

both inside and out. Rosie is about as low as you can go. She is a bully who has been that way for a long time.

Now I had a choice; I could attack back, or I could let it pass. I chose to attack her so hard she would rue the day she decided to attack me. The media was very interested in my response. I gave them an earful! I got calls from *Entertainment Tonight*, *Inside Edition*, *Access Hollywood*, *Extra*, and others asking, "Do you have a response?" Yes, I had a response. I said, "Rosie O'Donnell is disgusting, both inside and out. Take a look at her, she's a slob. She talks like a truck driver, her show failed, her magazine was a total catastrophe, she got sued. So, I'll probably sue her, because it would be fun. I'd like to take some money out of her pockets." I said, "Rosie is a very unattractive woman who is a bully. Rosie is a loser and ultimately *The View* will fail because of Rosie. Barbara Walters made a mistake in hiring her." And Barbara told me, "Donald, don't get into the mud with pigs."

One morning I went on *The Today Show* to talk about *The Apprentice*, but instead Meredith Vieira started asking me questions about Rosie. Right off she asked me, "Donald, why did you attack Rosie?" What nerve! Rosie attacked me. I was just fighting back. Then she asked, "Is it true that you said she was crude?" I said, "No, I never said that, it's not strong enough, I said, 'She's a total degenerate!'" Then she asked, "Is it true that you called her a fat pig?" I said, "No, I called her a pig!"

It is funny; I called her a total degenerate, and nobody cared, but when they thought I called her "fat" they were all going ballistic! Rosie said her children came up to her and said, "Mommy, Mommy, he called you the F-word." I don't believe her children ever said that.

I replied to Meredith, "I didn't say she was fat, because that's politically incorrect. Come to think of it, Meredith, is she fat?" Meredith evaded the question with "Well I'd rather not answer that." I pressed the point. "Meredith, I want to know, is she fat?" She sidesteps again with, "I don't think I should answer that!" Then I said, "Assuming I did call her a fat pig, do you think I'd be wrong? I didn't, but do you think I'd be wrong?" Then she said, "Let's get off this subject."

That just shows you that these TV reporters really have no guts. I mean, I love Meredith; she's very nice, but she did the wrong thing. Then she came back with another stupid question, "Donald, why do you always talk about Rosie?" I said, "Because you asked me questions!" I didn't bring Rosie up. It was the dumbest interview I think I've ever had in my life.

About that time, Rosie announced that she suffers from depression. Reporters called me for a comment. Rather than saying, "I have no comment." Or, as most people would say, "Isn't that too bad? Oh, that's so bad." I said, "I think I can cure her depression. If she'd stop looking in the mirror I think she'd stop being so depressed." That went on *Entertainment Tonight*,

and the reporter said, "Oh, it was a horrible statement. It was horrible." What is so horrible about it? She attacks me and tells ugly lies about me, but I am not allowed to attack back?

Here's the point: a few days later Rosie is interviewed on the red carpet. The reporter asked, "Rosie, Donald said you shouldn't look in a mirror, it will solve your problems with depression. Do you have a comment?" She replied, "I have no comment. I don't want to talk about him!" You know why? Because I hit that horrible woman right smack in the middle of the eyes. It's true. She'll talk about Kelly Ripa, she'll talk about Danny DeVito, or Tom Selleck, but, you know, when you hit a bully back they always fold. I learned it in high school, you've got to hit a bully really hard, really strongly, right between the eyes. Some people would have ignored her insults. I decided to fight back and make her regret the day she decided to unload on me!

That is why I tell people, "Get even!" This is not your typical advice, get even, but this is real-life advice. If you don't get even, you are just a schmuck! I really mean it, too. For some reason, athletes like me and they call me a lot. I know many athletes that have lost a tremendous amount of money. They are young kids who make a lot of money at a very young age, and they lose most of it before they retire. They have nothing left. It is all gone, because they have managers, accountants,

lawyers, agents, and so called financial advisers that take it away. To them it is like taking candy from a baby.

An athlete friend of mine called me one day and told me he had evidence that his manager had stolen all his money. He is a great athlete who played for years in the NBA. He said, "Mr. Trump, with the information I found, I have this guy cold, right?" This athlete is very famous, and you all know his name, even if you're not a big fan. I said, "Let's go get that mother you know what! Let's go get him! I can help you get him. I've got the nastiest lawyer that you could imagine. We're going to sue your manager's ass off. We're going to hurt him so badly he's going to come back to you on his knees." I added, "I'm going to go get this guy for you and he's going to suffer and you are going to get a lot of your money back, whatever this guy hasn't squandered." Then he said, "Oh, Mr. Trump, don't do it, I don't want to do that." I said, "What do you mean, you don't want to do it? Why?" He said, "Well, I don't want to get involved." I said, "Why?"

Here is a great athlete who lost all his money, and yet he does not want to get involved in going after his manager who robbed him blind. He did not steal nice and easy or make a little mistake, he robbed him. I said, "Listen, you have to do this, or you're the dumbest person I've met in a long time!" He said, "I can't do it!" I said, "That's okay, but never, ever call me

again, because you are a schmuck!" I have not spoken to the guy since. He calls me once in a while, but I don't ever talk to him, because he is a loser. You have to show people you can't be pushed around. His next manager, whoever it may be—and he does not have long to go in his career—will probably steal the money he is making now. Why shouldn't he? This guy is not going to go after him, because he is a jerk.

So do not hesitate to go after people. This is important not only for the person you are going after but for other people to know not to mess around with you.

When other people see that you don't take crap and see you are really going after somebody for wronging you, they will respect you. Always have a good reason to go after someone. Do not do it without a good reason. When you are wronged, go after those people because it is a good feeling and because other people will see you doing it.

Getting even is not always a personal thing. It's just a part of doing business. An example is my dealings with Merv Griffin. Merv Griffin recently passed away—he was an interesting character. He and I fought quite a bit, but in the end I think we gained a mutual respect. He would tell people that Donald Trump was a genius (I think he even wrote it in his book), but one thing never changed—Merv would state to everybody that he beat me in a deal when in actuality he knew better and admitted such to me.

I sold him a company called Resorts International for a very high price. I had most of the voting stock so there was nothing he could have done unless I was willing to sell, but his price was so high that it would have been insane not to take his offer. Immediately after the deal was made, Merv went around telling everybody that he beat me. "I beat Donald Trump at the deal!" he would shout.

Newspapers and magazines were calling me and exclaiming that Merv beat Donald in a deal. I'll never forget telling one of the reporters, "Deals are funny—tell me about it in five years, but in the meantime I got a very high price, much more than he would have had to pay, because I would have taken far less."

In any event the deal turned out to be a disaster for Merv, and to the best of my knowledge he filed for Chapter 11 on this transaction at least two times. I believe that is why he called me a genius, but I can also say he was an amazing competitor; very nice and smooth on the outside but a real tiger from within. He did say, at a certain event, "I used to have a lot of coconuts," jokingly referring to how much the Resorts International deal with me cost him. Because of business Merv and I were not friends—but I will miss him.

I love getting even when I get screwed by someone—yes, it is true, people still try to take me for a ride, and sometimes they succeed, rarely, but when they do I go after them. You

know what? People do not want to play around with me as much as they do with others. They know if they do, they are really in for a big fight. Always get even. When you are in business you need to get even with people who screw you. You need to screw them back fifteen times harder. You do it not only to get the person who messed with you but also to show the others who are watching what will happen to them if they mess with you. If someone attacks you, do not hesitate. Go for the jugular. Attack them back in spades!

ZANKER'S TAKE

Life is full of losers who love to mess with people, especially people who are successful. I think it comes down to one of two things: jealousy or greed, or a combination of the two. Sometimes there is no money involved, as Donald says, "They just do it for sport."

One time a company came out with a complete knockoff of The Learning Annex and started promoting it in direct competition with me in New York City. They were basically stealing our customers. I sent a letter asking the owner to stop ripping us off. They refused, so I immediately sued for copyright violations and trademark infringement. When we went to court, the judge asked them if they wanted to settle out of court. They said "no." So the judge ruled in The Learning Annex's favor and set the other company's fine so high

that it could not pay it and had to go under. I felt very good about this. You have to go after people who mess with you.

Persistence is crucial. My whole company was at stake. I could not lie down and just take it. I had to fight back. I saw the fight all the way to the New York State Court of Appeals, the highest court in New York. I kept fighting until I won. Never stop until you get even.

Another time in the 1980s when my business was really getting off the ground, I hired a speaker who was a bestselling author and expert on relationships. She was scheduled to speak at The Learning Annex in Washington, D.C., on a Saturday morning. Her flight was due to arrive from Los Angeles on Friday night. We had hundreds of people signed up for her class.

At 11 P.M. she called to tell me that her flight had been cancelled and that she would not be able to teach the class. I was in a real bind because these people needed help and were looking forward to the class. It was too late to contact all those people and tell them that the event was cancelled. They would come to the class the next day, and find out that it was not going to happen. That was not a good thing for my business or my reputation.

I checked with the airlines and found out that the flight was not cancelled at all. It was clear to me that she had just decided at the last minute not to honor her commitment. She would rather disrespect me and all the people who had signed up for the class.

If she would have owned up to what she did and apologized for causing me problems, I would have let it go. But she treated me and the students who were attending the class like we didn't matter. After that happened, I started

making a list of people that hurt me. I put her name on the list. Then I sat back and waited for a chance to get revenge. Sometimes my list is short, other times it grows. But I always have my list and trust me, you never want to be on my list.

Some time later a TV producer called me. This same author was being considered for a TV show about relationships. She gave my name as a reference. I gave this woman the worst possible recommendation you could imagine. I told them she was a terrible person, an extremely dishonest and irresponsible person.

Later I was happy to hear that she never got that show off the ground. I am not sure if my bad reference had something to do with it, but I certainly hope so. She has called many times to try to get booked for classes at The Learning Annex to promote her books, but I never let her speak. I never forgot how rude and disrespectful she acted toward me and my students. I never let things like that pass. I always get even.

Recently, I had to fire an employee for incompetence. I hate firing people. But this guy did a terrible job, and I had to let him go. A few weeks later I got a letter from an attorney stating that he was suing me for wrongful termination. There was completely no justification for this suit. But it would cost me a bundle to defend. So I decided to get even instead.

I got an idea. I called my tech guy into my office and asked him to look through all the deleted files on the computer that this person had used while he worked for me, and to see what he had been up to while he was supposedly working for me. My computer expert came back with some interesting

stuff. Apparently this guy had been surfing hundreds of porn sites from his work computer.

I had my lawyer send a letter to his lawyer explaining that if we were to go to court, all this information about him would be made public. (That I did not care one bit about all the scorn and embarrassment he would suffer.) I never heard from him again. It just shows that you have to play hardball when someone tries to bully you.

Always make a list of people who hurt you. Then sit back and wait for the appropriate time to get revenge. When they least expect it, go after them with a vengeance. Go for their jugular. Now, if you get a sincere apology from someone and if they owe you money and pay you, I accept it and let it go. But if not, just wait for the opportunity and when it comes, hit 'em hard.

TO SUM IT UP

As a child your parents and teachers told you not to fight and to try to get along with people. They meant well, trying to protect you from the harsh realities of the world, but in the world of grown-ups, things are different. Many bullies out there try to push you around. They can get very nasty. When a bully comes after you, do not fold up and play nice. Do not lie down and take it, "Get even!" This is not your typical advice, but it is real-life advice. If

you do not get even you are just a schmuck! Most business writers won't be so blunt and honest with you about getting even. They know it's the truth, but won't tell you because they want people to think of them as a "nice person." I don't like to mince words. When you're wronged and you do nothing about it, you aren't "nice" you're a schmuck.

That's why I say when you are wronged, go after those people, because it is a good feeling, and because other people will see you doing it. I love it. Because I get screwed all the time, so I go after people. You know what people don't want to mess with me as much as others. They know if they do they are really in for a big fight. Always get even.

KEY POINTS

- ▶ When somebody screws you, screw them back in spades.
- ▶ Forgive good people, but never forgive someone who is bad.
- ▶ When someone attacks you publicly, always strike back.
- ▶ If you want to stop a bully, hit them right between the eyes. They will think twice about doing it again.
- ▶ Even some of the toughest top athletes are schmucks who let people steal from them and are afraid to get even.
- ▶ Always have a good reason to get even.
- ▶ Go for the jugular so that people watching will not want to mess with you.
- ▶ If someone knows they made a mistake and they apologize, forgive them and move on, but never trust them again.

7

BIG MO!

It is very important to know when it is your time. I learned an important lesson in momentum and timing from William Levitt, the amazing father of suburbia. William Levitt became so famous that he made the cover of *Time* magazine on July 3, 1951. It all started after the end of World War II.

Prior to World War II there was no housing industry as we know it today; just local builders who could not build more than a few houses a year. That way of building was much too slow and cumbersome to keep up with the swelling demand for housing brought on by the millions of servicemen and women returning home after the war. People were so hard up for housing that one couple camped out for two days in a New York City department store window to publicize their plight.

William Levitt solved the post-World War II housing crisis by applying assembly-line techniques to housing construction. He was able to put up large numbers of houses quickly and cheaply. Levitt's houses were so cheap that bus drivers, teachers,

and mill workers could afford them. He was a brilliant builder who created modern building methods and was responsible for the invention of modern suburbia as we know it today. He broke down the construction process into twenty-seven distinct operations and built houses using specialized teams for carpentry, tiling, painting, roofing, and so on.

Bill Levitt was very hungry. He was on top of every detail. When he was building 17,000 houses at a time in Levittown, New York, he would go himself, after a day of construction, to pick up nails. He would make sure his workers picked up sawdust, because they could make money selling it to other companies. He kept lumber costs down by buying his own forests and sawmills. He cut out the distributor markup by buying appliances directly from manufacturers. He even manufactured his own nails. Levitt insisted on perfection. Every Saturday he would drive his black Cadillac around the streets of Levittown, checking on the doings in the town he created. He listened for gossip and made sure everything was in tip-top condition.

Levitt built 140,000 modest, low- and middle-class homes all over the United States and Canada, including New York, Pennsylvania, New Jersey, Maryland, and Georgia. In 1968 Levitt sold his company to ITT, a big conglomerate run by Harold Geneen, who was a great businessman. Levitt received \$92 million in stock, which is like \$2 billion today.

