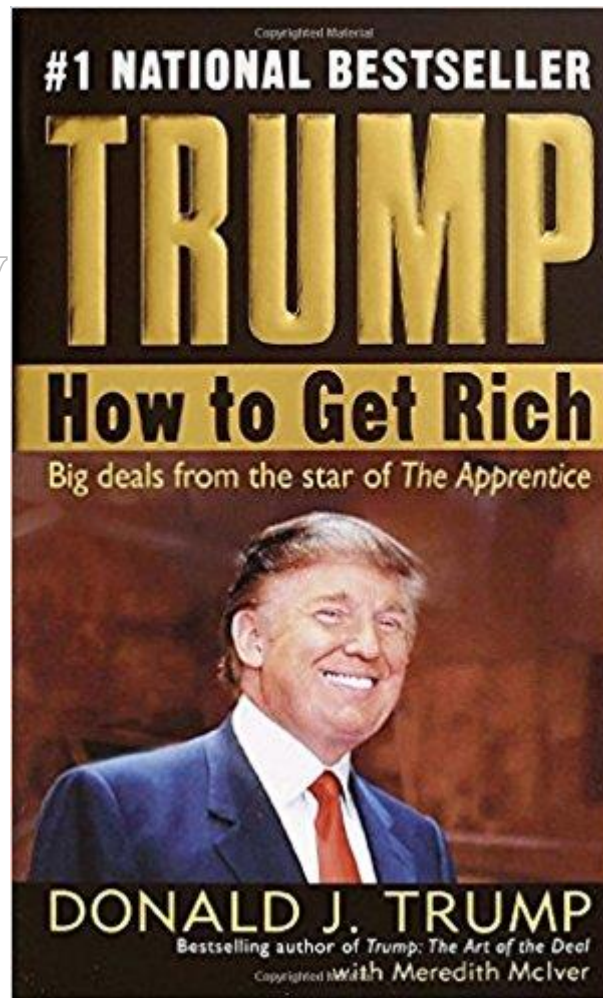


DR. ALVIN'S PUBLICATIONS

HOW TO GET RICH BY DONALD TRUMP

A SUMMARY BY DR. ALVIN ANG



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HOW TO GET RICH BY DONALD TRUMP

A SUMMARY BY DR ALVIN ANG

WHAT THIS BOOK IS ABOUT

In this book, USA President Donald Trump offers insights on how to

1. Invest wisely,
2. Impress the boss and get a raise,
3. Manage a business efficiently,
4. Hire, motivate, and fire employees,
5. Negotiate anything,
6. Maintain the quality of your brand,
7. Think big and live large.

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PART I

DONALD TRUMP'S SCHOOL OF BUSINESS AND MANAGEMENT

STEP 1

BE A GENERAL

- ✓ Running a business is like being a general.
 - Calling the shots carries a great deal of responsibility, not only for yourself, but for your troops.
 - Your employees' lives, to a large extent, are dependent on you and your decisions.
 - Bad strategy can end up affecting a lot of people.
 - This is where being a leader takes on a new dimension.
 - Every decision you make is an important one, whether there are twenty thousand people working for you or just one.

- ✓ If you are careful when finding employees, management becomes a lot easier.
 - I rely on a few key people to keep me informed.
 - They know I trust them, and they do their best to keep that trust intact.
 - Find people who suit your business style and you'll have fewer problems to deal with as time goes on.
 - Good people equals good management and good management equals good people.
 - They have to work together or they won't work together for very long.

- ✓ Save yourself time by getting the best people you can.
 - Sometimes this can mean choosing attitude over experience and credentials.
 - Use your creativity to come up with a good mix.
 - Creative people rarely need to be motivated – they have their own inner drive that refuses to be bored.
 - They refuse to be complacent.

- They live on the edge, which is precisely what is needed to be successful and to remain successful.
- Generals motivate their soldiers; they inspire them when it is necessary.
- They do the same for their highest-ranking officers.
- We all need a boost now and then.
- Learn how to tailor your method to the personalities you are managing.
- Keep the big picture in mind while attending to the daily details.
- This can seem like a balancing act, but it is absolutely necessary for success in running a company.

STEP 2

STAY FOCUSED

- ✓ I'd never known adversity.
 - I went straight from Wharton to wealth.
 - Even in down markets, I bought properties inexpensively and made a lot of money.
 - I began to think it was easy.
 - In the late eighties, I lost focus. I'd fly off to Europe to attend fashion shows, and I wasn't looking at the clothing.
 - My lack of attention was killing my business.
- ✓ Then, the real estate market crashed.
 - I owed billions upon billions of dollars—\$9.2 billion, to be exact.
 - In the midst of the crash, I passed a beggar on the street and realized he was worth \$9.2 billion more than I was.
 - I saw a lot of my friends go bankrupt, never to be heard from again.
- ✓ Don't make the mistake I did.
 - Stay focused.

STEP 3

MAINTAIN YOUR MOMENTUM

- ✓ No matter how accomplished you are, no matter how well you think you know your business, you have to remain vigilant about the details of your field.
- ✓ You can't get by on experience or smarts.
- ✓ Even the best surgeons need to be retrained regularly, to stay current on the latest research and procedures.
- ✓ No matter what you're managing, don't assume you can glide by.
- ✓ Momentum is something you have to work at to maintain.

STEP 4

GET A GREAT ASSISTANT

- ✓ Surround yourself with people you can trust.
- ✓ Ask God for a great assistant.
- ✓ A great one can make your life a whole lot easier.

STEP 5

THE BUCK STARTS HERE

- ✓ Set the standard.
 - Don't expect your employees to work harder than you do.
 - Winners see problems as just another way to prove themselves.
 - Problems are never truly hardships to them, and if you haven't got any problems, then you must not have a business to run.
 - Regard your company as a living, breathing organism, because that's what it is.
 - Those figures you see on your spreadsheets will reflect the health of that organism.

- Watch out for bad cells while allowing good cells to flourish.
- Growth is an indication of life, so keep your organization moving forward at all times.
- Having a passion for what you do is crucial.
- If you can't get excited about what you are doing, how can you expect anyone else to?
- If your employees can see and feel your energy, it is bound to affect them.
- ✓ Don't intimidate people.
 - If you do, you'll never get a straight answer from anyone, and you'll be defeating your own purpose.
 - I keep my door open, and my people know I'm available as well as approachable.
 - We don't have chat-fests, but whatever needs to be done gets accomplished, and quickly.
 - Remember that your organization is your organization.
 - That sounds simplistic, but, bottom line, it's your ball game.
 - The strategy is up to you, and so are the results.

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STEP 6

DON'T EQUIVOCATE

- ✓ (Equivocate = use ambiguous language so as to conceal the truth or avoid committing oneself).
- ✓ If you equivocate, it's an indication that you're unsure of yourself and what you're doing.
- ✓ It's also what politicians do all the time, and I find it inappropriate, insulting, and condescending.

STEP 7

ASK YOURSELF TWO QUESTIONS

- ✓ Is there anyone else who can do this better than I can?
 - That's just another way of saying: Know yourself, and know your competition.
 - If your competition is better than you are, you need to offer some quality they lack.
- ✓ What am I pretending not to see?
 - Before the dream lifts you into the clouds, make sure you've looked hard at the facts on the ground.

