

How to Stop Worrying and Start Living – Dale Carnegie

Preface

- Great example of a sales letter

Nine Suggestions on How to Get the Most Out of this Book

- Fundamental requisite: a deep, driving desire to learn, a vigorous determination to stop worrying and start living
- Regularly revise the book and notes
- “If you teach a man anything, he will never learn.”
 - Learning is an active and habitual process
- You are not trying to acquire information, you are trying to form new habits

Part One: Fundamental Facts You Should Know About Worry

Chapter 1: Live in “Day-Tight Compartments”

- “Our main business is not to see what lies dimly at a distance, but to do what lies clearly at hand.” – Thomas Carlyle
- When the day is done, shut it off and pack it away in a separate compartment
- Put all your intelligence, focus and enthusiasm on doing today’s work superbly today
- Planning and preparing for the future is fine but don’t let anxiety get involved
- “Good thinking deals with causes and effects and leads to logical, constructive planning; bad thinking frequently leads to tension and nervous breakdowns”
- Your day is like an hourglass and the tasks are the grains of sand that pass through the middle
 - One grain at a time, one task at a time
- We live between two eternities, the vast past and the future. We can’t live in either of those eternities but by trying we wreck our bodies and minds.
- “Let’s be content to live the only time we can possibly live: from now until bedtime.”
- ‘Every day is a new life to a wise man.’
- “Life is a ceaseless change. The only certainty is today.”
- Rule 1: Shut the iron doors on the past and the future. **Live in Day-tight compartments.**
 - Do I tend to put off living in the present in order to worry about the future, or to yearn for some “magical rose garden over the horizon”?

- Do I sometimes embitter the present by regretting things that happened in the past- that are over and done with?
- Do I get up in the morning determined to “Seize the day” – to get the utmost out of these twenty-four hours?
- Can I get more out of life by “living in day-tight compartments?”
- When shall I start to do this? Next week? Tomorrow? Today?

Chapter 2: A Magic Formula for Solving Worry Situations

- Worrying takes away ability to concentrate. **Again, cognitive clutter.**
- Accept the worst case scenario mentally so you can focus on problem at hand
- “Be willing to have it so because acceptance of what has happened is the first step in overcoming the consequences of any misfortune.”
- “True peace of mind comes from accepting the worst. Psychologically, I think, means a release of energy.” – Lin Yutang
- “When we have accepted the worst, we have nothing more to lose. And that automatically means – we have everything to gain!”
- **There’s worrying and there’s thinking. The two don’t work together.**
- Rule 2: If you have a worry problem, apply this formula:
 - 1) Ask yourself, “What is the worst that can possibly happen?”
 - 2) Prepare to accept it if you have to
 - 3) Then calmly proceed to improve on the worst

Chapter 3: What Worry May Do to You

- “The greatest mistake physicians make is that they attempt to cure the body without attempting to cure the mind; yet the mind and body are one and should not be treated separately!” – Plato
- Worry makes you age at a rapid pace
- “Worry is like the constant drip, drip, drip of water (Chinese water torture); and the constant drip, drip, drip of worry often drives men to insanity and suicide.”
- Rule 3: “Business men who do not know how to fight worry die young.”

Part Two: Basic Techniques in Analysing Worry

Chapter 4: How to Analyse and Solve Worry Problems

- “I keep six honest serving-men (They taught me all I knew): Their names are What and Why and When and How and Where and Who.” – Rudyard Kipling
- Three steps of problem analysis
 1. Get the facts
 2. Analyse the facts
 3. Arrive at a decision – and then act on that decision

- **More facts means less worry and vice versa**
- “We want only the facts that justify our acts – the facts that fit in conveniently with our wishful thinking and justify our preconceived prejudices.”
 - People tend to seek facts that align with their beliefs. Anything contrary to that (cognitive dissonance) enrages us.
 - Confirmation bias and cognitive dissonance
- Hard to look at facts when you are worried as emotions are high. Solution:
 - Pretend you are gathering facts for someone else eg a friend.
 - Pretend you are a lawyer preparing to argue the other side of the issue
- “A problem well stated is a problem half solved.” – Charles Kettering
 - Define problem on pen and paper
- “When once a decision is reached and execution is the order of the day, dismiss absolutely all responsibility and care (anxiety) about the outcome.” – William James
- Make decisions methodically and act on them ASAP once decision is made as more thinking creates confusion, worry and anxiety
 - What am I worrying about?
 - What can I do about it?
 - Here is what I am going to do about it.....
 - When am I going to start doing it?.....