Levitt retired and married a beautiful wife, some people would say a trophy wife. Then he proceeded to spend most of his money on luxuries like his 237-foot yacht, *La Belle Simone*, (named after his third wife) and a 30-room mansion in Mill Neck, New York. He lived very easily and peacefully. As part of the deal he made when he sold his company, he agreed not to build anything in the United States for ten years. However, he started some building projects in locations such as Iran, Venezuela, and Nigeria. He used his ITT stock as collateral for the loans he took out to build his new projects.

In the meantime, after ITT took over Levitt's housing business, ITT did not manage it as well as Levitt had. Instead of using ingenuity to solve problems, this huge conglomerate tried to solve problems by throwing a lot of money at them. ITT did not know what it was doing. It wasted a lot of money. It did not go around picking up nails. It did not care about the details. It recklessly squandered money by buying land in many different places before discovering that the land could not be zoned. ITT was doing all the things that a big company does, and was losing money, but it did not care. Within four years the ITT stock lost 90 percent of its value. When its foreign projects got into financial trouble the company was left with millions of dollars in debt.

After fifteen years ITT decided to put Levitt's company up

for sale. Levitt, wanting back into the action, bought his own company back from ITT. Levitt started building houses in the United States again, but he never regained his previous glory; he ran into a tough recession and many other problems that he could not solve. He ended up going bankrupt and losing everything.

In 1993 I was invited to a party for 100 ultra-successful people hosted by a powerful businessman in his Fifth Avenue apartment. After my troubles of the early 1990s had subsided, I was starting to do really well: I had purchased 40 Wall Street and was building Trump International Hotel and Tower, and I was invited to the party, even though I do not drink. At the party, an old man was sitting in the corner. I walked up to talk to him and realized it was William Levitt, the great home builder. He was about eighty-two years old. Nobody else was even talking to him, because they were all talking among themselves and doing deals. I was shocked that he was there.

As a real estate person, I was very interested in talking to him, because I had always respected his work. I said, "Hi, Mr. Levitt, how are you doing?" He said, "Not well, Donald, not well at all." I said, "I know. I've been reading that things have been very tough for you." He said, "It's been very, very tough and very humiliating." I was curious, and I said, "What exactly went wrong?"

He said, "Donald, I lost my momentum." This is the same brilliant, dynamic man who built 140,000 homes and revolutionized the housing industry. The same man, only he had lost his momentum and lost everything. That is the only time I ever heard that statement made.

We are all capable of losing our momentum and if that time comes, you have to know what to do about it, because there is no reason to put yourself in that position. I thought his insight was so brilliant. It was so amazing and very sad. He died shortly thereafter with nothing, because he lost his momentum. I learned a great lesson from William Levitt that night. Since then, I have devoted a lot of time to studying and applying the power of momentum to my own life and business. I do not ever want to lose my momentum. The lesson applies whether you are in real estate or not.

When you start toward a worthy goal—like landing a great job on Wall Street or becoming the next mayor of New York or building the world's tallest building—you have not yet built any momentum. You have no contacts and no track record. Nobody is calling you and nothing is happening.

Momentum works like this—I will use real estate as an example, but the same thing applies to salespeople, politicians, entrepreneurs, inventors, company executives, lawyers, and just about every profession—first, you go out and beat your head against a wall looking for deals and properties, with no luck.

You keep on doing it and at the same time you go out and line up a team of professionals to call on once you have a building or renovation project: appraisers, surveyors, lawyers, accountants, and contractors. At first nobody knows you. They do not believe you because you have never done anything before. They can't tell if you are the real deal or just another fly-by-night operation that will fold up and move on when things get too tough. At first nothing is happening.

With each passing day and each contact you make, you are silently building momentum. You are showing people that you are not going away and still nothing happens. So you keep that up. Then one day, something breaks for you; you land an account or sign a deal. You tell all your contacts, and all of a sudden your credibility rises. They start to believe you. You keep on working, and now you are at a somewhat higher level. After a while you have so much momentum built up that things start to come to you in multiples: two or three jobs or clients or deals come your way all at once. You tell everybody about this, and your value goes up tremendously. Everybody sees that you have momentum, and they want to be a part of it!

What can you do to establish momentum? To get momentum, you must first focus on a specific goal with passion and intensity, as I have previously discussed. Pick something you are very good at or have the ability to become good at. Start

your momentum rolling by becoming very knowledgeable about your chosen field.

When I was studying finance at Wharton, the standard courses were great, but they did not fully satisfy my thirst for real-world knowledge. I knew that I wanted to be a big real estate developer and so, in my spare time at Wharton, I studied how to buy and sell real estate. It was not part of the curriculum, but I studied it anyway, and I started creating some personal momentum.

Getting a good mentor helps create momentum, too. Find someone knowledgeable about your field, and make them your friend. Ask their advice. If you have a question about something you do not understand, ask your mentor. If you do not have a mentor that you can meet face-to-face, find a mentor through your studies or your reading. Find someone who appeals to you and has achieved something you admire and aspire toward. For example, if you are interested in architecture, study the careers and lives of great architects, past and present. It is important to give yourself a good foundation first. Many accomplished people will not have the time to devote to novices. Get as much technique and background knowledge as you can on your own.

To me, a good mentor is someone who gives opportunities as well as challenges as teaching tools. We all need to know our

weak spots as well as our strengths. If you watch *The Apprentice*, you will notice that personal strengths and weaknesses are often made apparent by the candidates themselves, without me having to point them out. Challenge yourself, critique yourself and keep moving forward to gain confidence and stamina.

My mentor was my father. When I graduated from Wharton, I started putting that knowledge to work in the real world by working for my father on real estate deals, which boosted my momentum significantly. To build momentum, get a job in your field as soon as you can. Work in the mailroom or as a summer intern—whatever you need to do to get your foot in the door and start to establish real-world momentum.

It was great working for my father, but I wanted more. A very important point is that to keep the momentum growing, you must continually challenge yourself. I challenged myself in a big way when I took the plunge and moved to Manhattan to start my own business. I took the momentum that I had carefully built while working for my father in Queens and Brooklyn for five years and used it to launch my real estate development career in the big-time arena of Manhattan. Then I used the focus of my will and the power of my enthusiasm to build even more momentum. Momentum is like poker chips that you have to keep in the game and keep putting into successively bigger and bigger pots.

There is a funny thing about momentum: when you stop, it stops. That is what happened to me in the late 1980s. I rode a wave of momentum to the top of New York's real estate world. I had done my preparatory work and the timing was perfect. I came on the scene exactly when real estate in New York City was at its low point. I got into the game when the undervalued, bargain-basement West Side Penn Central properties came on the market and nobody but me was interested in them. I got into that deal with no money. After that the real estate market in Manhattan took off on a sixteen-year boom. All I ever saw were the good times. I thought it would always be that way. Over those sixteen booming years I had always been intent on one thing: building bigger and bigger momentum. Then I stopped.

BusinessWeek came out with a feature article about me that stated, "Everything he touches turns to gold." I believed that the article was true, and I started acting as if the article were true. I went to Paris and enjoyed myself with the other great love of my life: beautiful women—supermodels. I had lost track of reality. I thought real estate was easy. I never imagined that the momentum that had grown bigger and bigger with every deal would ever stop. That is exactly what happened, and it almost destroyed me. That is the other interesting truth about momentum: if you do not keep it growing, it will not just stand still; it

will turn on you and take down everything you have built. That is what happened to Bill Levitt, and that is what almost happened to me.

WHAT DOES NOT KILL YOU MAKES YOU STRONGER

A setback can either (1) destroy you, or (2) make you stronger. There is an old saying that I believe, "Whatever doesn't kill you makes you stronger." I have the greatest respect for people who have experienced adversity and then come back. I was one of those people in the early 90s. I went through a tough period and learned a lot about myself, and then I came back bigger and better and stronger. It was not unlike what happened to Frank Sinatra in the early 50s. Like me, he lost focus. He took his eye off the ball and he made some bad decisions. (Also like me, it was beautiful women that had a little something to do with his troubles, but that is another story for another time.)

Sammy Davis Jr. tells a wonderful story in his book, *Yes I Can*, where Sammy, who is on the way up (due in no small part to Sinatra's patronage), sees Frank walking down Broadway all by himself, looking utterly dejected. At the time, Frank was on the skids, having gone from being the biggest singer ever known to a laughingstock, reduced to singing novelty songs.

This experience was a wake-up call for Frank. After that he regained his focus and his success.

I can tell a lot about a person by the way they handle difficult situations. I have seen many seemingly tough guys fold under pressure. I have noticed that it is a matter of how you define your setback or challenge: if you admit defeat, then you will be defeated. If you accept that the situation is bad, but you are determined to see it through, then you have a much better chance. It is your choice. It is frightening when bad things happen. I know that from personal experience. I did not let them destroy my confidence.

You never really know how bad a situation is going to be. You never know how it is going to turn out. I was in the worst situation imaginable, and when it was all over, it turned out great. I did not know at the time that it was going to end okay, but in my heart and my mind I defined it as a setback that I could overcome.

I had friends who chose to give up on themselves and declare their own defeat. What a stupid thing to do! Of course, they never made it through. Never declare yourself beaten. If you fail at something, it is okay. That may be out of your control, but never voluntarily throw in the towel. Always keep fighting! You never know when there is another chance or another great opportunity waiting right around the corner.

ROLL THE BOULDER UP THE HILL

I had lost my focus and suddenly I was faced with some major setbacks. The banks were out to get me in a big way. My momentum had come to a standstill. It was terrible but I did not quit; I kept moving forward while trying to learn from my mistakes. I stayed focused on my work, plans for new deals and new properties, because that is what made me feel good. Working on new projects helped me to regain my momentum slowly but surely and after a while things turned around for me in a big way.

What I learned from my setback is that you have to maintain your focus and keep building your momentum at all times. Your problems can be temporary if you keep your momentum moving forward. Again, it is all in how you look at things and how you define your situation. If you feel that all hope is lost, then it is. If you view a setback as a temporary lull or slowdown that will pick up again if you keep working at what you love, then that will be your reality.

We all experience difficulties. That is life. You show your true colors in how you handle devastating events. Time will heal all wounds, just remain positive and move on. Whenever I approach a project I know there will be problems. I expect them. I do not cry about them, because I know it is my job to

solve them. Be the one to solve tough problems and you will be the one people pay big money for.

Anyone can do things that are easy. It is rare to find people who can tackle big challenges. If you do, you stand out from the crowd. I have found that if something is too easy, it is not usually even worth doing. Lots of other people are already doing it, and there usually is not much profit in the easy jobs. My business is so hard that sometimes I feel like Sisyphus, who was condemned to roll a boulder uphill for eternity.

That is just the way it is sometimes, so I just keep going; I don't give up. My focus is intense enough to make the effort worth it, and my momentum makes sure that my efforts will not be futile. I have learned a lot from demanding situations.

PLOUGH RIGHT THROUGH YOUR PROBLEMS

Mistakes happen every day, so expect them and learn to deal with them. Things do not always go as planned. You are not being a pessimist or a negative thinker by expecting mistakes; you are just being realistic and prepared to survive any challenge in life as a way to protect yourself. Problems, setbacks, mistakes, and losses are all a part of life. They are something

you have to accept. Do not let yourself be shocked if and when they happen. Be prepared. The more prepared you are, the less likely it is that problems will knock you off balance.

If something unexpected takes you by surprise, keep your cool. Just say to yourself, "I should have known." Be flexible and adjust to the bad event without missing a beat. Later ask yourself how you could have prepared for the problem in advance. Learn as much as you can from the situation, then move on. It will be unlikely you will make the same mistake again. That is how to handle mistakes and problems. That is how to grow and become a master of your business, your career, and your life.

There is a time, however, in some endeavors, whether it is in a business, a career or a relationship, when it is time to call it quits. Sometimes things happen that make you question whether you should keep going. As long as you are enjoying what you are doing and are making progress, keep going. Do not let nagging doubts and insecurities stop you. Self-doubt is normal. If you are no longer passionate about your career anymore, then find something you are passionate about.

My motto is: "Never give up." I follow this very strictly. I only give up on something when it is perfectly clear that there is no other option. I do not let problems and challenges stop me; they are normal in any endeavor, but when dishonesty and

outright cruelty creep into any undertaking, I closely re-evaluate my reasons for being involved.

In 1975, when I was working with the city and the banks to put together a deal that would save the area around Grand Central Terminal and 42nd Street from ruin, I had a very difficult time. The banks would not give me a loan without tax abatement from the city. The city would not give me tax abatement without a loan from a bank. Neither side would budge. I spent many long months of negotiating back and forth and proving to the city and the banks that this deal would work and that everybody was going to be happy with the Grand Hyatt Hotel that I was planning to build to replace the old Commodore Hotel.

Finally, the city agreed to give me a very generous tax abatement. When I told the news to the bank they still wanted to drag their feet on the financing. Then many of the big New York developers got wind of the huge tax abatement and protested. The project was one delay after another, and it really tested my resolve. When one re-negotiation after another failed, I felt like giving up. However, I refused to quit. I kept hammering away and finally closed the deal. It turned out to be a huge success, good for the city, the bank, and me.

That experience taught me to always expect setbacks, to solve them one by one and to never quit until the job is done.

You have to be the same way. Do not be afraid of mistakes and setbacks, because they are your best teachers. Learn from them. Use the knowledge to build something great for yourself.

WHEN YOU REACH THE TOP, GIVE BACK

One way to keep your momentum going is to keep giving yourself greater and greater challenges. Once you have reached the top, what do you do? Once you have reached the top, it is time to give back. Give to charity, give to your children, give your knowledge to others, and give to your culture. I made a lot of money, and I give a lot of money away to charity.

Warren Buffett is a great example: billionaire investor Warren Buffett is distributing more than \$30 billion of his stock to the Bill and Melinda Gates Foundation, which focuses on global health issues such as the GAVI Alliance, which distributes vaccines to children in poor countries and to education such as the United Negro College Fund's Gates Millennium Scholars Program. Buffett wants his money to be used to tackle some of the complex problems that are the most difficult to solve. His children were 100 percent okay with that.