STEP 8

BULLSHIT WILL ONLY GET YOU SO FAR

- ✓ I much prefer keeping loyal and hardworking people around for as long as they'd like to be here.
- ✓ If you think you're in danger of being fired, take control of the situation and ask your boss for a meeting.
- ✓ Make sure you ask for the meeting at the right time.
- ✓ Tell your boss you want to make sure you are communicating and doing your job to everyone's satisfaction.
- ✓ If your boss is a sadist, or just a lousy communicator, you've still got a problem.
- ✓ In that case, fire your boss and get a better job.
- ✓ There's no sense in trying to cope with a bad situation that will never improve.
- ✓ I never try to dissuade people from quitting.
- ✓ If they don't want to be here, I don't want them to be here, either.
- ✓ No one has ever come to me with an ultimatum. People see how it works here, and if it doesn't suit them, they move on.
- ✓ Sometimes it happens quickly.

STEP 10

EVERY HIRE IS A GAMBLE

- ✓ Some people give such great interviews that you're ready to make them vice presidents on the spot, until you realize that their true talent is simply giving a great interview.
 - Impressive credentials don't always add up to a great performance or a good fit.
 - Non-existent credentials don't necessarily mean a no-talent.
 - Being circumspect (wary and unwilling to take risks) helps a lot and keeps you from being surprised.

- ✓ People can offer an interesting mix of pros and cons.
 - Time will do the weeding out for you. All you have to do is pay attention.
 - What I look for in employees is a sense of responsibility that goes beyond what is merely sufficient.
 - Some people do the bare minimum, and some people will actually be concerned about the organization as a whole.
 - They see themselves as having a direct relationship to the success or failure of the company they work for.
 - They believe they are important, and their work shows it.
 - If you can instil this sense of worth in your employees, you will have a tip-top team working for you.
 - People who take pride in their work are the kind you want to have around, and the kind I like to keep around. I especially like employees who spend, and, more important, save, the company's money as if it were their own.
 - Companies suffer when employees don't make enough of an effort to control costs.
 - The employees who feel a personal responsibility for their budgets, who view the company's bottom line as an extension of their own personal savings account, are often the ones who get the best results.
 - If you let your boss know that you're watching out for his or her bottom line, you'll always be appreciated.

- A certain amount of personal ambition is necessary, but not to the point where it undermines the common goal of the company.
- If your group can't work together, you won't accomplish much.
- ✓ I don't like backstabbing. It's not necessary, and it's insulting to me.
 - I have eyes and ears and instincts, too.
 - I can assess people and situations for myself. If people have time to be petty, it's an indication they're not busy enough with their work.
 - You can't expect to be a valuable employee if you don't make yourself valuable.
 - Think about it: What do you contribute to the welfare of the organization?
 - Are you instrumental in keeping it humming and moving forward?
 - Do you work wholeheartedly or half-heartedly?
 - Are you just going through the motions and hoping no one will notice?
 - The only person you ever fool is yourself.
 - You can't fool others, even though you might think you can.
 - A lot of people say they're going through the motions because their position isn't challenging or rewarding and there's no room to grow.
 - It's a dead-end situation.
 - That might very well be.
 - If so, look elsewhere for a company that could offer you a promotion in your particular area of interest or expertise.
 - There are times when you should move on, and situations in which the only way up is out.

STEP 11

IDEAS ARE WELCOME, BUT MAKE SURE YOU HAVE THE RIGHT ONE

- ✓ If you run a company, make yourself accessible to your employees.

- If they feel they can bring ideas to you, they will.
 - If they feel they can't, they won't.
 - You might miss out on a lot of good ideas, and pretty soon you might be missing a lot of employees.
 - I allow people to run their ideas by me.
 - I don't have a lot of time, so they have to be prepared and succinct.
 - I'm sure that's the protocol of any busy CEO.
 - So if you're going to be bold enough to present your idea, make it as clear as possible, and don't take it casually.
 - Think of it as a presentation that could cost you a lot of money if you were to lose the client.
- ✓ Your boss's time is important, and you won't win any points by wasting it.
- Learn to recognize the fine line between being pushy and being intelligently assertive.
 - It can be an issue of timing – pay attention to what's happening around you and pace yourself according to that rhythm.
 - I try to develop a tempo when I'm working.
 - Someone who interrupts it is not going to receive a warm welcome.
- ✓ Also, remember this: The boss has the big picture; you don't.
- So if your idea doesn't meet with hurrahs, it could very well be that a similar idea is already in development or that your idea is not in step with plans that have already been made.
 - This shouldn't discourage you, because your initiative will always be noticed.
 - But recognize when not to press an issue, and don't expect a lengthy explanation of why.
- ✓ I like people who don't give up, but merely being a pest is detrimental to everyone.
- Once again, fine-tune your discernment.

- Know when to ease up.
- Keep your antennae up for another idea and a more appropriate opportunity.
- Sometimes we hesitate with good reason.
- One last thing: If your boss says no to an idea, pay attention.
- Most likely, there's a good reason.
- No one disregards a terrific idea.
- It just might not be the right terrific idea for the company you're with.
- Maybe you're meant to go off on your own as an entrepreneur.
- Let that be an indication to you.
- It could be the beginning of your career, rather than the end of it.

STEP 12

FOCUS ON THE TALENT INSTEAD OF THE TITLE

- ✓ People who work for me know there's a lot more to me than my public persona.
- I'm not one-dimensional, and if you realize that the people around you aren't either, you'll be utilizing the hidden potential that just about everyone has.
 - Whether they want to use it or not is up to them to a certain extent, but it's also up to a leader to recognize it or at least to give it a chance to unfold.
 - Most people don't like to stagnate, and if you want to keep your company moving forward, look around you now and then for fresh possibilities within your organization.
 - Never let someone's job title be the sole indication of their worth.
- ✓ People at The Trump Organization have transcended their positions on many occasions.
- Very often, your resources are greater than you might think.
 - I don't like it when people underestimate me, and I try not to underestimate anyone else, either.

- People are multifaceted, and it's important to let them function in a way that will allow them to shine.
- Most people would rather succeed than fail, but sometimes the leader has to be the catalyst for putting "success" into their personal vocabulary.
- In other words, try to see beyond a person's title. You can find talent in unlikely places.

STEP 13

MANAGE THE PERSON, NOT THE JOB

- ✓ People have different ways of achieving results.
- ✓ I enjoy figuring out how each of my key employees excels.
- ✓ If people are your resource, you'd better try to learn something useful about them.
- ✓ Being able to do so is what makes a good manager a great one.
- ✓ That said, it will always work against you to demoralize your employees in any way.
- ✓ I can be tough, but most people will admit I'm fair.
- ✓ You can crush people if you don't weigh your words carefully.
- ✓ Your power as a leader should be used in the most positive way, which sometimes calls for a great deal of restraint as well as patience.
- ✓ I have to laugh when I hear people say, "I can't wait until I'm the big shot so I can order everyone around."
- ✓ It doesn't quite work that way.
- ✓ Abraham Lincoln made an appropriate remark that is pertinent to management: "Nearly all men can stand adversity, but if you want to test a man's character, give him power."

