves stories that illustrate the universal human longing for fulfilment and purpose.

The narrative unfolds logically, guiding readers through the nuances of this principle. Carnegie emphasizes the importance of active listening, keen observation, and genuine interest in understanding the aspirations of those around us. He contends that by recognizing and validating the dreams and goals of others, we can become catalysts for their journey towards self-realization.

Practical strategies are seamlessly integrated into the narrative, offering readers a roadmap for arousing deep yearning desires in a variety of contexts. From the workplace, where leaders can align individual goals with organizational objectives, to personal relationships, where acknowledging and supporting the aspirations of loved ones becomes a cornerstone for connection.

Carnegie's exploration extends to the realm of influence, where arousing deep yearning desires becomes a subtle yet potent force. By understanding the motivations that drive individuals, one can navigate conversations and interactions with purpose, fostering collaboration and shared objectives.

As readers immerse themselves in this exploration, they are prompted to reflect on their own capacity to inspire and uplift those around them. The chapter beckons individuals to become not only attentive listeners but also agents of empowerment, recognizing the latent potential within others and stoking the flames of ambition.

Within the pages of "How to win friends and influence people" Dale Carnegie unveils the captivating tapestry of the third core principle—Arousing a "Deep Yearning Desire" in Others. This chapter is a profound exploration into the realm of human motivation, serving as a guide to unlocking aspirations and nurturing meaningful connections.

At its core, Carnegie invites readers to recognize the power embedded in understanding the deep-seated desires of individuals. The narrative commences with compelling anecdotes, each illustrating instances where the spark of deep yearning desires has set the stage for transformative journeys. Carnegie deftly illustrates the universal human quest for purpose and fulfilment, creating a resonant chord that echoes throughout the chapter.

As the chapter unfolds, Carnegie intricately weaves a narrative that emphasizes the importance of active engagement. He urges readers to be astute listeners, keen observers, and genuinely interested in understanding the dreams and goals of those they encounter. By doing so, he argues, individuals can become catalysts for the realization of others' potential, fostering an environment where shared aspirations thrive.

Practical strategies are seamlessly embedded in the narrative, offering readers tangible approaches for arousing deep yearning desires in various settings. In the professional arena, leaders

are encouraged to align organizational objectives with the individual goals of their team members, creating a synergy that propels both personal and collective success. Within personal relationships, the chapter unfolds as a guide to acknowledging and supporting the dreams of loved ones, nurturing connections that are grounded in shared aspirations.

Carnegie's exploration extends beyond individual interactions, delving into the realm of influence. He unveils the subtle yet potent force that arises from understanding the motivations that propel individuals forward. By recognizing and tapping into these desires, one can navigate conversations with purpose, creating collaborative environments where collective goals flourish. As readers immerse themselves in this exploration, they are prompted to reflect not only on their ability to inspire but also on their role as stewards of others' aspirations. The chapter stands as a call to action, inviting individuals to be architects of motivation, acknowledging the latent potential within others, and igniting the flames of ambition in the rich and dynamic narrative of life. Join me as we continue to unravel the layers of this profound principle, exploring the art of arousing a "Deep Yearning Desire" in the pages of "Bagaimana Cara Mencari Kawan."

### 3. Conclusion

In the exploration of Dale Carnegie's three core principles—Avoiding Criticism, Expressing Genuine Appreciation, and Arousing a "Deep Yearning Desire" in Others—we embark on a transformative journey through the landscape of human connections and interpersonal dynamics. These timeless principles, encapsulated in "How to win friend and influence people" transcend the boundaries of culture and time, offering profound insights that continue to shape meaningful relationships.

The first principle, "Avoiding Criticism," emerges as a beacon for fostering understanding and positive communication. Carnegie's wisdom encourages us to navigate conversations with empathy, creating an environment where trust can flourish. By refraining from unnecessary criticism, we lay the foundation for harmonious relationships and open the door to mutual growth.

In the second principle, "Expressing Genuine Appreciation," Carnegie unveils the power of sincere acknowledgment. The chapter is a testament to the transformative potential of recognizing and celebrating the strengths and contributions of those around us. Genuine appreciation becomes a universal language that bridges gaps, fostering connections and uplifting the spirits of individuals in both personal and professional spheres.

The third principle takes us on a journey into the motivations and aspirations that drive human behaviour. "Arousing a Deep Yearning Desire" becomes a subtle yet potent force for inspiring others and fostering shared objectives. Carnegie's insights guide us to be not only attentive listeners but also architects of motivation, nurturing environments where individual and collective dreams can flourish.