It is also important to give your knowledge and insight freely to anyone who asks. I believe people absorb more effi-

ciently and faster when they learn by doing, and I am intent on giving people the knowledge they need to succeed. I give two-hour speeches at The Learning Annex Wealth Expos for the same purpose, and I donate a large portion of my speaking fees to charity.

To keep your momentum going you must have intrinsic values as well as monetary values, and you must recognize when it is time to start giving back.

ZANKER'S TAKE

I always go with my momentum. After the big front page newspaper stories in 1982 about The Learning Annex's attempt to drop \$10,000 from the Empire State Building (see story in Chapter Four: *Creating Luck*), I used the momentum caused by that amazing bit of luck to propel the company higher. We also used the momentum of our speakers to drive our growth. We have gotten momentum from many speakers including Tony Robbins, George Foreman, Robert Kiyosaki, Jim Cramer, and many others. Our association with Donald Trump has put our company on the map and given us hyper-momentum. It was hold on and strap yourself to this rocket called Donald. It has been an incredible ride. Finding a partner to align yourself with can sure get momentum going.

Speaking of momentum, last year a little-known movie called *The Secret*

swept onto the world stage to capture the attention of millions of Americans. It is still spreading across the world like wildfire. It is discussed on hundreds of forums and websites. Millions of enthusiastic fans are buying *The Secret* DVD and book of the same name and causing *The Secret* to rocket to the top of every major bestseller list.

Experts from *The Secret* have appeared on the *Oprah Winfrey Show*, *The Ellen DeGeneres Show*, *Larry King Live*, and *The Montel Williams Show*. The *Los Angeles Times* has proclaimed *The Secret* to be a "cultural phenomenon." In a nutshell, *The Secret* tells you how to use supercharged thoughts to propel yourself to success in business and in every aspect of your life.

I have always been passionate about self-improvement. I recognized that *The Secret* had an enormous amount of momentum. I began featuring some of the celebrated experts that appeared on the DVD as speakers at The Learning Annex and at the Wealth Expos—people like Jack Canfield, James Ray, Loral Langemeier, and Lisa Nichols. It has been a huge success, and I have decided to capitalize even further on its momentum.

Now The Learning Annex has teamed up with Jack Canfield to produce a PBS special all about *The Secret*, which will teach people how to get what they want by merely thinking in a certain way. Jack Canfield, an amazing author, enlightened teacher, and savvy businessman, is one of the driving forces behind the *Chicken Soup for the Soul* franchise, which has sold 100 million books. He has personally taught millions of people his unique formulas for success. On The Learning Annex PBS special, Jack teaches how to make more money, get in the best shape of your life, meet your soul mate, and more by shifting your mind-set and creating your own reality.

This is all part of my plan to take The Learning Annex to the billion-dollar level. I have met with broadcast executives and producers, such as Mark Burnett and Peter Guber to build programming for a Learning Annex channel. When people think of self-help, they are going to think of The Learning Annex. The self-help industry is a \$19 billion dollar industry. When you think of doing anything to improve your life, I want you to think, "The Learning Annex." We are already the premier brand, and we are just getting started.

The self-help industry is just waiting for some company to own it. I intend it to be The Learning Annex. The Learning Annex has momentum. It's growing fast and understands the market. We are passionate about it, and our timing is perfect. Baby boomers are the greatest proponents of lifelong learning. People of all ages want to continue to improve themselves. Our programming simply has to be relevant to each of the demographic groups we serve. We are taking our existing momentum to go to the next level.

Once you have momentum, you have to keep it moving. Latch onto a business trend that has great momentum. Then partner with others to set big goals and let the momentum lead you to higher and higher levels.

Every day has a new possibility. Every day you can improve yourself and grow. Every day you can take yourself to a new level. Grab something with momentum that you can be passionate about. Keep working on it and amazing things will happen.

TO SUM IT UP

To be a big success in any field you need to build momentum. Momentum is all about energy and timing. When you start anything new, you have no momentum. That is when things are hard. People are not calling you. You do not seem to be getting anywhere, but if you keep at it and keep working toward your goals one day at a time, pretty soon you get into the flow of people and events. You get contacts, you gain credibility, you build a track record of success, and then things get much easier. Why? Because you have momentum, but do not take momentum for granted. If you lose your momentum, all your success ends, and things get much more difficult. It is dangerous to do anything when you have lost your momentum. Your timing is off, and people and events are no longer in your favor. So watch out to never lose your momentum.

KEY POINTS

- ▶ When you start something new, you have no momentum.
- ▶ With every action you take and every task you complete you are building momentum.
- ▶ When momentum reaches a critical mass, everybody is on ready alert and has you on their radar screens.
- ▶ When people see momentum, they want to be part of it.
- ▶ To get momentum, focus on a specific goal with passion and intensity.
- ▶ Specialized knowledge builds momentum.
- ▶ Getting an experienced mentor helps momentum.
- ▶ To keep momentum, keep challenging yourself.
- ▶ Remember to keep going; if you stop, your momentum will stop.
- ▶ Use adverse events and monumental challenges to make you stronger.
- ▶ Never give up on yourself.
- ▶ When you reach the top, keep your momentum rolling by giving back to society.

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NEVER
TAKE YOUR
EYE OFF
THE BALL

█ In 1990 I was in deep trouble. I had believed what *BusinessWeek* wrote about me, "Everything he touches turns to gold." I said, "They are right. I'm the greatest. I'm the greatest." That was a big mistake, because when you start believing you can't fail, then you go home early; you believe that you do not have to work, and you think making money is easy.

The fact is it is not easy. After that article, I did not focus, and I did not work as hard. When the markets crashed, I was not prepared. For many years, I had made more money in bad markets than in good markets—always. This time around I was not focused. I was like a fighter who keeps winning all his fights. After a while he does not take his fights as seriously, he does not focus, and he does not train as hard because he figures he is going to win. Then out of nowhere he gets his ass kicked.

In the 90s a lot of good people went bankrupt. I never went bankrupt, but I went through hell. My company owed billions and was much too heavily leveraged. I was in debt personally

for \$900 million. One day I was walking down the street and I said to my then wife Marla, "That beggar over there is worth \$900 million more than I am." She said, "What do you mean?" I said, "Because I'm \$900 million in debt, and at least he has money in his pocket."

I used to say to myself, "Oh, my God, am I in trouble. I am going down." That was big league. I was not focused but I never blamed myself, because from the day I graduated from Wharton in 1968, I did well. For twenty-one years I was doing fantastic. I felt like I had the right to take it easy. I really felt that after twenty-one years I had the right not to focus.

Reality taught me an important lesson: I could not have it both ways. If I wanted to be the greatest, the amazing Donald Trump who makes everything he touches turn to gold, then I needed to focus. I could not have one without the other. I decided that I still wanted to be the old Trump and started focusing like never before. In 1991, the world was collapsing. It was so bad in real estate that if a person walked into a building, just looking around, we considered it to be a sign that the market was changing. They did not have to do anything; just walk in. They did not have to buy, and they did not have to rent. I came up with a statement, "Survive 'til '95." That statement was the rallying cry that helped me to stay involved and engaged even though things were really bad. After that I started to really

work my ass off. Today my company is many, many times bigger, and is a much better company than it ever was before.

Someone once asked me, "What was your mind-set when you owed billions of dollars?" I answered, "My mind-set was the same as it is right now." Actually, my mind-set was very positive. I started negotiating new deals even though I was in no position to do them, because it made me feel good. Most of my real estate friends became depressed. They stopped functioning. They could not think, and they lost confidence in themselves. They were all screwed up. The best thing about being in deep financial trouble was that I learned that I could handle it, and by focusing on the positives, things that made me feel good, I could maintain a mind-set very much like it is right now. Remember that. If you ever get into deep difficulty, always focus on the things that make you feel better. Sure, handle the bad stuff you have to deal with, but do not let it demoralize you or distract you from pursuing your goals. Realize that it is only a moment in time, and it will pass. Keep your sights set on a better time in the future, which will certainly come to pass if you stay focused. Things cannot and will not continue downward forever; they will always turn around. I have seen this many times, and that is why I was able to buy the Penn Central property in 1973, when things in New York were very bad. That is how I had the foresight to buy 40 Wall Street

when all the real estate experts passed it up. That is how I was able to make a comeback from the brink of utter failure.

Sure I had a few sleepless nights. Not as bad as other people, because I still managed to go to sleep, and I still managed to keep my faculties. I was able to do what I had to do. I was in a horrific period. I had been the hottest guy in the 80s. Then almost overnight, I went from being a super genius to a moron. It was a pretty hard blow, but I realized that I was not the moron that the media was making me out to be. I was the same person. I still had what it takes to be great. I never forgot that.

In truth, I simply got caught like many others when the market crashed. In all fairness, the government changed the tax laws in real estate and made those changes apply to buildings that were purchased years earlier when the tax code was different. It was unfair. That is what killed many developers. I do not blame anybody. I should have seen it coming. The market crash was just another down market, and my whole life I had made money in down markets. I blame myself, because I was not as focused as I had been in the past. I learned from this mistake. I kept a firm belief in myself that no bankers or lawyers or media reporters could dislodge. I got super focused. I went back to work and never worked harder, ever. I am still working, and I love it.

Who you marry has a big impact on your ability to focus. I will give you an example: Andre Agassi, the great tennis player, was known for his powerful forehand and aggressive style. Andre's father, Mike, a former boxer, started training Andre as soon as he was able to hold a racket. He gave little Andre paddles and balloons when he was still in a high chair. When he started playing tennis, Agassi would hit 5,000 balls every day. When Andre was five years old, he was already practicing with pros such as Jimmy Connors and Roscoe Tanner. He turned professional in 1986 and won his first top level singles title in 1987. Agassi was ranked number one in the world in April 1995 and held that ranking for thirty consecutive weeks.

In 1997 he married Brooke Shields, who I think is a fantastic person. His tennis suffered because of it. Distracted by all the media frenzy surrounding his celebrity marriage to Brooke, he lost his focus on tennis. He played only twenty-four matches, he won no titles, and his world ranking sank to an abysmal number 141. It seemed as if he was washed up and his career was over. I remember watching one of his matches at the time. His new wife, Brooke Shields, was watching, and he was losing. All of a sudden she left before the match was over. I said, "What the hell is going on?" I figured she was coming back, but she never did.

I later found out that Andre and Brooke really did not

spend much time together. Brooke spent her time in Los Angeles, while Andre lived in Las Vegas. Rumors circulated that Brooke wanted to start a family and put pressure on Andre to cool it in the tennis circuit, but Agassi would not give in to her. He rededicated himself to tennis. He began a rigorous conditioning program. He won five titles and leapt from number 141 to number 6 within a year. He divorced Brooke Shields and started dating Steffi Graf in 1999, who supported his tennis career. Shortly thereafter he took home the French Open title—a win that made him the fifth male player in tennis history to capture all four of the Grand Slam titles. He later married Steffi Graf and again became number one—she was the right woman behind the man.

Another example is my former employee, Carolyn Kepcher. When she lost her focus, I had to fire her, but it was not like one of my dramatic boardroom scenes. The fact is I like Carolyn. She worked for me for eleven years and was doing a good job managing my Trump National Golf Club in Briarcliff Manor, New York. After I started using her on *The Apprentice*, her love of fame and celebrity began affecting her work. She was not doing her job like she used to or was capable of doing. After the show became successful she became impossible for people to deal with. It went to her head. I do not think there is anything wrong with this, because I think it is human nature.

This is not the first time such a thing has happened, nor will it be the last. She was supposed to be managing the golf course. She was supposed to be selling memberships and she was not doing it. She became a prima donna. She was off giving speeches and doing product endorsement deals—that's good for her but not good for me.

I would try to get her on the phone, and she would be off giving a speech or was not at her desk. If I got her on the phone, I would ask, "How much are the belts? How much are the shirts? How much are the ties?" Her tone of voice said, "I can't believe you just asked me a question that's so boring." Before all the fame went to her head, I would ask, "How much are those shirts?" And she would tell me right away to the penny. Suddenly, the details of running a business—specifically, my business—were no longer of interest to her.

It was very clear that I had to do something. I had to get somebody to run my club. It was just one of those things that had to be done. I gave serious thought to firing her live on the air during her last season on *The Apprentice*. However, I thought it would be too tough. It was my duty to find somebody responsible, and when she lost her focus, I had to find somebody else who would devote their full time and thought process to the club.

Carolyn lost her job because she lost her focus! My rule

is to never believe what anyone says about you, good or bad, especially the media. Do not believe the bad stuff and certainly learn not to believe the good stuff. Draw your own conclusions about yourself. Listen to your own counsel. Nobody knows you better than you do. Now my club, Trump National, has new management and it is doing great—life goes on!

In 2006 Ohio State was the number one ranked college football team in the country and the darling of the media. They were “unstoppable”; “nobody could beat them;” they were “the best team ever.” When it was announced that Ohio State was to play Florida in the BCS Bowl everyone said that Florida “would lose badly”; “didn’t have a chance”; and “didn’t even deserve to be on the same field as Ohio State.”

Actually the teams were pretty well matched, but there was one big difference: Ohio State believed the media and Florida did not. Ohio State believed that it was without a doubt the better team. They believed that they had the game in the bag, and that it was going to be a blowout victory for them. In their minds they had taken all the credit for winning the game before the ball was snapped. They already thought they were the national champions. They lost the intense focus you need to win in big-time college football.

Florida, on the other hand, refused to believe the hype

about how they were a second-rate team and not worthy to be playing Ohio State. They respected Ohio State and knew they were going to be in the battle of their lives, and they prepared for it. They lived for it and trained intensely with one goal in mind: beating Ohio State and winning the national championship and it worked. Florida jumped out to a quick lead and got all the momentum. Ohio State never caught up. Florida surprised everyone by beating Ohio State in a stunning blowout victory.

If you want to become successful and stay successful, you must learn how to focus. Comedian Tim Allen is very successful now. Several decades ago he was not as successful. Allen had a substance-abuse problem. He even spent time in jail. Today he owns a production company, picks his scripts, and is a star. So his system is more than a theory. For him, at least, it has produced results.