Chapter 5: How to Eliminate Fifty Per Cent of Your Business Worries

1. What is the problem?
2. What is the CAUSE of the problem?
3. What are all possible solutions to the problem?
4. What solution do you suggest?

Part Three: How to Break the Worry Habit Before It Breaks You

Chapter 6: How to Crowd Worry Out of Your Mind

- Your mind has limited capacity (processor theory). You can use that capacity for worry or for building, not both.
- Keeping busy drives out anxiety
- “It is utterly impossible for any human mind, no matter how brilliant, to think of more than one thing at any given time.”
- There is no room for two emotions going on at the same time. One emotion drives out another.
- “I must lose myself in action, lest I wither in despair.” – Tennyson

- Worry only hits people after the work day is over when they are supposed to be relaxing. Instead, as they are not working, they are worrying instead.
- Remedy for worry is to completely occupy yourself by doing something constructive
- It's not enough to keep busy doing mechanical work, you must keep busy both physically and mentally
- "Get busy. Keep busy. It's the cheapest kind of medicine there is on this earth- and one of the best."
- "Without purpose, the days would have ended, as such days always end, in disintegration."
- "The secret of being miserable is to have the leisure to bother about whether you are happy or not." – George Bernard Shaw
- Rule 1 for breaking worry habit: Keep busy. The worried person must lose himself in action, lest he wither in despair.

Chapter 7: Don't Let the Beetles Get You Down

- No one ever remembers trivialities yet we so easily let them get to us
- Rule 2: Let's not allow ourselves to be upset by small things we should despise and forget. Remember "life is too short to be little."

Chapter 8: A Law That Will Outlaw Many of Your Worries

- Insurance companies make millions by betting on the law of averages based on people's irrational worries
- Rule 3: "Let's examine the record." Let's ask ourselves: "What are the chances, according to the law of averages, that this event I am worrying about will ever occur?"

Chapter 9: Co-operate with the Inevitable

- "It is so. It cannot be otherwise."
- Shit happens. You have a choice. You can accept them as inevitable and adjust or allow yourself to be ruined by it
- "Be willing to have it so. Acceptance of what has happened is the first step to overcoming the consequence of any misfortune." – William James
- Circumstances don't make us happy or unhappy. It is the REACTION to circumstances that determines our feelings
 - "Jesus said the kingdom of heaven is within you. That is where the kingdom of hell is, too."
- Fighting against the inevitable won't change it, but it will change you.
- "There is only one way to happiness, and that is to cease worrying about things which are beyond the power of our will." – Epictetus.

- “Bend like the willow; don’t resist like the oak.” – jujitsu philosophy
- “Try to bear lightly what needs must be.”
- “God grant me the serenity, to accept the things I cannot change; The courage to change the things I can; And the wisdom to know the difference.
- Rule 4 : Co-operate with the inevitable

Chapter 10: Put a “Stop-Loss” Order on Your Worries

- “We are fools when we overpay for a thing in terms of what it takes out of our very existence.”
- “A great part of the miseries of mankind are brought upon them by the false estimates they have made of the value of things, and by their giving too much for their whistles.”
 - You pay with negative emotions as well as money
- Set a lower limit for the amount of negativity you are willing to put up with up front by putting a stop-loss order on your worries
- Whenever we are tempted to throw good money after bad in terms of human living, let’s stop and ask ourselves these three questions:
 - How much does this thing I am worrying about really matter to me?
 - At what point shall I set a “stop-loss” order on this worry – and forget it?
 - Exactly how much shall I pay for this whistle? Have I already paid more than it is worth?