STEP 14

KEEP YOUR DOOR OPEN

- ✓ Learning is a new beginning we can give ourselves every day.

- A know-it-all is like a closed door.
 - Everyone who knows me knows I keep the door to my office open.
 - It's symbolic of the way I choose to think, and it's the way I operate.
 - My father was much the same.
 - He once said to me, "You know, the more I learn, the more I realize I don't know. I think that has kept me young at heart more than anything else."
 - It was an offhand comment, a quiet realization he mentioned to me one day while he was reading, but it has stuck with me for decades.
- ✓ Every day is a reminder to me of how much I don't know.
- Everything I learn leads me to something else I didn't know.
 - Fortunately, I don't pride myself on being a know-it-all, so every day becomes a new challenge.
 - People ask me what keeps me going, and this is probably the closest answer to the truth. If I end the day without knowing more than I did when I woke up, it makes me wonder:
 - What did I miss out on today?
 - Am I getting lazy?
 - I am a disciplined person, and this thought alone can get me going.
 - We've all heard the phrase creature of habit.
 - That can be good or bad, depending on your habits.
 - I've cultivated the learning habit over the years, and it's one of the most pleasurable aspects of my life.
 - All of us need to pay more attention to events outside our own realm.
 - Learn something new, whether you think you're interested in it or not.

STEP 15

THINK BIG AND LIVE LARGE

- ✓ It's a big world.
- ✓ There's a lot we don't know, which means there's still a lot to be discovered and a lot to be accomplished.
- ✓ The possibilities are always there.
- ✓ If you're thinking too small, you might miss them.
- ✓ If you're going to think, think big.
- ✓ If you're going to live, live large.

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PART II

CAREER ADVICE

STEP 1

TAKE CONTROL OF THE JOB INTERVIEW

STEP 2

ASK FOR YOUR RAISE AT THE RIGHT TIME

- ✓ When it comes to your career, certain moves should be made with careful consideration of the old and very apt saying “Timing is everything.”
- ✓ If you’ve decided to ask for a raise, look around first.
- ✓ So many times, employees who I like very much do the dumbest things when it comes to conversations about their salaries.
- ✓ The best way to ask for a raise is to wait for the right time.
- ✓ It also indicates to your boss that you have a certain amount of discernment and appreciation for what he might be going through himself.

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STEP 3

BE TENACIOUS

- ✓ Tenacious = tending to keep a firm hold of something; clinging or adhering closely.
- ✓ To build something that endures, you have to take the long view.

STEP 4

PLAY GOLF

- ✓ Doing what you love will always make you a winner.
- ✓ Golf has a transforming power.
- ✓ It’s a brain game.

- ✓ Yes, there is skill and technique involved, but, just as important, it requires concentration and assessment.
- ✓ It's a great way to improve your business skills, to learn how to manoeuvre.
- ✓ It can even be equated with learning how to negotiate, which is an art in itself.
- ✓ Golf is also, in essence, a solitary game.
- ✓ Being an entrepreneur, even within a large company, is a solitary game.
- ✓ Ultimately, the rule here is not just to visit one of my golf courses (though you would be wise to do so) but to turn your passion into profit.
- ✓ The results of that passion will reward you in more ways than you ever could have expected. Passion is enthusiasm on a big scale.
- ✓ It is all-encompassing and consuming.
- ✓ People with passion never give up because they'll never have a reason to give up, no matter what their circumstances may be.
- ✓ It's an intangible momentum that can make you indomitable.
- ✓ Take out the passion and you will have a fizzle or, perhaps, an okay product at best.
- ✓ Add the passion and you will be in a rarefied realm that every other "passionista" will recognize – and one that every person would like to enter.

STEP 5

BRAND YOURSELF AND TOOT YOUR HORN

- ✓ Subtlety and modesty are appropriate for nuns and therapists, but if you're in business, you'd better learn to speak up and announce your significant accomplishments to the world—nobody else will.
- ✓ Commerce and art cannot function independently – they must work together.
- ✓ That is the beauty of a successful brand name.
- ✓ If there is a downside to being a well-known name, it is that you become an easy target.

- ✓ The media needs to tear down what it builds up; that's just part of journalism—stories are about heroes and villains, or success and failure.
- ✓ If you're a brand name, they're going to take a shot at you.
- ✓ So don't be afraid to toot your own horn when you've done something worth tooting about.
- ✓ And don't believe the critics unless they love your work.

STEP 6

GO WITH YOUR GUT

- ✓ Being an entrepreneur is not a group effort.
- ✓ You have to trust yourself.
- ✓ You may have superb academic credentials, but without instincts you'll have a hard time getting to—and staying at—the top.
- ✓ Carl Jung said our conscious minds use only five percent of our brain power for daily functioning.
- ✓ If we can learn to tap into that unconscious, subconscious, and dormant ninety-five percent, the results can be amazing.

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STEP 7

BE OPTIMISTIC, BUT ALWAYS BE PREPARED FOR THE WORST

- ✓ There are a lot of ups and downs, but you can ride them out if you're prepared for them.
- ✓ Learning to expect problems saved me from a lot of wasted energy, and it will save you from unexpected surprises.
- ✓ It's like Wall Street; it's like life.
- ✓ The ups and downs are inevitable, so simply try to be prepared for them.
- ✓ Sometimes I'll ask myself why I want to take on some new, big challenge.
- ✓ A substantial loss is always a possibility.

- ✓ Can I handle it if it doesn't go well?
- ✓ Will I be asking myself later, why did I ever do that?
- ✓ What was I thinking?
- ✓ I'm actually a very cautious person, which is different from being a pessimistic person.
- ✓ Call it positive thinking with a lot of reality checks.

STEP 8

LOOK CLOSELY BEFORE CHANGING CAREERS

- ✓ Anyone with more than a little curiosity and ambition will at some point be tempted to try a different challenge on new terrain.
- ✓ Take the risk, but before you do, do everything you can to learn what you're getting yourself into, and be as sure as you can that you've got the right mind-set for the job.

STEP 9

PAY ATTENTION TO THE DETAILS

- ✓ If you don't know every aspect of what you're doing, down to the paper clips, you're setting yourself up for some unwelcome surprises.

STEP 10

THE ART OF PUBLIC SPEAKING

Being afraid of speaking in public is something you can conquer. Public speaking and presentations may be a necessary step on your ladder to success.

1. Think about your audience first.
 - a. The rest will fall into place.
 - b. Granted, having useful information to convey will help, too.
2. Get your audience involved.

- a. But tuning in to people is the first step.
 - b. I'm good at that, and I don't have to try too hard.
 - c. Even in my office, with a few people around, the conversation will never be one-sided.
 - d. I like to involve everyone and hear what they have to say.
 - e. So: Involve your audience.
 - f. They will appreciate being included.
3. Be prepared.
- a. If you read every day, you will already be prepared, maybe not for the fine points you are specifically speaking about, but usually we are asked to speak about something we are experts at or at least familiar with.
 - b. Cover your bases mentally.
 - c. Imagine yourself being in the audience.
 - d. What are you looking for?
 - e. Being able to trade places with the audience can open you up to a lot of ideas.
 - f. Have examples and references in mind to back up your statements, and make them as vivid as possible for your listeners.
 - g. Notes can sometimes function as a useful reference point, especially if you're speaking to a large audience.
 - h. If you're prepared, no one can tell that you're using them.
 - i. Ideally, you don't want to read a speech.
 - j. For some reason, no matter how good your delivery is when you read a speech, it's usually boring.
 - k. Everyone sees that you're reading it and it's never quite the same as delivering it off the cuff.
 - l. Notes offer the best of both worlds: They keep you focused and moving in the right direction without turning you into a stiff.