He said that he uses three lists to maintain his focus: The first list contains the greatest goals he wants to achieve in his life; the second list has the things he needs to do this year in order to reach his life goals; and the final list keeps him focused on the things he needs to do today in order to reach his life goals. It is very simple, the key to making this system work is discipline. The ultimate winner is the man or woman who has the discipline to do this every day of their lives, without fail.

Champion chess player Bobby Fischer was passionate about staying focused on chess strategy. When asked about his technique, he said, "I don't believe in psychology. I believe in good moves." He also boasted that he gave 98 percent of his mental energy to chess, while others gave only 2 percent. That explains his success. He enjoyed the challenge of focusing his mental energy.

Every successful person has had to deal with problems. I know people who see a problem as a game to be won, and they focus on solving it. I know other people who see every problem as a burden, and they are defeated before they start. Some people carry around a lot of mental baggage, which destroys their focus. Get rid of it. It just gets in the way and slows you down.

When I was doing the first season of *The Apprentice*, I was new to TV, and I had very little knowledge of how TV shows work, how networks operate, and how ratings are determined. I also did not have the same TV-related baggage that many other TV personalities have. I did not worry that I was an unknown on TV, that I was doing a business show, and that no business show had ever been successful. I did not worry about ratings and sponsors. I just didn't consider the fact that 95 percent of all new shows fail. My lack of experience was actually a good thing, because I was free of mental baggage and worry. I just

put all my concentration into what I was doing and, as problems surfaced, I dealt with them.

Too many people think too much about their current situation, instead of thinking about what could be. They are so caught up in the problem that they lose the ability to envision a solution. If you have a problem with a difficult employee, for example, and you focus on how bad the person is and how they are destroying morale in the whole office, you will lose your focus. Then you end up going over and over in your mind all their faults, and you torture yourself with how bad it is right now. You will never find a solution that way. You have lost the focus on your goals by letting your mind focus only on your difficulties.

Don't get caught up in all the crap. Acknowledge the problem, and then shift your attention immediately to possible solutions. Start by first thinking about what is good about the existing situation. Then dream up scenarios in which things are better. Then come up with as many ideas as you can of ways to attain the results you want. Write down these ideas without judging them. Do not let your mind come up with reasons why your ideas can't work. Then take the best ideas and act on them. Your constructive actions will eventually lead you to a solution. This is the Trump way of using focus to solve problems.

Do not think about the problem in terms of "How did it

happen?" or "Why did it happen?" or "It's so difficult," or "It is impossible to solve," or "What will happen if I don't solve it?" Instead, accept that you have a problem and a great challenge has been laid at your feet. Accept the challenge. Realize that you have what it takes to overcome the challenge. Then look for solutions. Study possible solutions. Gather knowledge. Ask experts for advice and insights. Formulate a plan. Start testing possible solutions. If one idea fails, go to the next one and the next until you succeed.

It is true that a few people are born to be successful. They possess some special talent that makes it easy to succeed—the gifted musician, the natural athlete, or the talented business person. The vast majority of successful people were not handed their success on a silver platter. They worked hard for it. They set goals and stayed focused on their goals until they reached them.

Focus and discipline are habits, skills that everyone can learn. I was the most undisciplined kid you could ever imagine. My parents could not handle me so they sent me off to a military school at a young age, where I learned discipline. Without this training, I never would have become who I am today.

Worry, fear, and indecision destroy focus. To take charge of your life you must conquer fear. My advice is simply to zap every negative thought as soon as it shows its ugly face. Stop

the indecisive internal dialogue before it starts. That is your biggest enemy. You can have enemies at your door, deal with financial crises, fight legal battles, and face the biggest difficulties in life, and none of these things will have any effect on you if you control your mental dialogue.

When people try to distract me or frighten me by saying, "What if the market goes bad?" or "What if the banks call your loans?" or "What if everything goes bad?" I just say, "I don't want to think about it." The worst hell you will ever face is the hell you create with your own mind. It is much worse than the hell other people create for you. So instead of dwelling on all the negatives, think about what you want. Think about all the good things you are going to do in life. Keep focused on your goal and never give up. Besides, bad times bring great opportunities.

Focus is a tricky thing. Focus does not mean that you narrow your mind and become inflexible. That is taking focus way too far. Just recently I attended the Emmy Awards in Los Angeles because *The Apprentice* was nominated for Best Reality Show. I was also asked to sing the *Green Acres* theme song with Megan Mullally, dressed in overalls and a straw hat and holding a pitchfork.

This was not really my thing. I am no Tony Bennett, Frank Sinatra, or Elton John. At that time I was focused on making

The Apprentice a success, as the star and co-producer. I could have easily said, "No," because I am not really a singer. I did it though and as a result I won the talent category for the night beating out five other big movie star types including the wonderful William Shatner. I would not have had this wonderful experience if I had not been flexible.

I pride myself on being obstinate, stubborn, and tough. I think those are important qualities found in successful people. Sometimes, however, you need to ease up and relax a bit, while staying focused on your overall goals. Do not confuse being focused with being stiff and inflexible. You need to be flexible. You need to be able to adjust to continually changing circumstances if you want to win the tough battles in business and in life. Being overly rigid in your thinking and your habits will not get you to the top. Accepting a fixed pattern places limits on you and your future.

There are more ways to achieve the brass ring than you might think. It is not always a straight shot to success. The world is in an amazing state of constant flux and change. Your road to the top will have a great number of detours, changes in direction, twists and turns. Expect an exciting, adventurous ride on your way to the top. It is interesting, it is fun, and it is definitely not predictable! Trying to narrow it down to something you can predict and understand will limit your growth. Like a surfer, you have to learn how to ride the waves.

Do your daily routine, but keep yourself available for pleasant surprises and always be ready to turn on a dime when good luck comes your way. When Mark Burnett came to me with the idea for *The Apprentice*, I could have brushed him off without even listening to him, because I was already very busy. When he brought up the subject I really was not interested because I had been approached for shows before, and I always turned them down. After I listened to him, I realized his idea was different, and I really liked it. I am certainly glad I was flexible enough to listen to his idea.

Another thing to keep in mind—while remaining focused on the task at hand—is that there are events we cannot control. Natural catastrophes, terrorist attacks, and wars happen. Do not be so rigid that you can be broken; it is wiser to be pliable. Keep your equilibrium by being aware of the positives along with the negatives, and be adaptable enough to adjust to what comes along. One negative happened with *The Apprentice*, it was more than once nominated for an Emmy, and its first nomination, for the first season, was easily anticipated to win. Everybody was stating that nobody else had a chance. I was asked to go to California by NBC, Mark Burnett, and everybody else to pick up the Emmy. I really thought this was cool because who would of thought that Donald Trump, a real estate developer who just happened to do a television show, would now be getting the Emmy?

In any event, the show totally deserved the Emmy, it was well made, the talk of the country. It was one of the hottest shows on television, the most successful reality show in the history of NBC, and not that this matters, the total darling of the advertisers. At the Emmy Awards, they went down the list of the four or five competitors *The Apprentice* had, and announced the winner, a show which has never been very good, but always seems to get Emmys, *Amazing Race*. The audience was stunned, as was I. In fact, it was a little embarrassing because just prior to the announcement I started to stand up in order to get ready for the walk to the stage. I knew exactly what I was going to say, but the thing that I most remember about that evening was a great man named Sir Howard Stringer, who is the head of Sony and sitting four rows behind me, got up from his seat, walked over to where I was sitting on the aisle and whispered into my ear, "Donald, you got screwed," and then immediately sat back down.

I was disappointed, but then realized that I am not part of the Emmy establishment and it's justifiably hard for them to give an Emmy to someone like me rather than the *Amazing Race* establishment that probably worked the Emmy system very hard. I don't know why, but it was an embarrassing moment for me. Nevertheless I acted as though nothing happened and within two days it was all forgotten. *The Apprentice* got

other Emmy nominations, but likewise, never won—not that it shouldn't have, but that's the way the system works.

When I was building the now-famous Trump Tower back in the early 80s, I wanted to name it Tiffany Tower because it is adjacent to Tiffany's on Fifth Avenue. A friend asked me why I was going to name my building after a famous jewelry store when in fact it was my building. It was a good point, so I changed the name. Now Trump Tower is one of the most important tourist destinations in New York. It pays to listen and to be willing to change your mind.

Life is unpredictable, the world is unpredictable, and there is no reason our goals should keep us from changing and growing along with it. Focus on the evolving world, and you will keep in touch with what is happening now. Do not limit yourself! Realize that goals are not fixed patterns, act accordingly, and your versatility will serve you well.

ZANKER'S TAKE

You have to keep your focus and never give up. In 1985 *USA Today* put out thousands of street boxes all over the five boroughs of New York City and New Jersey where people could pick up copies of the newspaper each day. Although there was no ordinance against it, Mayor Koch said, "Those boxes

must go." Gannett, the owner of *USA Today*, sued the city to have the boxes stay. One day I read in the paper that Gannett won the suit. The judge ruled that Gannett could keep all the boxes in place for a \$1 fee.

I wanted to put out boxes so we could distribute copies of The Learning Annex catalog. When I read this article, I saw my opportunity. I quickly put down thousands of boxes all over New York City, just like *USA Today* and I sent a certified check for \$1. Then I got a call from the city saying, "You can't do this." I said, "Why?" I refused to remove the boxes. Then I got a notice that the city of New York was suing me to force me to remove the boxes. But I would not budge.

We took it all the way to New York's highest court, the Court of Appeals. And when we got there, I won. Just like Gannett, I was allowed to keep all my boxes in place. The boxes are still there, and we have boxes in major cities like Chicago, Los Angeles, San Diego, Minneapolis, San Francisco, and Toronto. I stayed focused and refused to quit and it paid off big time!

Because our Wealth Expos are so successful, we started getting offers. Every offer you can imagine. And because we had Donald as our keynote, everyone wanted to do something with us. At first we were all excited, running from one idea to the next. It was all so intriguing after years of working so hard and not getting recognition. But I started noticing that the team was getting distracted. We were all running after different opportunities fast and furious, and we were not watching our business. So I got the team together after we had done a huge expo in San Francisco and asked, "Where do we want to be in thirty months?" And we decided we needed to get our own Learning Annex channel. So I said we needed to stay focused spending 80 percent of

our time on our core business, while we pursue this new business. All other opportunities just had to wait. It was a painful decision, but I knew we had to stay focused.

Everyone thinks that to do \$100 million in sales, you need a big organization. Since we all share in the profits, we don't like to be too big. And, in fact, we are almost the same size as when we were doing \$10 million in sales. Obviously, we are a very profitable small organization.

When we started The Learning Annex Wealth Expo business I met with the president of a large publicly held company that trades on the New York stock exchange that did expos around the world. This president was so full of himself that he laughed out loud when I told him what we intended to do. He said, "Six of you are going to bring in ten thousand people and you have no experience. Impossible." He called us the "desperados." I came back to the office and called the "desperados" together in our tiny conference room and told them what this fat slob president had just called us. It was great. It was our rallying cry and unified us against this bigger company.

So when he saw that we brought in not 10,000 students, but over 30,000 students he tried to rip us off. He tried to do his own type of money show and he got less than 2,000 people. He had no passion and his organization was as bloated as he was. I saw recently he was fired and the new president wrote me a nice letter asking how we could work together.

There is a song I always hum to myself when things are going good. "Just when you think you're hot, you're not." So I never allow myself to get complacent. We are always "almost hot."

TO SUM UP

If you want to become successful and stay successful, you must learn how to focus. Becoming successful is very hard. You are going to run into many problems and obstacles. Instead of dwelling on all the negatives, think about what you want. Think about all the good things you are going to do in life. Keep focused on your goal and never give up. You can never rest no matter how good things are going. Your current "good times" are only a result of the hard work and dedication you have.

If you want to continue being successful, you've got to keep doing the things that got you there in the first place. If you let yourself get distracted by all the trappings of success you're sowing the seeds of your own decline. So never stop focusing on your goals, no matter how successful you are.

It is true that a few people are born to be successful. They possess some special talent that makes it easy to succeed—the gifted musician, the natural athlete, or the talented business person. However, the vast majority of successful people weren't handed their success on a silver platter. They worked hard for it. They set goals, and stayed focused on their goals until they reached them.

It's a fact that you may be able to coast your way to success because of some special talent or ability that you were born with. However, most of the time you will need to work hard and stay focused to get to the top—and then work even harder to stay there. Start with the natural talent you were born with. Then use your determination through the good and tough times to reach your goals and achieve amazing things in your life.

KEY POINTS

- ▶ Remember that success is never easy.
- ▶ Always take your work seriously.
- ▶ Keep focusing on doing what you love, even if times are tough.
- ▶ Acknowledge your problems, but focus on what feels good.
- ▶ Time is on your side; things do not continue downward forever.
- ▶ Who you marry can impact your ability to focus.
- ▶ He or she who focuses the longest wins.
- ▶ Focus and discipline are habits that everyone can learn.
- ▶ Worry destroys focus.
- ▶ Be flexibly focused. Focus does not mean being narrow-minded or rigid.
- ▶ Be pliable enough to adjust to changing circumstances.

9

I LOVE YOU, SIGN THIS

Always have a prenuptial agreement. I have seen people and businesses destroyed because there wasn't a prenup. I will be honest with you, if I did not have prenuptial agreements with Ivana and Marla, I would not have anything now. They attacked me rather viciously. Fortunately, I had prenuptial agreements. I did my wheeling and dealing and today my company is much bigger, much stronger, and much richer than ever before. If I had not had prenuptial agreements, it would not be that way. I probably would have lost everything.

Actually, I get along very well with my ex-wives. I think you have an obligation to your children to get along. Ivana and Marla are both terrific women. I don't blame them at all. The failure of these marriages was my fault. What happened was my fault. It is hard to be a success; to own your own business or to hold a stressful, high-paying job. Frankly, it is very hard on your family. Ivana and Marla were both great, but they could

not compete with my business. Business is so all-encompassing to me. I love it! I leave home early in the morning. I come home late at night. I did not see my ex-wives as often as they deserved.

Now, when you get married, you think you are in love. Nobody thinks, "I'm getting married, but I know I'm going to get divorced." I know you are in love, but do not let it cloud your judgment. The reality is that 58 percent of marriages end up in divorce. You want to go out and create a great business, buy some real estate, or build your assets. You can't do that knowing that 58 percent of the time people get divorced. If you get married without a prenup, there is a 58 percent chance you will get a divorce and lose everything, even if you were madly in love when you get married in the first place. As one divorce lawyer put it, "Made in heaven, settled in court." It is sad and ugly, but true!