Chapter 11: Don’t Try to Saw Sawdust

- The past is only useful to the extent that we can profit from the lessons learned from our mistakes and forgetting them
- Knowledge isn’t power until it is applied
- It’s not enough to not worry about the past, you have to accept it, learn from it if you can and then move on

Part Four: Seven Ways to Cultivate a Mental Attitude That Will Bring You Peace and Happiness

Chapter 12: Eight Words That Can Transform Your Life

- Our thoughts make us what we are. Our mental attitude is the X factor that determines our fate.
- “A man is what he thinks about all day long.”- Emerson
- Biggest problem we all face is choosing our thoughts.
 - Gorilla Mindset

- Eight words – “Our life is what our thoughts make it.” – Marcus Aurelius
- Be concerned about your problems, but don’t be worried about them
 - Concerned means realizing what the problems are and calmly taking steps to meet them
 - Worrying means going around in maddening, futile circles
- “Action seems to follow feeling, but really action and feeling go together; and by regulating the action, which is under the more direct control of the will, we can indirectly regulate the feeling, which is not.” – William James
- Rule 1: Think and act cheerfully, and you will feel cheerful

Chapter 13: The High Cost of Getting Even

- Hating our enemies gives them power over us
 - Power over our sleep, our appetites, our thoughts, our health, our happiness
- Rule 2: Let’s never try to get even with our enemies, because if we do we will hurt ourselves far more than we hurt them. Let’s do as General Eisenhower does: let’s never waste a minute thinking about people we don’t like.

Chapter 14: If you do this, you will never worry about ingratitude

- Never expect gratitude
- Human nature is to not be grateful
- “The ideal man, takes joy in doing favors for others; but he feels ashamed to have others do favors for him. For it is a mark of superiority to confer a kindness; but it is a mark of inferiority to receive it.” – Aristotle
- Rule 3:
 - Instead of worrying about ingratitude, let’s expect it.
 - Only way to find happiness is not to expect gratitude but to give for the joy of giving
 - Gratitude is a cultivated trait

Chapter 15: Would you take a million dollars for what you have?

- “I had the blues because I had no shoes, Until upon the street, I met a man who had no feet.”
- In life, 90% is right and 10% is wrong. To be happy, focus on the 90%. To be miserable, focus on the 10%.
- Not showing gratitude for what you have is the greatest tragedy on earth
- Rule 4: Count your blessings – not your troubles!

Chapter 16: Find yourself and be yourself: Remember there is no one else on earth like you

- Each individual is truly unique
- Book: You and Heredity by Amran Scheinfeld
- Be yourself
- All art is autobiographical
- Rule 5: Let's not imitate others. Let's find ourselves and be ourselves

Chapter 17: If you have a lemon, make a lemonade

- Wise men turn misfortunes to lessons
- "Happiness is not mostly pleasure; it is mostly victory." - Harry Emerson Fosdick
- Any fool knows how to capitalize on their gains. The really important thing is to turn profit from your losses
- Even if you fail to turn a minus into a plus, the mere attempt forces you to think creatively and abundantly
- Rule 6: When fate hands us a lemon, let's try to make a lemonade

Chapter 18: How to cure melancholy in fourteen days

- "You can be cured in fourteen days if you follow this prescription. Try to think every day how you can please someone."
- Rule 7: Forget yourself by becoming interested in others. Do every day a good deed that will put a smile of joy on someone's face."

Part Five: The Golden Rule For Conquering Worry

Chapter 19: How My Mother and Father Conquered Worry

- "Faith is one of the forces by which men live, and the total absence of it means collapse." – William James
- Pray and trust in faith

Part Six: How to Keep From Worrying About Criticism

Chapter 20: Remember that no one ever kicks a dead dog

- Rule 1: Remember that unjust criticism is often a disguised complement. Remember that no one ever kicks a dead dog.

Chapter 21: Do This – and Criticism Can't Hurt You

- People are not thinking about you, they are always thinking about themselves.

- “They would be a thousand times more concerned about a slight headache of their own than they would about the news of your death or mine.”
- Learn from positive criticism but ignore unjust criticism
- Rule 2: Do the very best you can; and then put up your old umbrella and keep the rain of criticism from running down the back of your neck.