4. Be a good storyteller.
 - a. People like stories, and they'll remember them.
 - b. A speech shouldn't become a lecture.
 - c. Humour goes a long way, and it will remind you and everyone else that we've all got a lot of things in common.
 - d. Storytelling is a skill, so work on it. It's helpful to listen to comedians.
 - e. The good ones can teach you the art of great timing.

5. Be aware of the common denominator.
 - a. How can all of us relate to one another?
 - b. How can you enable your audience to relate to you and to what you're saying?
 - c. People see me as a rich and powerful person, but like most people, I also have a daily routine and a family.
 - d. I get stuck in traffic jams, too. I've known some real gems and some real wackos. I have cranky moments and bad days like everyone else.
 - e. A lot of your experiences can be understood and appreciated by your audience because they've had them, too.
 - f. Look for what you have in common and lead with it.
 - g. You will create an immediate bond, because they will realize they can relate to you.

6. Be an entertainer.
 - a. When you are on the podium, you are the entertainer.
 - b. People are there to learn something, but also to be entertained.
 - c. One reason Elvis Presley was such a great entertainer is that he made every effort to tune in to his audience – it was give-and-take all the way.
 - d. And nobody did it better than Sinatra.
 - e. Some people call it charisma.

- f. I call it tuning in and delivering.
 - g. Study Regis Philbin.
 - h. He is relaxed and funny, and he always relates to his audiences.
 - i. They love him.
 - j. He's a perfect example of the give-and-take that's necessary for successful public speaking.
 - k. Regis doesn't just speak – he shares.
 - l. He's as magnanimous a performer as he is a person.
 - m. Watch him, pay attention, and you'll learn a lot.
7. Be able to laugh at yourself.
- a. This will make you accessible to people even if you are up on the stage and in the spotlight.
 - b. We've all had disasters in our lives, major and minor.
 - c. To be able to laugh at them in retrospect is healthy and helpful.
 - d. Use the blips that we all encounter in our lives to your advantage.
8. Learn to think on your feet.
- a. Memorable public speaking involves a good deal of spontaneity.
 - b. It's a lot like negotiating—you have to focus on your goals but remain flexible.
 - c. A lot of people are terrific writers but not so great at getting their ideas across orally.
 - d. Writing is a form of thinking, and so is speaking.
 - e. The difference is that you don't have time to go back and correct yourself when you're on stage.
 - f. It's not a first draft and it's not a rehearsal.
 - g. Be prepared for the performance, because that's what's expected of you.

9. Listen in your daily life.
- a. Every day can be a preparation for a speech or a presentation.
 - b. Have you ever said to yourself, “I’ll have to remember that one” after hearing someone say something particularly clever or unusual?
 - c. Even offhand comments that you overhear can be useful.
 - d. Remember them. Make notes if you must.
 - e. Everything and everyone can become material.
 - f. I was in the back of an elevator once, behind a group of guys.
 - g. Their conversation was so vivid, so real, that I tuned in and tried to figure out why they’d captured my attention.
 - h. Aside from the fact that they had a captive audience for a short amount of time, I realized that their speaking rhythm was syncopated, quick, and to the point.
 - i. What they were saying wasn’t all that fascinating, but their delivery was.
 - j. They made a normally mundane subject, what they were getting for lunch and how they were getting it, seem interesting.

10. Have a good time.

- a. It’s contagious.
- b. If your audience believes you are enjoying what you are doing, they’ll enjoy being in your company.
- c. If it’s an obvious chore to you, forget it and find someone else to speak for you.
- d. If you’re a busy executive, there’s probably someone within your organization who can speak effectively in your place.
- e. Sometimes when I’m asked to speak and my schedule won’t allow it, I will ask someone who works for me if they’d be interested in filling in.
- f. Another important aspect of having a good time: Before you speak, remind yourself that it doesn’t matter all that much.
- g. Don’t feel that the weight of the world is on you.

- h. Most of the people in the room don't care how well or poorly you do.
- i. It's just not that important.
- j. It's merely a speech—not an earthquake or a war.
- k. You'll have a better time and be a better speaker if you keep it all in perspective.

STEP 11

CHANGE YOUR ALTITUDE

- ✓ Having a high frequency will attune you to a wavelength that exudes confidence and clear-sighted enthusiasm.
 - I'm a firm believer that this is half the battle of any enterprise.
 - I'm a tough-minded optimist.
 - I learned a long time ago that my productivity was increased by a large percentage simply by learning to let go of negativity in all forms as quickly as I could.
 - My commitment to excellence is thorough, so thorough that it negates the wavelength of negativity immediately.
 - I used to have to zap negativity mentally.
 - By now, it just bounces off me within a moment of getting near me.
- ✓ Negativity is also a form of fear, and fear can be paralyzing.
 - Very often, negative thinking stems from low self-esteem.
 - You have to work on this yourself.
 - Maybe you've received a lot of hard knocks.
 - I've learned to deal with them because I get knocked a lot.
 - Quickly see them for what they are, knocks.
 - But you don't have to open the door unless you choose to.
 - I've gotten to the point where I see knocks as opportunities and as an insight into whoever is doing the knocking.

- One way to chase low altitude away is to think about how fortunate you already are and how much you still have to look forward to.
 - You can better your best day at any time.
 - Very surprising things can happen, but you must, and I repeat must, be open to them.
 - How can you fly if you've already clipped your own wings?
- ✓ I don't have time to encourage as many people as I would like to, but whenever it seems appropriate, I recommend *The Power of Positive Thinking* by Norman Vincent Peale, one of my father's favorite books, and mine, too.
- Some people may think it's old-fashioned, but what Peale has written will always be true.
 - He advocates faith over fear.
 - Faith can overcome the paralysis that fear brings with it.
 - I can remember a time when I had a choice to make, when I was billions of dollars in debt.
 - I had to take one of two courses of action: a fearful, defensive one or a faithful, riskier one.
 - I carefully analyzed the situation, realized what was causing the uneasy feeling of fear, and immediately replaced it with blind faith, simply because I had nothing else to go on at the time.
 - Then I resolved that as long as I remained positive and disciplined, things would work out.
 - There was not much more I could do.
 - I didn't know how it was going to go, but I was determined to move forward, even though it wasn't easy.
 - Within a relatively short amount of time, the situation was settled positively.
- ✓ I learned a lot from that and have since had a better understanding of what courage really is.
- Without facing my own fear, I would not have known.
 - When I think of someone who is tough, I also think of someone who has courage.