I have seen bad deals and bad partnerships. I have seen lots of business deals in litigation—and litigation is not nice. There is nothing worse than a man and a woman that are fighting, especially when they are fighting over their assets, their children, their business, their home, their cars, and everything else. It's terrible. You are in love with somebody, and then realize you are in a war. The battle is so intense; far more intense than it gets in a business transaction. There is nothing more vicious

than a man or a woman going through a divorce. It is pure hell, like nothing I have ever seen. You need a prenuptial agreement. You need certainty.

As a businessman, I've seen a lot of terrible litigation. Deals go bad, partnerships break up, and all hell breaks loose. People fight brutally over deals and property. It's nothing compared to the fight between a man and a woman, who used to be in love and sometimes still are. The hatred is more intense than any business litigation I've ever seen.

Love blinds most couples to the truth, and they refuse to face the fact that something bad could happen between them. It takes an exceptional couple to face up to this harsh reality and sign a prenuptial agreement. If you're planning to get married, be the exception. It's just stupid not to protect yourself from the living hell you will very likely have to go through if you don't have one. You always need a prenuptial agreement.

Sometimes things get way out of control. I know a couple of cases where one spouse did absolutely nothing, and the other spouse worked eighteen hours a day for years. In the end, the spouse that did nothing sues for all the money, hundreds of millions of dollars. I say, "Give me a break."

This friend of mine is the toughest guy I know, but he is a schmuck when it comes to women. When this guy walks down the street, other men cross to the other side of the street. He

is just a rough guy. A woman who is five foot four can wrap him around her finger like a rubber band. He has been married four times, and he never had a prenup. Every time he got divorced, he settled for \$50 million. He has divorced four different women, and he paid \$50 million to each one of them. It was always the same amount.

Last year he called me and he told me, "Donald, I want to tell you something. I met the most unbelievable woman and we are getting married." I said, "Are you going to get a prenuptial agreement?" He said, "I don't think I'll need one, Donald. This woman is fantastic. She's the love of my life." I said, "That's what you told me four times already." He said, "No, this is different." I said, "Where did you meet her?" He said, "In Las Vegas. She's a showgirl." He is a brutal killer, a business genius, an absolute animal who rips people apart, but when it comes to women, he is an absolute idiot. I said, "You have zero chance of this marriage lasting."

I was even more sure of it after I met the woman and she came after me. She was chasing after me and he thinks she is this great woman; the love of his life who will be married to him till death do they part. What a joke! She found me more attractive than him, and he is telling me what a great marriage he will have. He is in for trouble because he does not have a prenup. You need to have a prenuptial agreement. I call it a cer-

tainty agreement. It gives you certainty. If you are building a business, you need a certainty agreement to define who gets what if you split.

Look-at Paul McCartney, the poor bastard. This ex-Beatle is one of the greatest musical stars of our time. He has sold millions and millions of recordings and became a millionaire many times over. Supposedly, he is worth \$1.5 billion. Then his wife Linda died of breast cancer, and he married Heather Mills. Who ever heard of Heather Mills? Some people said she was a nude model in the 80s and worked for an escort service. Who knows the truth? The point is she was a nobody. Now that she has been on *Dancing with the Stars*, she is better known. If she had not married Paul McCartney she would still be a nobody. I remember watching Larry King before Paul and Heather were married. Larry King said, "Sir Paul, are you going to have a prenuptial agreement?" He said, "I'd never have one, Larry. I don't want one, because we're deeply in love, and I don't want one." I thought, "What a mistake. This guy's a schmuck." I heard that Heather even offered to sign a prenuptial agreement and he turned it down.

Sure as hell she made his life miserable for three years, then sued him for \$400 million. I think she got 60 million dollars, plus his home in St. John's Wood. That is not bad for three years. I said to myself, "Isn't that really ridiculous?"

Remember last year when Paul and Heather McCartney announced they were getting divorced and they said they would split "amicably" for the sake of their three-year-old daughter, Beatrice? I said no way and was right. The gloves eventually came off and things got really nasty. After that, Paul changed the locks on his London mansion and froze their joint bank account. He even issued a legal letter claiming that his soon-to-be-ex removed three bottles of cleaning fluid from his home. I am not sure why that matters, but the accusation went public.

In court documents, Paul claims that Heather was "argumentative" and "rude to the staff" during their marriage. Because they had no prenuptial agreement, she was pushing to get 400 million dollars in the divorce.

There are reports that Heather was running around with a camcorder, shooting everything that happened to her. Allegedly, she is going to use the tapes against Paul to get more money. Or she is going to make a documentary about how she has been the poor, wronged victim in this whole ordeal in order to sway public support. The bottom line is she went after a huge chunk of Paul's money. She even destroyed the myth or fact of Paul's great marriage to Linda by disparaging it.

I know I sound like a broken record but when people have money—whether they are famous or not—they have to protect

that money, no matter how much in love they think they are. Get a prenuptial agreement. I do not care how much you love your fiancé; it is just idiotic to get married without one. Don't believe me? Ask Paul McCartney what he thinks. I bet he wishes he had one.

Last year I spoke to a group of 20,000 people in Atlanta for The Learning Annex. A gorgeous woman got up to ask me if she could audition for *The Apprentice*. Let's call her Jennifer. The second I laid eyes on her I knew she was hot, hot, hot! I said, "Come on up here to the podium, Jennifer. You're hired."

She came up to the stage, and she brought her sister who was equally gorgeous. I asked, "Are you both from Atlanta? Are you both married?" Jennifer was married and her sister was single. I asked Jennifer, "Is your husband here?" She said, "no." I said, "Okay, there are only about 20,000 people here, and he's never going to find out. Have you ever cheated on your husband?" Jennifer said, "Truthfully, yes. I have to say that it was the worst thing I've ever done in my life, and I hope he'll forgive me."

The crowd went wild and the sister gasped in surprise and said she did not even know about her sister's affair. I said, "In front of all of these people, you admit you cheated like a dog." Jennifer said, "I do not lie." I said, "Do you have any friends here other than your sister? Because if you do, please tell them

not to report you; that's the end of your marriage. Does your husband know about it?" She replied, "No." I said, "Do you have a prenuptial agreement?" She said, "No. I make more money than my husband." I said, "You are going to need one." The next question asked by an attendee was, "Where are interest rates going?" "How boring," I said.

I have been talking about the importance of prenuptial agreements for many years, and maybe people are starting to listen. For example, I read that the Equality in Marriage Institute now get about 5,000 inquiries a month about prenups, up from only 1,500 just a few years ago.

One out of ten first-time married couples get prenups. Nine out of ten couples are living in a fool's paradise, expecting a life of eternal wedded bliss. After that first divorce, many of them wise up. One out of five couples get prenups before their second, third, or fourth marriages. That is amazing: after three divorces a full 80 percent still refuse to have a prenup.

It seems that a whole lot of people never want to get a prenuptial agreement. Why? Forty-three percent of them say they do not need a prenup because, get this, "They don't plan to ever get divorced." That's stupid. Who ever plans to get a divorce when they are first getting married? Nobody.

Five percent of people who do not get a prenup, are afraid of asking their spouse for a prenup. They think their fiancé will

refuse to sign and call off the wedding. I know, it is a horrible thing to have happen, but there are worse things, like losing all your money.

When I heard that Nick Lachey and Jessica Simpson were splitting up I was not surprised. People change quickly, especially when they are in their twenties. They are still discovering who they are. When Nick and Jessica first met, his career was bigger than hers. After their reality TV show her career really took off and his did too, but to a lesser extent.

Nick and Jessica did not sign a prenuptial agreement. Jessica's father has done a great job managing Jessica's career. I can't understand why he did not insist that the couple get a prenup.

Jessica and Nick were hoping for a nice, amicable divorce. Surprise, surprise, it did not happen that way. Nick asked for alimony and a lot of it. He wanted 50 percent of Jessica's money. She made an estimated \$35 million in 2005 alone. It wasn't pleasant. When it was all said and done in December 2006, I'll bet Nick got a big chunk of cash.

You should have a prenup. I know it sounds terrible, and there is nothing romantic about it. It is a hard subject to talk about with someone you love. Where a lot of money and assets are concerned, it is vital. You never know about love, but you do know that when the love is gone there will be a knock-

down, drag-out fight over the assets. It always happens, unless you have a prenup.

In your business, you always determine ahead of time what will happen if the business relationship comes to an end. It is the responsible thing to do. Why not do the same thing with your personal relationship? Sure, it is not pleasant, but it makes a lot of sense to define how things will be divided if the two of you call it quits. A prenup can spare you most of the messiest, most unpleasant aspects of a divorce.

These days, a prenup is just as important to women as it is to men. I have seen many cases recently, where a woman makes a lot of money and the man does not, and the woman ends up having to pay big money to the husband.

The fact is, whether you are a man or a woman, you need the certainty. It is really important. You always have to expect problems. You can solve the problem in advance before it happens with the certainty of a prenuptial agreement. Settle while you are friends, not enemies.

In all honesty, it is not pretty. A prenuptial agreement is a horrible instrument. I met Melania, and we fell in love and decided to get married. I said, "Melania, you are so beautiful, I love you so much, and we're going to have the greatest marriage ever. It's going to be unbelievable. Listen, just in case it doesn't work, sign on the dotted line." It is not exactly the most romantic thing to do, but you really, really need it.

ZANKER'S TAKE

There are many people I do business with on a handshake. I trust them and they trust me. We still write down what we agreed to, even if it is just an email. We write down the basics of the agreement so that neither of us will feel taken advantage of, confused about the relationship, or resentful that the other person forgot an important term. I call that an "email handshake." The reason is that it is so easy to forget what we agreed to. It is not that we are ever going to fight over something, and it is not necessary in these situations to have a big formal contract that involves lawyers and has all the "what ifs" and says which state law is going to apply if one of us sues the other.

I learned the importance of this the hard way. I once saw an ad in *The Wall Street Journal* that a bunch of ski condos were being auctioned off. I investigated and thought it was a good deal. That week I was having dinner with a friend—let's call him Howard—and mentioned I was flying to the auction the next day. He said, "if it is a good deal, buy one for me, too." He gave me a down payment check on the spot. I immediately said, "Okay, but listen, since I am doing all the work on this one, just promise me that if you ever sell, you will give me the right of first refusal." He agreed. I finished up the due diligence for both of us, and the next day bid successfully on two condos.

A couple of years later, I was going on a ski vacation to my condo, and I called Howard because I needed to rent his condo to some friends who were joining us. "The ski condo?" he said. "I sold it a couple of months ago. I got a great price." I did not say anything; I just congratulated Howard on making a good deal. I was seething inside. He probably forgot, and if he did, it is prob-

ably because we did not bother to write down our little deal. I should have at least done an "email handshake."

I introduced a very, very good friend of mine to an acquaintance in the late 80s. They didn't like each other at first but I kept on insisting they would get along and create great business together. In fact, I proposed that all three of us would be very powerful doing a deal together. They didn't like each other no matter how hard I tried. Then the two of them met at a fund-raiser and got to be friends. A few months later I see they are doing business together, and they completely cut me out. They didn't even tell me. I just happened to hear about it. I was furious. I called my friend on it and he had the nerve to say, "But we didn't have a written contract between us." I was livid. I hung up the phone on him. I never talked to my friend again and nine months later he died of a heart attack at a young age. I always wonder if screwing me was worth it to him and if the stress of treating people that way contributed to his heart attack. Maybe it was just the bad karma I was sending him.

TO SUM IT UP

Many people go into marriage with blinders on, thinking that nothing will ever go wrong. They would not dream of buying a house without a guarantee from the owner, covering them if something goes wrong. When it comes to marriage, the old saying is still true, "Love is blind." The

truth is that there is a 58 percent chance your marriage will fail, and you will end up divorced. Very few people plan for it because they are afraid to confront the subject when they are so in love. A prenup is a horrible document, there is nothing nice about it, but it is much better than the alternative.

KEY POINTS

- ▶ People's lives get destroyed because they did not have a prenup.
- ▶ Fifty-eight percent of marriages end in divorce.
- ▶ Do not let love cloud your judgment.
- ▶ There is nothing more terrible than a man and a woman, who use to love each other, clawing at each other's throats over money and property.
- ▶ Both men and women need prenups.
- ▶ Nobody plans on getting divorced.
- ▶ A prenup is a certainty agreement that defines what happens in case of a divorce.
- ▶ A prenup is not the most romantic thing to do, but you really need it.

THINK BIG AND KICK ASS IN BUSINESS AND LIFE

No matter what you do, think big. Thinking big is the driving force that has forged all the great achievements in modern life, from the towering skyscrapers to the amazing discoveries in science, technology, and medicine to the great industrial and military achievements. Thinking big is behind every successful business, church, and political organization. Thinking big is what creates loving and lasting relationships.

I believe that if you focus on the top, you will get there. Some people have the innate ability to get to the top. They are born champions. Other champions are self-made. Tiger Woods is one of them. So are Michael Jordan and Derek Jeter and Tom Brady and Big Ben Roethlisberger among others. They use discipline and determination to overcome obstacles and beat the odds. They set their sights on achieving something big. Ordinary would not be enough. They think big and work toward big goals.

In a lot of ways it is easier to do things on a large scale. It is easier to build a skyscraper in Manhattan than it is to buy a bungalow in the Bronx. For one thing, it takes just as much time to close a big deal as it does to close a small deal. You will endure as much stress and aggravation; you will have all the same headaches and problems. It is easier to finance a big deal. Bankers would much rather lend money for a big project than for a small one. They are more comfortable investing money in a big prestigious building than they are a rundown house in a bad section of town. If you succeed with the big project, you stand to gain a lot more money.

The first step to success is to make the leap from being nobody to being somebody. Most people are afraid to think big. They just can't do it. Why? Because they cannot imagine themselves doing big things; they do not have the knowledge, experience, or track record. They have none of the trappings that a successful big-thinking person has. When it comes to thinking big, you are your own worst enemy.