Chapter 22: Fool Things I have Done

- Self-review your mistakes regularly to look for lessons and areas of improvement
- “Every man is a damn fool for at least five minutes every day. Wisdom consists in not exceeding that limit.” – Elbert Hubbard
- Don’t wait for your enemies to criticize you. Beat them to the punch by being your toughest critic. Man in the mirror theory.
 - Charles Darwin spent 15 years criticizing and questioning his own work before publishing The origin of species
- “Our logic is like a canoe tossed about on a deep, dark, stormy sea of emotion.”
- Rule 3: Let’s keep a record of the fool things we have done and criticize ourselves. Since we can’t hope to be perfect, let’s do what E.H. Little did: let’s ask for unbiased, helpful, constructive criticism.

Part Seven: Six ways to prevent fatigue and worry and keep your energy and spirits high

Chapter 23: How to add one hour a day to your waking life

- Preventing fatigue tends to prevent worry
- Rest is repair
- Power nap every day
- “An hour’s nap before the evening meal plus six hours’ sleep at night – a total of seven hours – will do you more good than eight hours of unbroken sleep.”

Chapter 24: What makes you tired – and what you can do about it

- Fatigue is mostly caused by negative emotional states, rather than physical exhaustion
- One hundred percent of fatigue of the sedentary worker in good health is due to psychological factors ie emotional factors
- Learn to relax your muscles often
 - Use self talk “let go, let go, let go, stop straining, stop frowning.”
- Most important muscle to relax is the eye
 - The eye uses 25% for all the nervous energies consumed by the body.

- “Think of yourself as an old crumpled sock. Then you’ve got to relax.”
- Four suggestions to help you relax:
 - Relax in odd moments. Let body go limp like an old sock. Watch and learn to relax like a cat.
 - Work in a comfortable position
 - Check in four or five times a day and ask “Am I using muscles that have nothing to do with the work I am doing?” Use self talk to analyse body and muscles and form the habit of relaxing
 - Every night, conduct self analysis as to how tired you are.

Chapter 25: How the housewife can avoid fatigue – and keep looking young

- Talk your troubles through with someone in an organized setting.
- Keep a scrapbook of “inspirational” reading or quotes
- Don’t dwell on the shortcomings on others
- Get interested in your community/tribe
- Learn to breath

Chapter 26: Four good working habits that will help prevent fatigue and worry

- Good working habit no.1 : Clear your desk of all papers except those relating to the immediate problem at hand
 - “Men do not die from overwork. They die from dissipation and worry.”
- Good working habit no.2: Do things in the order of their importance
 - Wake up early”
 - Do your task list before you go to bed
- Good Working habit no.3: When you face a problem, solve it then and there if you have the facts necessary to make a decision. Don’t keep putting off decisions.
 - Delaying decisions creates a habit of procrastination
- Good working habit no.4: Learn to organize, deputise, and supervise.
 - Micromanagement can overwhelm a man
 - Learn to lead and delegate tasks

Chapter 27: How to Banish the boredom that produces fatigue, worry and resentment

- Emotional attitude has far more to do with producing fatigue than physical exertion
- Boredom tires you
- “Boredom is the only real cause of diminution of work.”

- Put enthusiasm into your work
- “Our life is what our thoughts make it.” – Marcus Aurelius

Chapter 28: How to keep from worrying about insomnia

- Worrying about insomnia is more harmful than insomnia itself
- No one has ever died by lack of sleep
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“How I Conquered Worry” True Stories

- Today is the tomorrow you worried about yesterday. Ask how do I KNOW this thing I am worrying about will really come to pass?
- Read history to gain perspective about how trivial your troubles are in terms of eternity
- Accept the inevitable and deal with it
- Two months from now will you be worrying about this? So why worry now?
- “It is the dark menace of the future that makes cowards of us.”
- Exercise heals the worried mind
- See if you can laugh your worries out of existence
- Write your worries in detail on a piece of paper and put it away. Revise it again and again until it no longer worries you (Time solves worry)
- Make a list of rules (Gorilla Mindset) to help you conquer worry
- “One at a time gentleman, one at a time.”
-