- People who persist have courage, because often it's a lot easier to give up.
- Some of the bravest people I've met are children with handicaps.
- You've been given a day, too.
- When you're down, look at it that way.
- Another day can equal another chance.
- Sometimes, as obvious as it sounds, we really do have to take things one day at a time.
- Immediately after the events of September 11, we didn't know what was going to happen, but we all kept going, one day at a time, and we're still moving forward.
- Maybe you've gotten to the point where you think you can't get through another day.
- That's short-sighted of you.
- You're missing the big picture.
- You're on the runway, but your fuel supply is the problem.
- You won't get off the ground without it.
- Feed yourself some positive thoughts and you can take off at any time.

✓ Ever wonder what makes certain people keep going?

- I do.
- Abraham Lincoln encountered a steady procession of setbacks, but he just kept at it.
- Nothing deterred him.
- He must have had a lot of faith, because he didn't receive much encouragement along the way.
- He's an excellent example of someone who never gave up
- Get going.
- Move forward.

- Aim high.
- Plan for a take-off.
- Don't just sit on the runway and hope someone will come along and push the airplane.
- It simply won't happen.
- Change your attitude and gain some altitude.
- Believe me, you'll love it up here.

STEP 12

START VISUALIZING POSITIVELY

- ✓ Positive thoughts will create positive visuals.
 - Have you ever heard someone say "I can just see it!" when they are enthusiastic about something?
 - I know from experience that if I can see something as a possibility, it has a much better chance of happening than if I can't see it happening.
 - Give your higher self a chance once in a while by giving your possibility quota a boost.
 - Keep a book of inspiring quotes nearby, so you can change a negative wavelength the moment it descends on you.
 - Here are some of my personal favourites.
- ✓ Know everything you can about what you're doing. – MY FATHER, FRED TRUMP
- ✓ I know the price of success: dedication, hard work, and an unremitting devotion to the things you want to see happen. – FRANK LLOYD WRIGHT
- ✓ A leader has the right to be beaten, but never the right to be surprised. – NAPOLEON
- ✓ Continuous effort, not strength or intelligence, is the key to unlocking our potential. – WINSTON CHURCHILL

STEP 13

READ CARL JUNG

- ✓ I find reading psychology and self-help books useful.
 - Carl Jung's theories fascinate me and keep my mind open to my own, and the collective, unconscious.
 - Reading his books can also be a good form of self-defense.
 - There's a lot we don't know about ourselves.
 - Likewise, there's a lot we may not know about everyone else.
 - Jung used the word psyche to refer to both the conscious and the unconscious processes. (That's where the word psycho comes from, by the way.)
 - I first became aware of Jung through an acquaintance who had endured some extreme ordeals, yet he remained calm.
 - I couldn't fathom where he got this sort of "grace under fire" demeanor, so I asked him, and he told me that Jung's ideas kept him centered.
- ✓ My friend put it like this: "Donald, I've learned from my experiences."
 - As a safety factor, I very often see other people as a revolver that could be pointed at me.
 - They are the gun. I, however, am the trigger.
 - So I speak and tread carefully.
 - It's an effective visual aid to avoid conflicts, as I was unwittingly among people who were actually psychos underneath their dignified personas.
 - We never know what will trigger another person's killer instinct.
 - It can be something that happened when they were five years old.
 - So avoid being the trigger, and the revolver will not be a threat."
- ✓ This synopsis of his philosophy made such an impact on me that I immediately started reading about Carl Jung.
 - I'm glad I did, because it helped me in my business as well as in my personal life.

- We are all evolving human beings, and being aware of this gave me a big boost toward maturity.
 - It also made me less inclined to be surprised by so-called aberrant behaviour.
 - I have to stress that I am not cynical, but I am aware.
 - I hate being in situations where I'm asking myself, How could this have happened?
 - This reminds me of my favourite quote from Napoleon about being surprised: A good leader shouldn't be.
- ✓ You have to know yourself as well as know other people to be an effective leader.
- For me, reading the work of Carl Jung was a step in the right direction.
 - If someone had told me in business school that studying psychology would be important for financial success, I would not have believed it.
 - My friend's story changed that, and I am grateful to him for such cogent advice.
 - The relatively small number of hours I've spent reading Jung have been more than worth it.
 - Start with his autobiography, Memories, Dreams, Reflections, and you will be in for a fascinating time while simultaneously fine-tuning your intuition and instincts.
 - You will also gain a technique for seeing into, versus reading into, the people around you.
 - Believe me, this will serve you well on many levels.
- ✓ The word persona has an interesting root.
- It comes from the Latin word meaning "mask."
 - This, however, is not derogatory.
 - It's necessary.
 - Each of us has a persona.
 - We need it for survival.
 - It's the face we put on for public use, and it can be intentional or unconscious.

- For example, a salesman who has lost his entire family in an accident is, naturally, devastated.
- But to work effectively with his customers, he must appear cheerful and confident.
- That's part of his persona.
- It's a survival device.
- The only danger is when people become their personae.
- That means something has been shut off somewhere along the line, and these people will end up hiding behind the false personality that works professionally.
- ✓ As I am very much in the public eye, this hit home and I gave it considerable thought.
 - Fortunately, I am aware of my public side as well as my private side, and, while I'm not one for hiding much, I know there are several dimensions in which I operate.
 - That's one reason I feel at home at The Trump Organization.
 - The people I work with day in and day out know I'm not entirely a glam guy.
 - They see how hard I work.
 - One person said I am very much like a Mormon, which I took as high praise.
 - Anyway, reading Jung will give you insights into yourself and the ways in which you and other people operate.

STEP 14

HAVE AN EGO

- ✓ As you know, this rule has been easy for me to follow.
 - But hear me out, I've got a good reason for it.
 - Having a well-developed ego, contrary to popular opinion, is a positive attribute.
 - It is the centre of our consciousness and serves to give us a sense of purpose.
 - I remember saying to someone, "Show me someone with no ego and I'll show you a big loser."

- I was trying to stir things up and provoke a reaction, but I later realized the basic idea is on target.
- ✓ The ego works to keep our conscious and unconscious aspects in balance.
 - Too much either way can be detrimental.
 - No ego means very little life force, and too much means a dictatorial personality.
 - Keep your ego in a healthy balance, for your own well-being as well as for those around you.
 - Strive for wholeness.
 - It's an intelligent approach to life and business.
 - Understanding how egos work can be a great tool.
 - Did you ever notice how you can deflate an opponent by simply saying, “Yeah, whatever you say...”?
 - By doing this, you are gently assuming a no-ego position, which disarms the other person while at the same time taking the wind out of their sails.
 - It gives you the peace of mind necessary to allow you to concentrate on something more important than dealing with someone who is playing God.
- ✓ Sometimes, rather than confronting a tyrant or a psycho directly, it's more effective to keep the knowledge to yourself and proceed accordingly, behind the scenes.
 - We've all heard the saying that knowledge is power.
 - The intelligent use of that power is crucial in the business world, and it's just as important in your personal life.
 - Your mind can build castles—just make sure the foundations are in place first.
 - You, and the people around you, will be grateful for that.