Do you believe that thinking big is reserved for people with money, college degrees, family connections, or even intelligence? That is not true. Anyone can think big. The most important thing is the size of your thinking. How big you think determines how big a success you become. Everything else is secondary. The simple act of thinking big immediately distin-

guishes you from the vast majority of people. So start now. First find a big goal for yourself, then mold yourself to become the person who can accomplish that goal.

I decided to be a big developer. So, I worked at becoming the person who could handle big development projects. I went to Wharton and learned all about finance and money. I studied real estate in my spare time. I worked for five years with my father, learning how to make deals and build quality buildings faster and cheaper than anyone else.

Then I felt I was ready to take on bigger challenges. So I moved to Manhattan and started my company. I had a big goal, and I took all the steps to become the somebody who could achieve that goal.

WALK SOFTLY AND CARRY A BIG ATTITUDE

Adopt a big attitude to go with your big thinking. Everything you do in life, do with attitude. I always think of myself as the best-looking guy and it is no secret that I love beautiful women. That is why I bought the *Miss USA* and *Miss Universe* pageants. I love being around beautiful women. My wife does not mind because she is the most beautiful woman of all—and she

knows I married her because I love her and I wanted to marry her. I had a choice of staying single or getting married, and I chose to be married. I do not want to be single. I have a bad track record for being married, it is true, but I would rather live a married life than be single. That is because I met the right woman. I have learned something from my previous mistakes. I am determined to do much better in my marriage to Melania.

What surprises many people is that beautiful women love me. For the first season of *The Apprentice* NBC paid me almost nothing and nobody expected that it would make it. They would not even waste money on the ink to sign an option agreement with me. One broadcast exec said, "To be successful, large numbers of women would have to watch, and why would women want to watch Donald Trump?" I said, "I have not done so badly with women." As it turned out, the biggest audience for *The Apprentice* by far is women.

The women I have dated over the years could have any man they want; they are the top models and most beautiful women in the world. I have been able to date (screw) them all because I have something that many men do not have. I don't know what it is but women have always liked it. So guys, be cocky, confident, smart, and humorous and you will be able to get all the women you want.

Geraldo Rivera is a friend of mine, but he did something which I thought was absolutely terrible and he admits it was a mistake. He wrote a book naming many of the famous women that he slept with. I would never do that—I have too much respect for women in general, but if I did, the world would take serious notice. Beautiful, famous, successful, married—I've had them all, secretly, the world's biggest names, but unlike Geraldo I don't talk about it. If I did, this book would sell 10 million copies (maybe it will anyway). The one thing I have learned with women over the years—they want it (sex!) more than we do.

We may live in houses in the suburbs but our minds and emotions are still only a short step out of the jungle. In primitive times women clung to the strongest males for protection. They did not take any chances with a nobody, low-status male who did not have the means to house them, protect them, and feed them and their offspring. High-status males displayed their prowess through their kick-ass attitudes. They were not afraid to think for themselves and make their own decisions. They did not give a crap about what other people in the tribe thought. That kind of attitude was and still is associated with the kind of men women find attractive. It may not be politically correct to say but who cares. It is common sense and it's true—and always will be.

Oftentimes when I was sleeping with one of the top women in the world I would say to myself, thinking about me as a boy from Queens, "Can you believe what I am getting?"

The same thing goes for women. When it comes to being an attractive woman, there is no denying that looks are important. Looks alone will not get you the high-quality man you want or not for very long. Looks are only half the game. You need a big attitude to go with your good looks. A woman's attractiveness has much to do with her attitude about herself. Believe you are valuable and convey that belief in the way you stand, walk, talk, move, and use your eyes. My advice for both men and women is this: believe in yourself and show it in your attitude and you will be much more attractive to the opposite sex and if you are gay, nothing changes—it's all about attitude!

Use your big thinking attitude for work, for play, and for everything you do in life. Whatever you do, do first class with a big attitude. Some people complain that their life is boring. My life is never boring. If you want more excitement in life, it is up to you to get it. Let's say you are planning a social event. You have a choice: you can plan a modest event or you can do something big. If you plan something modest and uneventful, that is what you will get. Plan a social event and do it up big. Boost the excitement level up to top notch! Go all out to make it bigger than life and over the top.

You are what you think you are. Most people think too little of themselves and devalue their own abilities. They give other people credit for being a lot smarter than they really are, and downplay their own intelligence. Reverse this: give yourself credit for being smarter than most other people, because it is true. Let that be reflected in your attitude about yourself.

Everybody talks about George Clooney and how good-looking he is, but when I met him for drinks recently with the great Florida developer George Perez, I was surprised at how little and short he was. He was very nice but much different in stature than I thought, much different from his image. He looks much bigger on screen. Another one who is very different from her image is Angelina Jolie. For some reason I find her to be not good-looking in any way and yet the press fawns over her. I am pretty good when it comes to looks and certainly she is not a bad-looking woman, but she is no beauty. Perception is very important—the perception is that she is a great beauty; the fact is, she is not. Oftentimes, perception is more important than fact. In her case, it is.

People take their cues from you as to how they should think about you. Your attitude about yourself is visible to everyone. Develop an attitude that you are worth a lot, and others will value you. Walk briskly and purposefully, eyes looking straight ahead, like someone who knows where he or she is

going. Define yourself in a big way. We all have self-definitions; give yourself a big definition.

Instead of a marketing manager, define yourself as a marketing manager on the way to becoming marketing vice president. Instead of a builder of single-family homes, define yourself as a builder of single-family homes on the way to becoming a multi-unit developer. Instead of a law assistant, define yourself as a law assistant on the way to becoming a law partner. Instead of an accountant, define yourself as an accountant on the way to becoming a financial vice president.

Display a big-thinking attitude that shows you are an active, enthusiastic, decisive, efficient, committed, important person who believes in him or herself. You are someone who wins promotions, clients, friends; someone who is moving up in life, and who is sought after for your creative ideas. Your attitude is much more important than your IQ.

Big thinkers draw positive conclusions about things. Form the habit of drawing positive conclusions. Start every day thinking, "Today is a great day. I live in the greatest nation on earth. I have a great profession. It is great to be alive. There are plenty of opportunities for me to be successful today." Then your mind will come up with reasons why it is true. Small-thinking people who draw negative conclusions will find that their minds will bring them lots of negative thoughts. It is your choice. Choose the positive.

GO FIRST CLASS ALL THE WAY

Cement your big-thinker persona by going first class all the way. Let the shoes, suits, shirts, ties, coats, and accessories such as watches and jewelry tell the world that you understand and value quality. If you do not have a big budget right now, buy fewer items, but better quality. Let everything you do and own convey an image of importance. Own a first-class car, carry first-class luggage, go to first-class restaurants, and shop in first-class stores.

I learned this lesson when I bought a football team in New Jersey. The New Jersey Generals were part of a little league called the United States Football League. I signed Doug Flutie and Herschel Walker for the 1985 season. In 1986 we filed a \$1.5 billion antitrust lawsuit against the NFL claiming that the NFL conspired to monopolize football.

We won, but we only got \$1 trebled, plus interest for a total of \$3.76. Later we collected \$6 million in legal fees. I thought it might be an inexpensive way into the NFL. I did not spend a great deal of money, and I gave it a shot. In the end I would have been better off paying up, going first class, and buying an NFL team. It is like buying Fifth Avenue real estate. It is the way to go. I learned something from that whole USFL experience—go first class!

When I married Melania in January 2005, people said,

“Donald, you have had big weddings before, why don’t you have a little private ceremony with some close friends and family?” Sure, I was busy, and had a lot of things on my plate, but life is not all about business. You also have to take the time to live. I live big. I said, “No way. This is an opportunity to celebrate and have fun. It’s Melania’s big day, and mine, too, and I want to make it special and exciting for her and for all our friends and family.”

DITCH YOUR DOUBTS

Big thinkers conquer their doubts. Doubt leads directly to failure. If you do not know how things are going to turn out, you are not alone. None of us really know. You could be hit by a bus crossing the street. Nobody knows. When in doubt, believe in yourself and assume that you will succeed. Nobody can do this for you. Do not grab for someone else’s reassurance when you are feeling inadequate. Develop your own self-belief.

Oftentimes you will see somebody that is not likely to be successful, but becomes successful only because he or she has the ability to think big. A case in point is former President Jimmy Carter. He is a very nice man, but he wasn’t my kind of president. I was more into the Ronald Reagans of the world.

Nevertheless, after President Carter’s term as President was up, he asked to meet me and of course I agreed. I didn’t know what he wanted in that I had never supported him and was actually very vocal on how poorly he handled our captives in Iran. As an example, when it was announced Ronald Reagan won the election, the Iranians immediately turned them over to us. If Jimmy Carter had won, they’d probably still be there.

Nevertheless, we had a wonderful conversation prior to getting to his point, which was, would I consider making a \$50 million contribution to the Jimmy Carter Library? Here was a man that I had not supported, had not voted for, and yet he was in my office asking for a \$50 million contribution! I said to myself, and told the story many times, that Jimmy Carter, despite his image to the contrary, had an ability to think big. That’s why he ran for President and others did not. As it turned out, Jimmy Carter is one of the few people who did a much better job after his Presidential term than he did during it.

Another example, on the opposite side, is Mario Cuomo. I supported Mario Cuomo for many years, and after he was out of office, when I asked him for a modest and totally positive favor, he did not do it. That showed great disloyalty to me because I was in fact so loyal to him. In any event, at the time, he was the choice to run against the first President Bush. Had he run, sadly for the country, he probably would have won. He

would have been a terrible president, but he didn't have the ability to think big, and at that time Bush's poll ratings were very good. As it turned out, a brilliant guy and friend of mine from Arkansas, Bill Clinton, ran and won. He has the ability to think big, and his wife, Hillary, who is a fantastic person, also has the ability to think big. That's why Bill Clinton won the election. When others were unwilling to tread against those huge poll numbers of George Bush, Bill Clinton had no fear. When Bush's numbers dropped like a rock, he was in a position to win and he took advantage of that position. Bill Clinton is a great guy with courage, Mario Cuomo is a disloyal guy without courage.

People will take their cues from you. If you believe you can do something, other people will believe it too. Give off the attitude that you are important and worth listening to. People are busy thinking about themselves. They will take a quick look at your face to see if you think you are valuable and important to yourself, and they will accept your opinion of yourself. They will see by your face and your bearing that you are self-powered, a leader who makes things happen. If you value yourself, others will respect and value you. The lion is afraid of the little lion tamer not the big strong guy who shows fear of the lion. Do not look for approval from others. That is a sure sign of weakness. Many people will be jealous or perceive you as a threat. Many people cave in and hide their light under a barrel

rather than standing up to the pressure of displaying a big thinkers attitude. Do not give in.

Your belief generates the power, the skill, and the energy to succeed at achieving your goals. Doubt saps your will to succeed and signals to everyone involved that you are going to fail. Abolish all doubts! I am not talking about putting on airs or acting arrogant. Simply believe in your own competence and worth. Make an accurate assessment of your strengths and abilities and match your attitude to your abilities.

HAVING A BIG EGO IS A GOOD THING

Somebody once asked me, "What's the difference between a blowhard or a braggart and somebody that gets it done?" I recall a time when Mohammed Ali used to get up and say, "I'm the greatest. I'm going to whoop you, I'm going to destroy you." to his opponents. Ali was fighting George Foreman in the famous "Rumble in the Jungle." George, at the time, was invincible. He couldn't be beaten. He was the hardest puncher Ali ever fought. He punched harder than Joe Frazier or Sonny Liston. He could take the hardest punches and would never go down. Also, he was much younger than Mohammed.

George Foreman was such a great fighter that he knocked

out Joe Frazier and knocked him down six times. Mohammed Ali was past his prime. What he went out and did that night was amazing. Ali was smart. He had watched videos of Foreman's previous fights and he didn't tell anybody, not even his trainer. He watched a video of Foreman fighting three people in one night. Foreman knocked the first guy out immediately. These were all journeyman fighters. The fight with the second guy was closer, but he knocked him out after four rounds. In the fight with the third guy, Foreman almost did not win. He had a hard time. Mohammed saw this and he knew Foreman's weakness—he gets tired.

For five rounds of the fight, Ali didn't throw a punch. Ali did the "rope-a-dope," and just leaned on the ropes and let Foreman throw punches to his body. Foreman had trouble hitting his face. Angelo Dundee, his trainer said, "Champ, champ, we can't let you take this anymore." Ali said, "What are you crazy? I'm doing great." They did not know what he was talking about. By the fifth round Foreman was finished. Then all of a sudden in the sixth round, Ali started pummeling Foreman who had nothing left. Foreman was completely helpless and Ali knocked him out in the eighth round. This was the greatest fight ever! Mohammed Ali talks big but he also delivers the goods. My advice is yes, have a big ego, but do not be egotistical. A big ego is a positive thing.

Some other great examples of people who get it done are George Steinbrenner, Bob Kraft, and Bob Tisch. George has taken the New York Yankees to tremendous success, as have Bob Kraft of the New England Patriots who is a truly great manager and thinker and the late Bob Tisch of the New York Giants. Bob was a great businessman who bought the New York Giants against a tide of doubts, and at a low price, and then did a fantastic job. His family is running it well, along with the Mara family. Champions come in all levels in the sports industry, whether in the performance or the business side.

A current champion of note is Tom Brady of the New England Patriots. Tom is one of the great quarterbacks in football history and his golf game isn't too bad either. Tom and I play at my Trump National Golf Club in Westchester and he's not only a champ but a great guy. If he played more golf, he'd be as good as there is. He has amazing talent.

GET IN THE HABIT OF SPEAKING YOUR MIND

Speak like a big thinker. Fear often closes people's mouths when they want to speak. Get in the habit of speaking out in business meetings and social gatherings. Make sure you know what you

want to say. Then speak loudly and clearly with the attitude that you have something important to say. Do not be afraid of what other people think. Remember, people are not as smart as you think they are or they think they are.

I fired Kristi Frank in the fifth week of the first season of *The Apprentice* mainly because she didn't speak up. In episode 5, Kristi was in charge of setting up her own bazaar in New York. She did a great job, but the team lost because Omarosa Manigault-Stallworth lost part of the money. Omarosa never took the blame for it. Kristi was blamed for the loss, and never spoke up to defend herself. If she had only spoken up and defended her ability I would have kept her and fired Omarosa instead.

