

HOW TO
STOP
WORRYING &
START
LIVING



DALE
CARNEGIE

HOW TO
STOP
WORRYING &
START
LIVING



International Bestseller

How To Stop Worrying & Start Living



**DIAMOND
BOOKS**

eISBN: 978-93-5261-391-5

© Publisher

Publisher: Diamond Pocket Books (P) Ltd.

X-30, Okhla Industrial Area, Phase-II New Delhi-110020

Phone: 011-40712100, 41611861

E-mail: ebooks@dpb.in

Website: www.diamondbook.in

Edition: 2016

How To Stop Worrying & Start Living

By - *Dale Carnegie*

Preface

How this book was written and why

Thirty-five years ago, I was one of the unhappiest lads in New York. I was selling motor-trucks for a living. I didn't know what made a motor-truck run. That wasn't all: I didn't want to know. I despised my job. I despised living in a cheap furnished room on West Fifty-Sixth Street—a room infested with cockroaches. I still remember that I had a bunch of neckties hanging on the walls; and when I reached out of a morning to get a fresh necktie, the cockroaches scattered in all directions. I despised having to eat in cheap, dirty restaurants that were also probably infested with cockroaches.

I came home to my lonely room each night with a sick headache—a headache bred and fed by disappointment, worry, bitterness, and rebellion. I was rebelling because the dreams I had nourished back in my college days had turned into nightmares. Was this life? Was this the vital adventure to which I had looked forward so eagerly? Was this all life would ever mean to me—working at a job I despised, living with cockroaches, eating vile food—and with no hope for the future?...I longed for leisure to read, and to write the books I had dreamed of writing back in my college days.

I knew I had everything to gain and nothing to lose by giving up the job I despised. I wasn't interested in making a lot of money, but I was interested in making a lot of living. In short, I had come to the Rubicon, to that moment of decision which faces most young people when they start out in life. So I made my decision—and that decision completely altered my future. It has made the last thirty-five years happy and rewarding beyond my most Utopian aspirations.

My decision was this: I would give up the work I loathed; and, since I had spent four years studying in the State Teachers' College at Warrensburg, Missouri, preparing to teach, I would make my living teaching adult classes in night schools. Then I would have my days free to read books, prepare

lectures, write novels and short stories. I wanted “to live to write and write to live.”

What subject should I teach to adults at night? As I looked back and evaluated my own college training, I saw that the training and experience I had in public speaking had been of more practical value to me in business and in life than everything else I had studied in college all put together. Why? Because it had wiped out my timidity and lack of confidence and given me the courage and assurance to deal with people. It had also made clear that leadership usually gravitates to the man who can get up and say what he thinks.

I applied for a position teaching public speaking in the night extension courses both at Columbia University and New York University, but these Universities decided they could struggle along somehow without my help.

I was disappointed then—but I now thank God that they did turn me down, because I started teaching in YMCA night schools, where I had to show concrete results and show them quickly. What a challenge that was! These adults didn’t come to my classes because they wanted college credits or social prestige. They came for one reason only: they wanted to solve their problems. They wanted to be able to stand up on their own feet and say a few words at a business meeting without fainting from fright. Salesmen wanted to be able to call on a tough customer without having to walk around the block three times to get up courage. They wanted to develop poise and self-confidence. They wanted to get ahead in business. They wanted to have more money for their families. And since they were paying their tuition on an installment basis—and they stopped paying if they didn’t get results—and since I was being paid, not a salary, but a percentage of the profits, I had to be practical if I wanted to eat. I felt at the time that I was teaching under a handicap, but I realize now that I was getting priceless training. I had to motivate my students. I had to help them solve their problems. I had to make each session so inspiring that they wanted to continue coming.

It was exciting work. I loved it. I was astounded at how quickly these businessmen developed self-confidence and how quickly many of them secured promotions and increased pay. These classes were succeeding far beyond my most optimistic hopes. Within three seasons, the YMCAs, which

had refused to pay me five dollars a night in salary, were paying me thirty dollars a night on a percentage basis. At first, I taught only public speaking, but, as the years went by, I saw that these adults also needed the ability to win friends and influence people. Since I couldn't find an adequate textbook on human relations, I wrote one myself. It was written— no, it wasn't written in the usual way. It grew and evolved out of the experiences of the adults in these classes. I called it *How to Win Friends and Influence People*. Since it was written solely as a textbook for my own adult classes, and since I had written four other books that no one had ever heard of, I never dreamed that it would have a large sale: I am probably one of the most astonished authors now living.