STEP 15

KEEP CRITICS IN PERSPECTIVE

In any job, you will be criticized at some point. Let's face it: Nobody but a total masochist wants to be criticized. There is constructive criticism, and then there is destructive criticism. Here's how to assess both types:

1. First of all, consider the source. Should this person's opinion even matter to you?
2. If it does matter to you, take a few minutes to consider whether anything helpful can result from the criticism. Others can often see things that we have overlooked. Use their keen eyes to your advantage.
3. Critics serve their purpose. Sometimes they serve a larger purpose, and sometimes they serve their own purpose. American Idol judge Simon Cowell can be critical of the performers on the program, but he's fair and he's honest, and I don't think American Idol would work without him. Simon was nice enough to compliment The Apprentice in an interview. "I think it's absolutely fantastic," he told the Daily News. "I think [Trump] is superb on the show. He's not hamming it up. He's just playing himself and that's very hard to do on television." As I said, Simon is a fair and honest critic, and I am a fan of his.
4. Everyone has an opinion. In most cases, it's not worth the paper it's written on.
5. If the opinion is worth the paper it's written on, and it's written in a paper people are buying and reading, then realize that if people didn't find you interesting enough for public consumption, they wouldn't be taking the time to criticize you. Think of their criticism as a compliment, proof of your significance.

STEP 16

HOMEWORK IS REQUIRED AND THERE WILL BE A TEST

- ✓ People who think achieving success is a linear A-to-Z process, a straight shot to the top, simply aren't in touch with reality.
 - There are very few bona fide overnight success stories.
 - It just doesn't work that way.
 - Success appears to happen overnight because we all see stories in newspapers and on TV about previously unknown people who suddenly become famous.
 - But consider a sequoia tree that has been growing for several hundred years.

- Just because a television crew one day decides to do a story about that tree doesn't mean it didn't exist before.
- ✓ Every industry and profession has its bottom line for what is required to succeed.
 - If you can't stand to practice every day, being a musician is out of the question.
 - If you hate to exercise, being an athlete is not for you.
 - In business, every business, the bottom line is understanding the process.
 - If you don't understand the process, you'll never reap the rewards of the process.
 - You'll never last long enough to achieve your "overnight" success.
- ✓ Part of the process is doing your homework.
 - You have to know what you're getting into first.
 - That was one of my father's strongest beliefs.
 - We've all heard the phrase "You're barking up the wrong tree."
 - It brings to mind a funny image, but in reality it can be embarrassing.
 - Not doing your homework can result in something analogous, so do a few things first to avoid this.
- ✓ We can learn from our mistakes, but it's better to learn from our successes.
 - The same applies to anyone in business, because if you're in business, it's not just your money involved, but very often the money and well-being of others as well.
 - That's where having learned to do my homework comes in handy.
 - It's a necessary requirement, not an extracurricular course to enhance my productivity.
 - Not only do I have to know exactly what I'm doing, but I've also got to make sure I find contractors who know exactly what they're doing as well.
 - That's why I'm tough on them, and that's why I'm equally tough on myself.
 - A lot of lives are at stake in our work. We don't want any "interesting" experiences!
- ✓ We all know what it's like to pretend to study.

- There are some courses in school that just don't hold your attention.
- If you are choosing a career, keep that in mind.
- What most holds your attention?
- Consider a pyramid.
- Did you ever notice how large and solid the foundation is?
- Did you notice the carefully graduated levels that eventually lead to the pinnacle?
- Now turn the pyramid upside down.
- That's a representation of topsy-turvy thinking.
- You don't start at the top.
- You start with the foundation—the stronger, the better.
- The world moves along at such a fast clip that we have little patience when things are slow, whether it's the line at a supermarket or Internet access.
- We've become intolerant of those things that cannot be accelerated or skipped entirely.
- I can't speed up the foundation work for a building, nor can I expect to play piano like Glenn Gould just because I want to.

- ✓ Know the limitations as well as the possibilities of everything you do.
 - Find out as much as you can yourself about what you plan to do, and don't expect anyone to act as your favorite grandmother in wanting what's best for you.
 - Most people want what's best for themselves, not for you.
 - If those people have already spent a great deal of effort on their homework, why should they share it with you?

STEP 17

LISTEN TO A PING-PONG GAME

- ✓ You can learn a lot from the people around you – you just have to be discerning about the information that comes your way.

- Be aware of the marketplace.
- Know what's going on now.
- That's one reason I devote several hours a day to reading.
- That's how long it takes to both keep up with current events and learn from the greats in history.
- How can you expect to be successful if your idea of what's happening in the world is vague or non-existent?
- ✓ There's another side to everything, so develop your ability to see it, or even hear it.
 - Never underestimate the power of awareness.
 - Find out what other people have done to succeed, and then be prepared to do ten times more.
 - There are no guarantees.
 - Comparing ourselves to others is a waste of time.
 - Don't let anyone else be your yardstick.
 - That's taking power away from yourself in a big way.
 - You've got your own personal blueprint to attend to.
 - We can't all be Tiger Woods, J. Lo, Bill Gates, or whoever it is you would like to be, and sometimes that's a hard fact to face.
 - You may have already experienced defeat.
 - That happens.
 - It happens a lot!
 - But the fact that you have aspirations to begin with is putting you on the road to success right now.
- ✓ No matter how defeated you may feel, you've still got a chance.
 - But it won't happen by itself.
 - The harder you work, the luckier you get.

STEP 18

DRESS FOR YOUR CULTURE

- ✓ The way we dress says a lot about us before we ever say a word.
 - To me, dressing successfully means understanding your environment, knowing the culture and making an effort to reflect and respect it.
 - Make it easy for people to take you seriously.
 - Have you ever noticed how we tend to pigeonhole people in certain professions by their appearance?
 - It's a form of shorthand to just be able to say "your basic accountant type" or "a typical advertising type" when describing someone.
 - Every profession has a certain look or standard.
 - Just say "banker" and you've saved yourself a hundred words.

○ It's not always fair, but that's how it works.

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PART III

MONEY, MONEY, MONEY, MONEY

STEP 1

BE YOUR OWN BEST FINANCIAL ADVISER

- ✓ When it comes to picking a financial adviser, rely on your own judgment based on what you read in reliable publications like The Wall Street Journal, Forbes, Business Week, and Fortune.
- ✓ If you read these financial publications for a while, you will start to pick up on the cadence and get a feel for what's happening in the market, which funds are the best, and who the best advisers are.
- ✓ Stay with the winners.
- ✓ Often, you will read about somebody who has made money quickly and then relies on one of his friends to invest his fortune.
- ✓ That friend has no track record, and if it weren't for his connection to a rich investor, he wouldn't have any money.
- ✓ Beware of instant stars in the world of finance.
- ✓ Trust the people who do it again and again, and who are consistently ranked high by the four best institutional business media outlets.
- ✓ But trust your own common sense first.

STEP 2

INVEST SIMPLY

- ✓ There are numerous firms that provide comprehensive charts and other information on the best returns from certain financial advisers and funds.
- ✓ Study those charts, not over the short term (maybe they just got lucky) but over a fifteen- or twenty-year period.
- ✓ Invest with the help of a major firm like Goldman Sachs, Morgan Stanley, Bear Stearns, or Merrill Lynch.