As we reflect on Carnegie's three core principles, we find a harmonious symphony that resonates through the fabric of our interactions. Avoiding Criticism, Expressing Genuine Appreciation, and Arousing a "Deep Yearning Desire" in Others collectively form a guide for navigating the complexities of human relationships. These principles, rooted in empathy, positivity, and understanding, invite us to become agents of upliftment and connection.

In the rich tapestry of "How to win friend and influence people" Carnegie's principles stand as timeless beacons, illuminating the path towards fulfilling and meaningful connections. As we internalize these lessons, let us carry forward the spirit of empathy, appreciation, and inspiration, creating a world where the echoes of positive influence reverberate across time and cultures.

### References

- Carnegie, D. (1981). *How to win friends and influence people* (Revised Edition). In *Donna Dale Carnegie and Dorothy Carnegie* (Revised ed). Donna Dale Carnegie and Dorothy Carnegie. <https://doi.org/10.1093/oso/9780198149262.002.0004>
- Davlembayeva, D. (2022). *Social Exchange Theory Explains The Social Behaviour In Dyadic And Collective Relations By Applying a Principle of a Cost-Benefit Analysis of Relations*. 267–282.
- Dergisi, D. T. (2019). *A Guide for Book Reviews* \*. 1(July), 169–174.

- DeVito, J. a. (2023). The Interpersonal Communication Book. In *PsycCRITIQUES* (sixteenth e, Vol. 32). © Pearson Education Limited, 2023.  
[http://repository.usu.ac.id/bitstream/123456789/29067/4/Chapter II.pdf](http://repository.usu.ac.id/bitstream/123456789/29067/4/Chapter%20II.pdf)
- Hanh, T. (2019). The Art of Communicating. In *Angewandte Chemie International Edition*, 6(11), 951–952. (Vol. 2). Harper One.
- Mancini, M. (2010). *Selling Destinations: Geography for the Travel Professional*. 17, 582.
- McNeal, K. (2023). Book review. *Journal of Indentureship and Its Legacies*, 2(1), 151–157.  
<https://doi.org/10.13169/jofstudindentleg.2.1.0151>
- Pauselli, G., Kay, D., War, C., & Kay, D. D. (2017). *Reseñas de libros*. 2012–2014.
- Peale, N. V. (2006). *The Power of Positive Thinking*. Quaity Book Club.
- Prasetyani, N. Y. (2020). Translation Analysis of Ideological Aspects through the Use of Rhetorical Constructions in How to Win Friends and Influence People. *Insaniyat: Journal of Islam and Humanities*, 5(1), 63–76. <https://doi.org/10.15408/insaniyat.v5i1.15459>
- Ray, A. (2015). The Body Keeps the Score: Brain, Mind, and Body in the Healing of Trauma. *The Permanente Journal*, 19(3), 1–2. <https://doi.org/10.7812/tpp/14-211>
- Vincent, N. (2019). *The Power of Positive Thinking* (Condensed E). Guide Post.
- Wajdi, M., Kadek, N., Putri, A., Komang, I., Januarta, A., Putra, S., & Amanah, F. M. (2023). Book review : this is me ! whatever you say. *Journal of Language and Pragmatics Studies*, 2(1), 53–57. <https://jurnal.ympn2.or.id/index.php/JLPS/article/view/10>
- Wajdi, M., Putri, E. A., Putu, N., Savitri, R., Putri, M., Luh, N., Ariyanti, N., & Bagus, I. G. (2023). Book review : laut bercerita , the sinking of untold tales. *Journal of Language, Literature, Social, and Cultural Studies*, 1(2), 126–131.  
<https://ympn.co.id/index.php/JLLSCS/article/view/24>
- Wajdi, M., Susanto, B., Kadek, N., Dian, W., Putu, A., Puspita, L., Keshy, P. D., Putri, K. H., & Intan, N. P. (2023). Book review : the novel “ Teluk Alaska .” *Journal of Language, Literature, Social, and Cultural Studies*, 1(1), 32–36.  
<https://ympn.co.id/index.php/JLLSCS/article/view/23>
- Young, E. (2012). How to win fans and influence people. *New Scientist*, 214(2870), 38–41.  
[https://doi.org/10.1016/S0262-4079\(12\)61634-0](https://doi.org/10.1016/S0262-4079(12)61634-0)
- Zvargulis, A. (2021). How to Write an Academic Book Review Purpose of an Academic Book Review. *San José State University Writing Center*, 0(0), 1–7. [www.sjsu.edu/writingcenter](http://www.sjsu.edu/writingcenter)