As the years went by, I realized that another one of the biggest problems of these adults was worry. A large majority of my students were businessmen—executives, salesmen, engineers, accountants: a cross section of all the trades and professions—and most of them had problems! There were women in the classes—business women and housewives. They, too, had problems! Clearly, what I needed was a textbook on how to conquer worry—so again I tried to find one. I went to New York's great public library at Fifth Avenue and Forty-Second Street and discovered to my astonishment that this library had only twenty-two books listed under the title Worry. I also noticed, to my amusement, that it had one hundred and eighty-nine books listed under Worms. Almost nine times as many books about worms as about worry! Astounding, isn't it? Since worry is one of the biggest problems facing mankind, you would think, wouldn't you, that every high school and college in the land would give a course on '*How to Stop Worrying*'?

Yet, if there is even one course on that subject in any college in the land, I have never heard of it. No wonder David Seabury said in his book, '*How to Worry Successfully*': "We come to maturity with as little preparation for the pressures of experience as a bookworm asked to do a ballet."

The result? More than half of our hospital beds are occupied by people with nervous and emotional troubles.

I looked over those twenty-two books on worry reposing on the shelves of the New York Public Library. In addition, I purchased all the books on

worry I could find; yet I couldn't discover even one that I could use as a text in my course for adults. So I resolved to write one myself.

I began preparing myself to write this book seven years ago. How? By reading what the philosophers of all ages have said about worry. I also read hundreds of biographies, all the way from Confucius to Churchill. I also interviewed scores of prominent people in many walks of life such as Jack Dempsey, General Omar Bradley, General Mark Clark, Henry Ford, Eleanor Roosevelt, and Dorothy Dix. But that was only a beginning. I also did something else that was far more important than the interviews and the reading. I worked for five years in a laboratory for conquering worry—a laboratory conducted in our own adult classes.

As far as I know, it is the first and only laboratory of its kind in the world. This is what we did. We gave students a set of rules on how to stop worrying and asked them to apply these rules in their own lives and then talk to the class on the results they had obtained. Others reported on techniques they had used in the past.

As a result of this experience, I presume I have listened to more talks on “How I Conquered Worry” than has any other individual whoever walked this earth. In addition, I read hundreds of other talks on “How I Conquered Worry” talks that were sent to me by mail—talks that had won prizes in our classes that are held in more than a hundred and seventy cities throughout the United States and Canada. So this book didn't come out of an ivory tower. Neither is it an academic preachment on how worry might be conquered. Instead, I have tried to write a fast-moving, concise, documented report on how worry has been conquered by thousands of adults. One thing is certain: this book is practical. You can set your teeth in it.

I am happy to say that you won't find in this book stories about an imaginary “Mr. B—” or a vague “Mary and John”—whom no one can identify. Except in a few rare cases, this book names and gives street addresses. It is authentic. It is documented. It is vouched for— and certified.

“Science,” said the French philosopher Valery, “is a collection of successful recipes.” That is what this book is, a collection of successful and time-tested recipes to rid our lives of worry. However, let me warn you: you

won't find anything new in it, but you will find much that is not generally applied. And when it comes to that, you and I don't need to be told anything new. We already know enough to lead perfect lives. We have all read the golden rule and the Sermon on the Mount. Our trouble is not ignorance, but inaction. The purpose of this book is to restate, illustrate, streamline, air-condition, and glorify a lot of ancient and basic truths— and kick you in the shins and make you do something about applying them.

You didn't pick up this book to read about how it was written. You are looking for action. All right, let's go. Please read the first forty-four pages of this book—and if by that time you don't feel that you have acquired a new power and a new inspiration to stop worry and enjoy life—then toss this book into the dustbin. It is no good for you.