- ✓ These are your hard-earned savings at stake.
- ✓ Don't take unnecessary risks.
- ✓ Generally there is a reason for success.
- ✓ When you look at legends like Alan “Ace” Greenberg and Warren Buffett and marvel at how good they are, you will likely see that what makes them so successful is the same quality you should apply to every one of your own investments – common sense.

STEP 3

TEACH YOUR CHILDREN THE VALUE OF A DOLLAR

- ✓ If your children see you being careless with money, they will assume it's okay for them to be careless.
 - Children watch.
 - That's how they learn.
 - Your priorities will often become their priorities.
 - Any family can have a wild card or two, but on the whole, it's been proven that children will learn from what they see.
 - Children inherently like to please, so think about the values you exhibit.
 - Sooner or later, kids will form their own tastes, but the initial exposure is important.
 - Not teaching your kids about money is like not caring whether they eat.
 - If they enter the world without financial knowledge, they will have a much harder go of it.
 - Make sure you let them in on your way of thinking about money—how you manage expenses, how you save, where you invest.
- ✓ Let them know that having money isn't necessarily a sign of greed.
 - It's an important element for survival.
 - Just getting a first apartment can be a lesson for your kids:
 - They suddenly learn about security deposits!

- Equip them for life as best you can.
 - Buy them a subscription to Money or some other personal-finance magazine.
 - Give them incentives for saving their allowance.
- ✓ If they don't learn about money from you, who's going to teach them?

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PART IV

THE SECRETS OF NEGOTIATION

STEP 1

IF YOU HAVE THEM BY THE BALLS, THEIR HEARTS AND MINDS WILL FOLLOW

- ✓ It's all about persuasion, not power.
 - Power is merely the ability to convince people to accept your ideas.
 - Just because I am a successful businessman doesn't mean I always get my way.
 - It's true that I don't have to be as vociferous about things as before.
 - I don't have to act like a bulldozer to get attention.
 - But I have to coax and make my case just like any other negotiator.
 - The plus side is that people will listen to you more readily than if you aren't on the map financially.
 - The minus side is that they will reduce you to one dimension and keep you there.
- ✓ Power is not just about calling all the shots.
 - It's about ability.
 - You can call all the shots, but if they're bad ones, no one will take much notice after a while.
 - Know what you're doing.
 - That's where the real power comes from.
 - Convincing others has a lot to do with understanding negotiation.
 - Study the art of persuasion.
 - Practice it.
 - Develop an understanding of its profound value across all aspects of life.
 - Don't expect people to believe your blarney simply because you're good at delivering it.

- Make it easy on the people you are trying to convince.
 - Give them readily accessible metaphors and analogies.
 - If you are too far over their heads, they'll feel frustrated or, worse, inferior.
 - Let them know you're all on the same level in some way.
- ✓ Use humour.
- It's a great icebreaker.
 - 'There's a fine line between acceptance and resignation.'
 - You want people to accept your ideas, not merely be resigned to them because they think they can't fight back or are just plain exhausted by you.
 - Don't browbeat them into believing you.
 - Let them think the decision is theirs.
 - It will give them a feeling of control.
- ✓ Here is the golden rule of negotiating:
- He who has the gold makes the rules.
 - If you walk into a negotiation and know nothing about the other party, let them talk, listen to their tone, observe their body language, and determine whether they really want to make a deal or just show you how smart they are.
 - Most negotiations should proceed calmly, rather than in a hostile manner.
 - Money is not always the only consideration for exchange in the sale of an asset.
 - Think beyond the traditional boundaries.
 - Learn the value of saying no.
 - View any conflict as an opportunity.
 - Most important, know the party on the other side of the table before sitting down with them.
 - Research who you're dealing with, how they negotiate, and what they want from you.

STEP 2

KNOW EXACTLY WHAT YOU WANT AND KEEP IT TO YOURSELF

- ✓ If you're careful about what you reveal, you'll have more flexibility as you gather more information about the contours of the deal.
 - Don't be confined by your expectations.
 - Sometimes, what we think we want and what we actually want are two different things.
 - On more than several occasions, I have discovered in the middle of negotiations that what I had wanted was the wrong thing.
 - Sometimes, my negotiating partners have given me ideas I hadn't thought of.
 - Even adversaries have given me new ideas.
 - Sometimes, a big question suddenly comes into my mind and I begin to think in a new direction.
 - Cut yourself some slack.
 - It's okay to change your mind and suggest a different approach—as long as you haven't made any commitments to the other side.
- ✓ Some people, while admitting I'm a good negotiator, have said I'm devious.
 - I'm too busy to be devious.
 - I just assimilate new information quickly and move forward in unexpected ways—unexpected to the other party as well as to myself.
 - That's one reason I find negotiating exciting.
 - Perhaps because I'm a Gemini, I believe there is a duality to negotiating.
 - You have to balance reason with passion.
 - Reason keeps you open.
 - Passion keeps your adrenaline going.
 - Before you begin any negotiation, write down your objectives.

- Then try to anticipate what the other side might want.
- Find a way of talking about the deal and setting up parameters that will keep either of you from getting locked into an impossible position.
- ✓ Know what you want, bottom line, but keep it to yourself until a strategically necessary moment.
 - Once all of the issues are on the table, you'll have a better approach to navigating your way to your desired solution.

STEP 3

LET YOUR GUARD DOWN – BUT ONLY ON PURPOSE

- ✓ Offer a calculated nugget of information, or a provocative opinion, to see what the reaction is.
 - If you say something seemingly off the cuff, you may get a revealing response.
 - I might make an outrageous comment in a meeting just to see whether the other people play along or take a stand and disagree.
 - It's a good way of assessing the mettle of the folks across the table.
 - Do they want to be liked?
 - Are they comfortable with unpredictability?
 - Are they capable of candor?
- ✓ Know that your negotiating partner might bluff, too.
 - But when it comes to serious endeavors, you don't want bluffers of any sort.
 - Study the person's history.
 - I'm always surprised when newcomers to the real estate industry think that talking big and fast will get them somewhere with me.
 - Construction of a big building is painstaking work and that's the kind of person I want doing it—someone who will take the time to do it right.
 - I don't want people who think they can get it done in record time.

- That can spell disaster.

STEP 4

BE PATIENT

- ✓ I like to move quickly, but if a situation requires patience, I will be patient.
 - The speed depends on the circumstances, and I keep my objective in mind at all times.
 - This alone can be a patience pill.
 - I've spent from five minutes to fifteen years waiting for a deal.
 - One good tactic for speeding up a deal is to show a lack of interest in it.
 - This will often make the other side rekindle their efforts to get something going.
 - I was very interested in a deal once, but I had a hunch that it wasn't a good idea to look too eager to these people.
 - I would put off their calls and do my best to appear aloof.
 - Then I said I'd be traveling for a couple of weeks and would get back to them after that.
 - While I was "traveling," they used the time to modify their position and present to me almost precisely what I'd been hoping to get.
 - It saved us all a lot of negotiating time.
- ✓ A good tactic for slowing down a deal is to distract the other side.
 - One way is to drop hints about whether a certain aspect of the deal should be looked into further, or to mention other deals and properties as examples.
 - That will set them off in a direction that consumes their time and focus.
 - While they're off on a tangent, you'll still be on target.
 - One time, I was in the middle of a negotiation that seemed to be speeding out of my control.

