

## Sincere Appreciation

It's easy to misread what Dale Carnegie is saying in Chapter 2. You might conclude that to persuade someone to do something, you can manipulate them into doing it by paying them sincere compliments. That way they'll want to do it to get more compliments. That's not even close to what he's saying.

All people have a basic need to feel important and to be appreciated for who they are. They want to know that they make a difference in the world, that they would be missed if they weren't here anymore. That's one side of the coin. Now here's the other side: [everyone has an intrinsic value that ought to be recognized](#). When we miss that truth, and we tell someone what we think they want to hear, that's flattery. Like any other lie, it is destructive and ineffectual.

Here in *How to Win*, I find the source of a well-known statement. It is Ralph Waldo Emerson speaking of developing a natural humility: "[Every man I meet is my superior in some way. In that, I learn of him.](#)" If you can't see it in someone, you aren't looking hard enough.

So how does that help me? Here is the key message in the chapter from Charles Schwab: *Develop an ability to arouse enthusiasm in your people. The greatest asset you will ever gain, and the way to develop the best in others, is by appreciation and encouragement... Nothing kills ambition in another person faster than criticism.*

So, "be lavish in your praise." Give them "an incentive to work." You may help lift someone to greatness.