Everyone who does anything is criticized. Expect it. Listen to it. Then dismiss it. I've been criticized for everything I've ever done. I do not let it get to me. Like I said before, everybody goes after the fastest gun in the west. If you're on top you are naturally the target for all those small thinkers who love to criticize big thinkers who make things happen. Do not let it stop you. Speak up and stand out.

At a recent Learning Annex speech the highly respected business writer, Joe Queenan, attended. Joe is known as a tough, no-nonsense kind of guy and he wrote a review in which, in the end, he stated . . . "Trump is a legendary pres-

ence, an American financial folk hero who has developed a mysterious rapport with millions of ordinary Americans. . . . What's more, his popularity antedates his success on TV's *The Apprentice*: His brash, go-for-the-throat appeal captured the national imagination more than two decades ago, and has never let go." Joe Queenan concluded that "\$30 million or no \$30 million, Zanker may have underpaid him."

BIG THINKERS FLOCK TOGETHER

Hang out with other big thinkers. People in your environment have a great impact on you. We're all a product of our environment. Join clubs, associations, and organizations where successful people congregate. Think of yourself as someone important to know. The most important person in any gathering is the one who is most active in introducing him or herself. When meeting a new person look them in the eye and be sure to get their name and give them yours.

Make big thinking friends and meet them regularly for lunch or dinner to trade ideas, voice opinions, and share dreams and aspirations. Be choosy about your friends. Only hang out with people who truly want you to be successful. Drop all your so-called friends who are negative and think

small. They will sap your energy. Some may try to block your way and make you feel bad about doing well. Seek advice only from people who know what they're doing.

One of my big thinking friends is John Mack, who heads Morgan Stanley. John is as smart as they come, a totally brilliant Wall Street tactician. He has business vision that is unsurpassed. He is a good friend of mine, and extremely charitable. He heads up the board at New York Hospital.

Recently, John asked me to dinner because there was something he wanted. After beautifully explaining all of the wonderful works being done at New York Hospital (a hospital in which I am not involved, but one of many that would like my involvement, at least financially), John asked me if I could make a contribution of anywhere from 25 to 50 million dollars. I looked at him and said, "Man, do you think big!" Thinking big is one of the reasons that John is so successful.

A short while later, I had lunch with John and presented him with a check for \$1 million, which by normal standards is not a small contribution. John was very happy to get it and very gracious, but I've never felt so small or so cheap in handing somebody a \$1 million contribution. John does a great job in business and also in helping others that are not so fortunate. He is an incredible example to those reading this book.

BIG ACTION BREEDS BIG CONFIDENCE

Turn your big thoughts into big action as fast as you can. Do not let excuses—"I'm not smart enough," or "I do not have enough experience," or "I'm too young," or "I'm too old," too female or too black, too fat or too thin, too bald, too athletic, or too nerdy, hold you back. These are all just empty excuses. Drop them.

Excuses are a symptom of fear. Plunge in and do the thing you fear the most and your fear will vanish. Nobody is born with confidence. All confidence is acquired. Get the action habit, and your confidence will soar.

Do not spend too much time planning or trying to anticipate and solve problems before they happen. That is just another kind of excuse for procrastination. Until you start, you won't know where the problems will occur. You won't have the experience to solve them. Instead, get into action, and solve the problems as they arise.

Stop thinking and start doing. Start with small things, and take on progressively bigger and bigger challenges to build confidence. That is how Olympic athletes get to the top. They push themselves to bigger and bigger goals, one step at a time.

Actually it is not what you know when you start that matters. It is what you can learn as you go along. When you are

starting something new and challenging, always think, "Can do." Your capacity to do anything is simply a state of mind. How much you can do depends on how much you think you can do. Many people get used to working on a certain level of efficiency. When circumstances demand it, they do much more than they think. Start thinking you can do more. Do not build a single-family home, without considering how much more it would cost to construct a multi-unit building or a whole development project. Try to make everything you do bigger, better, and bolder.

Make a commitment to do something big, and you will find a way to do it. I do not mean a vague promise to do something sometime. I mean a legal agreement that puts your feet to the fire. Sign on the dotted line and that will create a fire under your feet that will spur you to move like never before.

Train your mind to accept bigger and bigger goals. Your mind must be ready to take bigger steps. You can't get to a higher level if your mind isn't ready. Let's say you are starting a business that is making \$100 a month and you want to get to \$10,000 a month. Most people can't shoot from \$100 to \$10,000 overnight. Your mind needs to adjust to the idea. Start with smaller steps to get your mind ready and to build bridges from where you are now to where you want to be.

It helps to get a mentor to help you jump to a higher level faster. That is why there are master teachers and coaches in

every field. For some reason we're all receptive to advice we receive from authority figures. Find an authority figure in your field and get his or her advice and encouragement to take bigger and bolder steps. Their confidence helps to boost your confidence.

USE LEVERAGE TO EXTRACT TOP DOLLAR FOR YOUR WORK

Thinking big is the leverage you need to get paid what you are worth. In the real world people are not going to just hand you money. People fight and kill for money. In the make-believe world you will automatically get paid what you are worth. The real world doesn't work that way. You get paid what you are worth only when the person you are dealing with has no other choice.

Doctors get paid a lot because you pay or you die. Dentists get paid a lot because you pay or he leaves you with an aching tooth. Lawyers get a big commission or they kill your deal. There is an old saying, "No pain, no gain." It usually applies to bodybuilding, but it works for negotiations as well. Superstar athletes can demand high salaries and hefty signing bonuses because professional teams need them.

Movie stars can demand a huge piece of the action because

the movie companies need them to attract audiences. It is the same for top coaches, supernova models, and rock stars. They demand high incomes because if you do not pay them they walk straight to your competitors and you lose. It is a form of legal bribery. That is exactly how lawyers get so rich.

To be super successful you have to use leverage to extract top dollar for what you do. You've got to threaten to inflict some pain before you get some gain. In every successful real estate deal I have had to make my opponent feel the pain of what he would lose if he did not do the deal with me, and the pleasure of going forward on the deal and giving me what I want.

Everybody knows this, but few people talk about it. Look at job negotiations. Most people get their biggest raises when they change jobs, or threaten to change jobs. When negotiating for more money, build up the value of your presence to the company, and increase the loss the company will suffer in losing you. Always be prepared to walk. Use the leverage of the threat of leaving to get a bigger raise.

HOOK YOUR CAREER TO A BIG TREND

Take advantage of big trends. Many events that occur appear surprising to most people but are really quite inevitable and

predictable. Look below the surface of the quickly changing daily news to the big sweeping changes that take decades to play out. That is where you can find big ideas. There are demographic, cultural, financial, technological, and medical trends in place now that will produce predictable results years from now. There are shortages of doctors and nurses, and at the same time the population is aging rapidly. There is a growing Hispanic population, a migration out of the suburbs to the far suburbs, called the exurbs, a growth in the number of single people, and a cultural shift in people thinking more ecologically.

There are huge opportunities for profits if you can think big and create big solutions for the human needs brought about by trends. Although I am one of the world's biggest developers, I saw great potential in Jersey City. I am good at predicting trends and I see a good future in Jersey City. That is why I built Trump Plaza Jersey City, a \$415 million condominium project that will include two towers, over 50 stories high, with 862 luxury condominiums. I also chose a great partner, Dean Geibel, who made it happen!

DO NOT STALL OUT HALFWAY TO THE TOP

Do not get stuck in a halfway successful rut. Some people start out with big goals. They start out thinking big, and it works. They achieve a level of success, a good job, money in the bank, a nice income, a retirement plan, and some play toys like a boat or a luxury car. Then they stop thinking big, and start thinking about playing it safe and protecting what they have. Do not fall into that trap.

Keep stimulating your mind with big ideas. Be a collector of big ideas. Constantly fill your mind with new information, and use this new information to spawn new ideas. Put these ideas together to create big ideas for solving problems, making money, getting things done faster and cheaper, and making complex things simple.

SET THE BAR EVER HIGHER

Always strive to outdo yourself, setting the bar higher and higher. When I was building the Trump Tower, I didn't want just another skyscraper, I wanted to create a skyscraper like none that had ever been built before. I wanted to use a bold

beautiful innovative glass and bronze exterior that would put the Trump Tower in a class of its own. Some people advised me to hang beautiful paintings in the Trump Tower lobby. That seemed unoriginal and boring to me. I wanted something absolutely breathtaking and spectacular that had never been seen before in Manhattan. In 1980 I spent 2 million dollars to build an 80-foot waterfall in the Trump Tower lobby, and it has become a major tourist attraction for visitors to New York City.

After the Trump Tower was completed, I knew I wanted more, an even greater challenge, so I built many great buildings and developments. Recently I built Trump World Tower at the United Nations Plaza. This ninety-story skyscraper is the world's tallest residential building and the world's forty-eighth tallest building. It has been a spectacular success, and it is an example of what you can do when you try to outdo your best. I am now topping it in Chicago with a ninety-two-story building in Chicago's best location.

BIG VISIONS OF WHAT CAN BE

When faced with a big challenge, do not look at what is, instead focus on what can be. When I purchased 40 Wall Street, everyone else saw a huge building that would be an enormous cash

drain. I saw an opportunity to pick up a prime piece of real estate, a landmark building for a fraction of its value. I saw what it could become. What I saw was worth much more than the price. I did the same thing with the Mar-a-Lago Club in Palm Beach. Before I came along this huge house was a white elephant that nobody would buy because nobody would feel comfortable living in a 128-room monstrosity sitting on the ocean. I envisioned an exclusive club that would assign a high value on the experience of socializing in such opulent surroundings.

Columbia University had a great opportunity to build one of the finest and most spectacular campuses anywhere in the world. One of the most successful businessmen in the United States named Al Lerner, who also owned the Cleveland Browns Football Team, was on the board of Columbia and wanted to buy a portion of a huge development I was involved in on the West Side of Manhattan. It would have given Columbia large acreage, fronting on the Hudson River between 59th and 62nd Street directly behind Lincoln Center. It was his vision to build Columbia's Business School and School of Performing Arts there, and what a vision it would have been.

The deal was very close to being done when all of a sudden Al called and said, "Donald, I've just been diagnosed with cancer. I won't be alive for very long." It is amazing what sick-

ness does, even when you have a cold deals no longer matter, but in Al's case he had far worse than that. He was a strong, tough, but wonderful guy with a brilliant vision. It was that vision and tenaciousness that built his business.

In any event, Al passed away and the new President of Columbia, Lee Bollinger, who came from the University of Michigan, didn't like the idea. Instead, he wanted to build Columbia's new buildings in a lousy location on land that, in certain instances, the school did not even own. Once the project was announced, it became virtually impossible to acquire the holdings because everybody wanted top dollar. He actually announced his project before buying the land—dummy!

In any event, Columbia Prime was a great idea thought of by a great man that ultimately fizzled due to poor leadership at Columbia. Just like the University of Michigan was lucky to get rid of Bollinger, so will Columbia—someday in the future!

BE PREPARED FOR BIG SETBACKS

Realize that big thinking sometimes means big setbacks. In life there is no success without hardship. Everyone suffers setbacks. It is part of life. If you think big you will encounter big setbacks from time to time. What really matters is how you respond to

them. Every great artist, doctor, lawyer, scientist, inventor, athlete, musician, politician, real estate developer, corporate executive, entrepreneur, and salesman uses failure to his or her advantage. The greats in every field got to be great by learning from failure. They analyze their failures and discover inventive new ways of succeeding.

A failure or setback is not a defeat. Defeat is a state of mind. You are defeated only when you accept defeat, and assume the hopeless mind-set of a defeated person. Learn from your mistakes and view your setbacks as the cost of getting an education. It is very healthy to engage in some constructive self-criticism. It helps you become a better person. Never accept defeat. Never overcriticize yourself. Never let a setback defeat you emotionally to the point that you draw negative self-deprecating conclusions like, "I'll never make it. I'm a loser. I might as well give up. All my critics were right."

That is the point at which self-criticism is unhealthy and dangerous. Do not do it. For it could ruin your entire life. When I went through my setbacks of the 1990s I saw lots of my friends give in to self-criticism that was so powerful they never recovered. It killed their spirit. They were never heard from again. Some people actually commit suicide because the pain of self-recrimination is so bad.

Do not view any failure as the end. Learn your lessons

quickly, then move on. Do not dwell on the failure. Start thinking big again. Fill your mind with thoughts that make you feel good, plans for the future, past successes, good things your friends have said about you, anything that puts a positive spin on your inner dialogue.

Learn the art of forgetting. Move on and do not give a thought to the bad things that have happened to you. Do not be an idealist, wishing things were different, wishing bad things had never happened, and wishing you lived in a fairy tale world where everything always turns out right. Do not wait for everything to be perfect before you start taking action again. Be a realist. It will never be perfect. Just resolve to do better, then move on, forgetting the past. View every failure as a step on the way to ultimate success. Remember, persistence plus learning from mistakes equals success.

Think big, but keep your feet on the ground and your fingers on the till. You've got to know what you can do. There are always forces at work that can bring you down, jealous bureaucrats, greedy lawyers, cheating contractors, weak-kneed bankers. Do not get so caught up in your big dreams and daring ideas that you forget about the basics. You need to always remember to provide above all a quality product, and make sure you have the safeguards in place to make sure you get paid. Think big, but take care of the basics.

ZANKER'S TAKE

I started The Learning Annex twenty-eight years ago in my tiny New York City studio apartment. I had to start it on the cheap, using only my \$5,000 bar mitzvah money as seed capital. I always tried to make us look bigger than we were. I gave the building superintendent a few bucks to allow me to put up an extra sign on the janitor's closet door in the hallway next to my real entrance: "The Learning Annex—Enter Room 101" with an arrow pointing to my door. It made it look like my offices were twice as big as they really were. Then I made my studio look more like an office by folding the bed into the couch every day.

We were growing and needed more space. We didn't have the cash to rent another room. I had to improvise to find ways to make a bigger splash with small capital. So I found a woman who agreed to rent me her dining room table, in her apartment upstairs from me, to use as a "cubicle" during the day while she was working. I had a Learning Annex phone extension installed in her apartment with a huge plug that allowed five employees to work off the one line. But she had only agreed to let one person use the room. Every night I made sure I got the five workers out of the apartment exactly at 6 P.M. before she arrived home from work and saw them all there.