— *Dale Carnegie*

Nine suggestions on how to get the most out of this book

1. If you wish to get the most out of this book, there is one indispensable requirement, one essential infinitely more important than any rules or technique. Unless you have this one fundamental requisite a thousand rules on how to study will avail little. And if you do have this cardinal endowment, then you can achieve wonders without reading any suggestions for getting the most out of a book. What is this magic requirement? Just this: a deep, driving desire to learn, a vigorous determination to stop worrying and start living.

How can you develop such an urge? By constantly reminding yourself of how important these principles are to you. Picture to yourself how their mastery will aid you in living a richer, happier life. Say to yourself over and over: “My peace of mind, my happiness, my health, and perhaps even my income will, in the long run, depend largely on applying the old, obvious, and eternal truths taught in this book.”

2. Read each chapter rapidly at first to get a bird’s eye view of it. You will probably be tempted then to rush on to the next one. But don’t. Unless you are reading merely for entertainment. But if you are reading because you want to stop worrying and start living, then go back and re-read each chapter thoroughly. In the long run, this will mean saving time and getting results.
3. Stop frequently in your reading to think over what you are reading. Ask yourself just how and when you can apply each suggestion. That kind of reading will aid you far more than racing ahead like a whippet chasing a rabbit.

4. Read with a read crayon, pencil, or fountain-pen in your hand; and when you come across a suggestion that you feel you can use, draw a line beside it. If it is a four-star suggestion, then underscore every sentence, or mark it with “XXXX”. Marking and underscoring a book make it more interesting, and far easier to review rapidly.
5. I know a man who has been office manager for a large insurance concern for fifteen years. He reads every month all the insurance contracts his company issues. Yes, he reads the same contracts over month after month, year after year. Why? Because experience has taught him that that is the only way he can keep their provisions clearly in mind.

I once spent almost two years writing book on public speaking; and yet I find I have to keep going back over it from time to time in order to remember what I wrote in my own book. The rapidity with which we forget is astonishing.

So, if you want to get a real, lasting benefit out of this book, don't imagine that skimming through it once will suffice. After reading it thoroughly, you ought to spend a few hours reviewing it every month. Keep it on your desk in front of you every day.

Glance through it often. Keep constantly impressing yourself with the rich possibilities for improvement that still lie in the offing. Remember that the use of these principles can be made habitual and unconscious only by a constant and vigorous campaign of review and application. There is no other way.

6. Bernard Shaw once remarked: “If you teach a man anything, he will never learn.” Shaw was right. Learning is an active process. We learn” Shaw was right. Learning is an active process. We learn by doing. So, if you desire to master the principles you are studying in this book, do

something about them. Apply these rules at every opportunity. If you don't you will forget them quickly. Only knowledge that is used sticks in your mind.

You will probably find it difficult to apply these suggestions all the time. I know, because I wrote this book, and yet frequently I find it difficult to apply everything I have advocated here. So, as you read this book, remember that you are not merely trying to acquire information. You are attempting to form new habits. Ah yes, you are attempting a new way of life. That will require time and persistence and daily application.

So refer to these pages often. Regard this as a working handbook on conquering worry; and when you are confronted with some trying problem—don't get all stirred up. Don't do the natural thing, the impulsive thing. That is usually wrong.

Instead, turn to these pages and review the paragraphs you have underscored. Then try these new ways and watch them achieve magic for you.

7. Offer your wife a shilling every time she catches you violating one of the principles advocated in this book. She will break you!
8. Why don't you use the Wall Street Bankers H.P. Howell and Ben Franklin techniques to check up on your application of the principles discussed in this book? If you do, two things will result.
First, you will find yourself engaged in an educational process that is both intriguing and priceless.
Second, you will find that your ability to stop worrying and living will grow and spread like a green bay tree.
9. Keep a diary—a diary in which you ought to record your triumphs in the application of these principles. Be specific. Give names, dates,

results. Keeping such a record will inspire you to greater efforts; and how fascinating these entires will be when you chance upon them some evening, years from now!