- I suddenly asked the other side if they knew the history of a particular development, implying that their understanding of it might be crucial.
- They figured the development must have had some bearing on what we were trying to accomplish together, so they backed up a bit, took some time to investigate it, and gave me control of the negotiations with enough time to assess everything at my leisure.
- I got the upper hand.

STEP 5

SOMETIMES YOU STILL HAVE TO SCREW THEM

- ✓ For many years I've said that if someone screws you, screw them back.
 - I once made the mistake of saying that in front of a group of twenty priests who were in a larger audience of two thousand people.
 - I took some heat for that.
 - One of them said, "My son, we thought you were a much nicer person."
 - I responded, "Father, I have great respect for you. You'll get to heaven. I probably won't, but to be honest, as long as we're on the earth, I really have to live by my principles."
- ✓ When somebody hurts you, just go after them as viciously and as violently as you can.
 - Like it says in the Bible, an eye for an eye.
 - Be paranoid.
 - I know this observation doesn't make any of us sound very good but let's face the fact that it's possible that even your best friend wants to steal your spouse and your money.
 - As I say every week in *The Apprentice*, it's a jungle out there.
 - We're worse than lions—at least they do it for food.
 - We do it for the thrill of the hunt.
- ✓ Recently, I've become a bit mellower about retribution and paranoia.

- Although I still believe both are necessary, I now realize that vengeance can waste a lot of time better spent on new developments and deals, and even on building a better personal life.
- If you can easily dismiss a negative from your life, it's better to do so.
- Seeing creeps as a form of corruption that you're better off without is a great time-saving device.
- ✓ Still, sometimes you've just got to screw them back.
 - For example, a while ago I agreed to invest a small amount in a new restaurant venture.
 - I did this with the full expectation that I was throwing this money down the drain, because most of these clubs are not successful.
 - I liked the two young guys who approached me to invest and figured I'd give them a break—plus a good friend of mine had asked me to help them.
 - When the restaurant opened, it was a smash hit.
 - Crowds of people lined up to get in.
 - Money was pouring in.
 - It was incredible.
 - About a year later, I realized that I hadn't received a single dollar from the owners—no repayment of my initial investment and certainly no profit.
 - I called two of the guys who got me into the deal and said, "Fellas, come on, I know success when I see it. You ought to pay back your investors."
 - One of them said, "Oh, we're working so hard, and the money just isn't coming in fast enough."
 - My response: "Bullshit! I don't believe it."
 - From my perspective, they seemed to be living like kings.
 - Eventually, I received my first "equity distribution" from them, for a fraction of my investment.
 - I was furious and sent an angry letter to the managing partner, in which I asked for a public investigation of their records.

- ✓ I'm an instinctive businessman and I hate being screwed.
 - I can't prove they did anything wrong without spending more money to investigate them than my investment is worth, but my hunch is that investors like me should have been repaid six times their initial investment by now.
 - Now whenever I see the guys I tried to help, they wave to me and I just turn my back.
 - The sad thing for them is that had I felt that they treated me (and their other investors) fairly, I probably would have backed them for millions on their next deal.
 - Maybe I'll sue them anyway, just to prove my point.
 - Business can be tough, but you've got to stay true to your principles.

STEP 6

SOMETIMES YOU HAVE TO HOLD A GRUDGE

- ✓ For years, I supported the governor of New York Mario Cuomo.
 - I was one of his largest campaign contributors.
 - I never asked for a thing while he was in office.
 - For my generous support, he regularly thanked me and other major contributors with a tax on real estate so onerous that it drove many investors away from the city.
 - It became known as the Cuomo Tax.
 - After he was defeated for re-election by a better man (and governor), George Pataki, I called Mario to ask for a perfectly legal and appropriate favour involving attention to a detail at the Department of Housing and Urban Development, which at the time was being run by his son Andrew.
 - Mario told me that this would be hard for him to do, because he rarely calls the "Secretary" on business matters.
 - I said to him, "Mario, he is not the Secretary. He's your son."
 - Mario said, "Well, I think of him as the Secretary, and I refer to him as that—he's got a very serious job to do."

- I understood Mario’s concern about impropriety, but I wasn’t asking him to do anything even slightly questionable.
- This was a simple, above board request, the kind of favour that takes place between friends in the private and public sectors all the time.
- ✓ Finally, I asked Mario point blank, “Well, are you going to help me?”
 - In a very nice way, he essentially told me no.
 - I did the only thing that felt right to me.
 - I began screaming. “You son of a bitch! For years I’ve helped you and never asked for a thing, and when I finally need something, and a totally proper thing at that, you aren’t there for me. You’re no good. You’re one of the most disloyal people I’ve known and as far as I’m concerned, you can go to hell.”
 - My screaming was so loud that two or three people came in from adjoining offices and asked who I was screaming at.
 - I told them it was Mario Cuomo, a total stiff, a lousy governor, and a disloyal former friend.
 - Now whenever I see Mario at a dinner, I refuse to acknowledge him, talk to him, or even look at him.

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STEP 7

BEING STUBBORN IS OFTEN AN ASSET

STEP 8

MAKE SURE BOTH SIDES COME OUT WINNING

STEP 9

LEARN THE VALUE OF SAYING NO

STEP 10

CONSIDER WHAT THE OTHER SIDE WANTS

STEP 11

BE REASONABLE AND FLEXIBLE

STEP 12
TRUST YOUR INSTINCTS

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PART V

INSIDE THE APPRENTICE

There are four essential qualities I'm looking for in an apprentice:

QUALITY 1

AN OUTSTANDING PERSONALITY

- ✓ Someone who makes everyone feel comfortable.
- ✓ No matter what you're doing in business—selling, buying, negotiating, analysing, or managing—this may be the most essential trait.
- ✓ You've got to be able to connect with the people you encounter, every hour, every day.

QUALITY 2

BRAINS

- ✓ Not book brains alone, but street smarts as well.

- ✓ That combination, properly used, is a winner.

QUALITY 3

CREATIVITY

- ✓ The ability to see beyond the obvious, to think unpredictably and imaginatively, to make connections others might not envision.
- ✓ This is perhaps the hardest quality to develop - you've either got it or you don't.
- ✓ But you can be creative in different ways. Jeff Zucker is a creative TV executive.
- ✓ Derek Jeter is a creative shortstop.
- ✓ If they switched jobs, they might not be as creative in their various fields.

QUALITY 4

LOYALTY AND TRUST

- ✓ Absolutely required traits.
- ✓ Unlike creativity and brains, any person can possess these qualities, so if you lack them, you have no one to blame but yourself.

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ABOUT THE AUTHORS

ABOUT DONALD TRUMP

Donald John Trump (born June 14, 1946) is the 45th and current President of the United States, in office since January 20, 2017. Before entering politics, he was a businessman and television personality. He is the very definition of the American success story, setting the standards of excellence in his business endeavours, and now, for the United States of America. A graduate of the Wharton School of Finance, President Trump has always dreamed big and pushed the boundaries of what is possible his entire career, devoting his life to building business, jobs and the American Dream. This was brought to life by a movement he inspired in the people of America when he announced his candidacy for President of the United States in June 2015. More about him at www.DonaldJTrump.com

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