In A Nutshell

1. Develop a deep, driving desire to master the principles of conquering worry.
2. Read each chapter twice before going on to the next one.
3. As you read, stop frequently to ask yourself how you can apply each suggestion.
4. Underscore each important idea.
5. Review this book each month.
6. Apply these principles at every opportunity. Use this volume as a working handbook to help you solve your daily problems.
7. Make a lively game put of your learning by offering some friend a shilling every time he catches you violating one of these principles.
8. Check up each week on the progress you are making. Ask yourself what mistakes you have made, what improvement, what lessons you have learned for the future.
9. Keep a diary in the back of this book showing how and when you have applied these principles.

CONTENTS

Preface

Nine suggestions on how to get the Most out of this book

Section I

Fundamental Facts You Should Know About Worry

1. Live in “day-tight compartments”
2. A magic formula for solving worry situations
3. What worry may do to you

Section II

Basic Techniques in Analyzing Worry

4. How to analyze and solve worry problems
5. How to eliminate fifty percent of your business worries

Section III

How to Break The Worry Habit Before It Breaks You

6. How to crowd worry out of your mind
7. Don’t let the beetles get you down
8. A Law that will outlaw many of your worries
9. Cooperate with the inevitable
10. Put a “Stop-Loss” Order in Your worries
11. Don’t try to saw sawdust

Section IV

Seven Ways To Cultivate A Mental Attitude That Will Bring You Peace And Happiness

- 12. Eight words that can transform your life
- 13. The high cost of getting even
- 14. If you do this, you will never worry about ingratitude
- 15. Would you take million dollars for what you have?
- 16. Find yourself and be yourself: remember there is no one else on earth like you
- 17. If you have a lemon, make a lemonade
- 18. How to cure melancholy in fourteen days

Section V

The Golden Rule for Conquering Worry

- 19. How my mother and father conquered worry

Section VI

How To Keep from Worrying About Criticism

- 20. Remember that no one ever kicks a dead dog
- 21. Do this—and criticism can't hurt you
- 22. Fool things i have done

Section VII

Six Ways to Prevent Fatigue and Worry and Keep Your Energy and Spirits High

- 23. How to add one hour a day to your waking life
- 24. What makes you tired—and what you can do about it
- 25. How to avoid fatigue and keep looking young!
- 26. Four good working habits that will help prevent fatigue and worry

27. How to banish the boredom that produces fatigue, worry, and resentment

28. How to keep away from worrying about insomnia

Section VIII

How to Find the Kind of Work in Which You May Be Happy and Successful

29. The major decision of your life

Section IX

How To Lessen Your Financial Worries

30. “Seventy percent of all our worries...”

Section X

“How I Conquered Worry”

True Stories

Biographic Sketch of Dale Carnegie

Born	:	November 24, 1888 Maryville, Missouri
Died	:	November 1, 1955 Forest Hills, New York
Occupation	:	Writer, Professor
Notable works	:	How to Win Friends and Influence People; How to Stop Worrying & Start Living
Spouses	:	Lolita Baucaire; Dorothy Price Vanderpool
Children	:	Donna

Section I

Fundamental Facts You Should Know About Worry

Live in “day-tight compartments”

In the spring of 1871, a young man picked up a book and read twenty-one words that had a profound effect on his future. A medical student at the Montreal General Hospital, he was worried about passing the final examination, worried about what to do, where to go, how to build up a practice, and how to make a living.

The twenty-one words that this young medical student read in 1871 helped him to become the most famous physician of his generation. He organized the world-famous Johns Hopkins School of Medicine. He became Regius Professor of Medicine at Oxford, the highest honor that can be bestowed upon any medical man in the British Empire. He was knighted by the King of England. When he died, two huge volumes containing 1466 pages were required to tell the story of his life.

His name was Sir William Osier. Here are the twenty-one words that he read in the spring of 1871—twenty-one words from Thomas Carlyle that helped him lead a life free from worry: “Our main business is not to see what lies dimly at a distance, but to do what lies clearly at hand.”

Forty-two years later, on a soft spring night when the tulips were blooming on the campus, this man, Sir William Osier, addressed the students of Yale University. He told those Yale students that a man like himself who had been a professor in four universities and had written a popular book was supposed to have “brains of a special quality.” He declared that that was untrue. He said that his intimate friends knew that his brains were “of the most mediocre character.”

What, then, was the secret of his success? He stated that it was owing to what he called living in “day-tight compartments.” What did he mean by