In the early days Tony Robbins taught me a lot about ratcheting up my energy to a higher intensity. You can't help being intense when you spend time around Tony Robbins. He's a human dynamo! I learned my first lessons in thinking big from Tony. In the 1980s my attitude of thinking big was responsible for putting The Learning Annex on the map.

One of the things I did to create a feeling of being very wealthy was to wear a very expensive suit. I always wore a \$1,000 suit even if I had little money. So instead of buying ten cheap suits, I bought one extremely expensive suit, which I wore to all my important business meetings. I called it, "Le Suit."

It made me feel great, very important and very rich. It attracted people. And although nobody would say anything out loud to my face, everyone knew I was dressed like a very rich man. In a subtle way, everyone I met felt a little bit better about me because of that \$1,000 suit. Each year all my office managers would come to New York to meet for our company retreat. I would take them all to the Armani shop, and each one would have to buy a \$1,000 Armani suit, both the men and the women. I wouldn't let anyone buy a suit for \$750. That was too cheap. It had to be \$1,000 or more. That was the 80s. Now we all buy \$3,000 suits.

Another thing I did was to carry \$5,000 in cash in my pocket whenever I went to important business meetings with high level people. I would walk into an office or meet for lunch or dinner dressed in my \$1,000 Armani suit, carrying \$5,000 cash in my pocket. Carrying all this money put a spring in my step. I wouldn't carry it to spend. It is all in the attitude. I felt very rich, and the other person would sense this immediately. They'd think, "This guy's a winner."

I'd carry the \$5,000 even if that was the last \$5,000 in my account. I'd draw it all out and carry it with me to the meeting. Now I carry \$10,000 to important meetings. And for every big meeting, like my meetings with Donald

Trump, I carry \$15,000 in cash in my pockets! It feels good and attracts the right people and the right deals. It makes me remember I am rich.

After meeting Donald Trump I got a whole new idea of what it is to think big. I realized that what I considered thinking big was actually thinking very small in Donald Trump's world. Dealing with him forced me to think ten times bigger than I had ever thought before. It took a lot of courage to take this giant leap. But I am glad I did, because in the three years since meeting Donald Trump my business has grown twenty times bigger than it was before.

Donald Trump has the attitude that anything is possible. He doesn't let any deal or possibility, however huge, intimidate him. It boils down to this: If a worthy goal comes his way that he wants to achieve he'll achieve it. He never lets fear of failure stop him from something he wants to do. Since meeting Donald I have made a conscious effort to meet more people of his caliber. And I've found that they all have the same think big attitude.

In November 2005 media mogul Rupert Murdoch auctioned off a one-hour lunch with himself on eBay, with the proceeds to benefit the Jerusalem College of Technology. My \$57,100 bid beat all the other bidders and I won the privilege of having a one-hour lunch with him in New York City. It was a small price to pay for the opportunity to break bread with Rupert Murdoch. I took the opportunity to talk to him about the best ways in his opinion to expand The Learning Annex. He displayed the same no-holds-barred mentality that Donald Trump has. It was worth paying Rupert Murdoch \$1,000 a minute for a lunch. It feels like a bargain compared to what I am paying Donald Trump.

Warren Buffett is America's second richest man. I wanted to invite him to teach at the Wealth Expos. So when I heard that he put his car up for sale on the Internet, I got very interested. If mine was the winning bid the money would go to his favorite charity, Girls, Inc., and he would pick me up in the car in a chauffeur's cap. It would be a great opportunity to meet the legendary stock market expert, and ask him to teach a class on "How You Can Invest at Any Age."

I won the auction and paid Warren Buffett \$73,200 for his used Lincoln Town Car. Then I offered him \$2 million to speak at the Expo. He didn't accept the offer, but it was an extraordinary experience that gave me a glimpse into the character of this amazingly successful human being.

I spent all this money to meet with Rupert Murdoch and Warren Buffett. And what did I learn? I learned that Rupert, Warren, and Donald all have the attitude of thinking big and kicking ass. Adopt this big attitude and you'll be unstoppable.

TO SUM IT UP

No matter what you do, think big. Thinking big is the driving force that has forged all the great achievements in modern life, from the towering skyscrapers to the amazing discoveries in science, technology, and medicine, to the great industrial and military achievements. Thinking

big is what creates loving and lasting relationships. Simply take a big goal and mold yourself to become the person who can accomplish that goal. Most people are afraid to think big. They can't imagine themselves doing big things because they do not have the knowledge, the experience, the track record. You do not need these things to think big. You can start thinking big without all the trappings of success. Every big thinker has had to start as a nobody. Just think big and that immediately distinguishes you from the vast majority of people. How big you think determines how big a success you become. Everything else is secondary.

KEY POINTS

- ▶ Thinking big has led to all of humankind's greatest achievements.
- ▶ Focus on the top and you will get there.
- ▶ It is easier to do things on a large scale.
- ▶ Overcome the fear of thinking big.
- ▶ Mold yourself into the person who can do big things.
- ▶ Adopt a big attitude to go with your big thinking.
- ▶ Give yourself a big definition.
- ▶ Draw positive conclusions about yourself.
- ▶ Go first class all the way.
- ▶ Display a big attitude in your personal and social life as well.
- ▶ Always think of yourself as someone who is important.
- ▶ Speak out like a big thinker.
- ▶ Hang out with other big thinkers.
- ▶ Put big thoughts into action right away.
- ▶ Build confidence starting with small successes that lead to greater and greater successes.
- ▶ Take advantage of big trends.
- ▶ Keep away from negative people in business and life.
- ▶ Avoid sinking into dangerous self-criticism.
- ▶ After every setback, start thinking big as soon as possible.

APPENDIX

FREQUENTLY ASKED QUESTIONS

THE BEST OF DONALD'S QUESTION
AND ANSWER SESSIONS FROM THE LEARNING
ANNEX WEALTH EXPOS IN NORTH AMERICA

1. Q: *When you hire your employees, what exact qualities do you look for?*

DT: I like to hire people that I know. That is why I love to promote from within. A lot of times, I'll see people on the other side of the deal that I'm really impressed with because they are extremely tough negotiators. So I hire them.

FREQUENTLY ASKED QUESTIONS

It's dangerous to hire people you don't know. You put an ad in *The New York Times*. A guy walks into your office, he looks good, he sounds good, and then he turns out to be a stiff. I like to hire people that I've had a chance to see under fire.

2. Q: *I came here from Russia, and I love this country very much. Since the Democrats have taken over the Senate and the House, do you think the real estate market will get better?*

DT: You never know. Real estate is so dependent on interest rates. Now, with all of the money that we're spending on wars that we shouldn't be in and lots of other useless things, it's going to be hard to keep rates down. If rates stay low, real estate will be great. If rates go up appreciably, real estate will be in trouble. It's very simple, in my opinion.

3. Q: *My partner and I have \$10 million to invest. We want to know what market you would recommend and what type of project in today's climate?*

DT: A great place to invest right now in New York City is Harlem. It's starting to really go up. Harlem is actually one of the hottest places in real estate. It makes sense. We're all on this little island, surrounded by water. Property is lim-

FREQUENTLY ASKED QUESTIONS

ited. I know a lot of friends who are doing very well in Harlem.

4. Q: *Mr. Trump, since you are not running for president, who do we support and how do we get started?*

DT: You have a lot of good people. Rudy Giuliani is a very good person. Hillary Clinton is a very good person. We might not like what's going on right now, but we live in a very resilient country, and we'll find a way out of our problems. This country is very, very resilient.

5. Q: *Why do you think it's so important to give back?*

DT: I think it's very important. I just gave almost five hundred acres to create a park in Westchester and Putnam counties in New York. I feel good about it. It's the right thing to do. When you make a lot of money, you owe it to give back. It makes you feel good. It makes me feel good, and it comes back!

6. Q: *What is the passion that keeps you going?*

DT: I just love what I'm doing, I love it. That's all it is, very simple. In the end, you kick the bucket, nobody cares, but

FREQUENTLY ASKED QUESTIONS

you know why I do it? Because I have fun doing it. I love building buildings and it keeps me happy.

7. Q: *I'm trying to build a team for my company. What are the key things you would look for when hiring?*

DT: Well, the thing that's most important to me is loyalty. You can't hire loyalty. I've had people over the years who I swore were loyal to me, and it turned out that they weren't. Then I've had people that I didn't have the same confidence in and turned out to be extremely loyal. So you never really know. The thing I really look for though, over the longer term, is loyalty.

8. Q: *I'm thinking big. I'm taking your advice. If people don't increase their financial education, what do you see happening to America, to our world?*

DT: Well, it's very tough to be successful without knowledge. You need knowledge. However, now you can get lucky, or you can get a really good job. I know a lot of guys who didn't go to high school, and they are tremendous success stories. It's very hard, and it's a very unique and rare person to become very successful without knowledge. So

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you should try obtaining all the knowledge you can get. Whether you go to college or whether you teach yourself by reading books, you should try to get every ounce of knowledge you can. Then you are going to have a much better chance.

9. Q: *I watch your show, The Apprentice all the time, and I absolutely love it. I noticed that you always manage to get very beautiful women on your show. In your opinion which woman is the hottest?*

DT: There was one woman on *The Apprentice* who I thought was absolutely beautiful. I won't say who she was. When I saw her, I said she's going to be a star. This woman is going to be a star, she's so beautiful. You know what? She wasn't. She fizzled out. She didn't have the inner something to fight to get to the top no matter what it took. In other words, she was beautiful, and I don't want to insult her by saying this, but she didn't have the inner fire to make it really big.

It happens with both men and women. A lot of times a man or a woman will be very handsome or beautiful. They've had it so easy in life that when it comes time to competing with people that have had to work a lot harder than them, they don't have the fire in the belly that it takes

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to succeed. I've seen really beautiful people that were total stiff.

10. Q: *Would you ever consider owning a professional sports team again?*

DT: I would, but I'd much rather watch Bob Kraft continue to win. I love him. He's a great man and he has done an amazing job with the New England Patriots. I think that Tom Brady is a winner.

11. Q: *Did you think big when you were a teenager, or is this something that developed over time?*

DT: I always thought big. I always wanted to get out of Queens. Not that Queens was bad; it's good. I always wanted to come to Manhattan.

12. Q: *If you had \$25,000 what would you invest it in?*

DT: That's always a tough question, because I don't know what your abilities are, okay? I hate to say the stock market, because that's just a crap shoot. I would go out and buy some property in areas that you think are going to get

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better. I'd go borrow some money. I'd fix it up and sell it for a profit. You do that five or ten times, all of a sudden you have a nice nest egg, then you go into bigger deals.

13. Q: *I own my own business and my business partner is stealing my company away from me.*

DT: You go and get yourself the meanest, most vicious lawyer you can find and a good accountant and just make his life miserable. You might have to do a contingent deal. Go see ten lawyers and pick the one you think is the best and the one you can make the best deal with. Go after that bastard. Don't let him take advantage of you.

14. Q: *What's a good golf tip?*

DT: A good golf tip, just try and swing nice and easy and pretend it doesn't matter. That's true in life, by the way.

15. Q: *I recently heard that a prenup that was videotaped has never been broken.*

DT: That's right. It's important because a lot of times, the other spouse will say they were forced to do it, or they

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didn't know what they were doing. When you put it on tape, you can prove they knew what they were signing. This way the judge can see the entire ceremony. You need a prep, but it's horrible to say to someone you love, "I love you, darling, I love you very much. You are the apple of my eye. We're going to be married forever, but just in case it doesn't work out, sign this freakin' document."

15. Q: *I'm 16-years-old, and I just want to know at what age you first made an investment?*

DT: Well I did investments very early, from the time I was in college. I'd buy little town houses in not-so-great neighborhoods in Philadelphia. I'd fix them and flip them. I think it's a great thing to do when you're starting out. After you do a couple the banks like you. Remember one thing, the banks need you more than you need them. There are always banks around that want to loan you money to buy property. People who own town houses, will take back mortgages, because they can't sell. As a buyer you're coming into a very good real estate market because you can make some pretty good deals now. I love to buy little things, fix them up, sell them for a profit, and then do it again and again and again. Do it with certain banks, create a track record and you are going to do fine. Just do it.

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17. Q: *If you had \$50,000 would you invest it in residential or commercial real estate?*

DT: Today I would invest it in residential, but I'd really want a good deal and I'd use it and leverage up, because with \$50,000 you can borrow probably \$500,000. I'd buy something really, really great, but I'd go in and negotiate like crazy. I wouldn't spend the whole \$50,000 either, by the way.

18. Q: *You've been married to the most beautiful women in the world. Do you have a secret or a special pickup line?*

DT: That's a hell of a question. I'd agree. They are all beautiful. I actually get along with all of them too, which is hard to do. I don't have a secret. Chemistry is an amazing thing. I could be with a group of people and I would have chemistry with some, but I wouldn't have chemistry with others. I think the big thing is you have to find somebody that you have chemistry with. Prior to my marriage, I would go out with a woman that was very beautiful, but if there was no chemistry, no matter what I did, then it just wasn't going to work. So you have to find somebody you can get along with, that you'd be friends with, and that you have great chemistry with. What the hell do I know, I've been divorced twice?

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19. Q: *How do you run a successful business and be a good father at the same time?*

DT: Oftentimes, with success you will hurt your family life. Now if you are married to a person that wants you to be successful and is proud of your success, then you are more likely to be successful in both your business and your marriage.

A friend of mine was a very hard worker and was really moving up in one of the biggest Wall Street firms. His wife was constantly bickering and complaining that he worked too hard and that he was away on weekends. This guy was not away weekends cheating on his wife. He was a hard worker. He loved his wife, but she just broke his ass.

Once I called her and said, "This guy is really moving up in the company and he's doing a great job. Instead of coming down on him like you do all the time, why don't you encourage him? He's doing a terrific job. He's making a lot of money and that's going to be good for you and the kids." She said, "Well he's never home. He's never home during the weekends, blah, blah, blah." I said, "He's never home? He's home 85 percent of the time. The other 15 percent of the time he's away. If you keep this up you are going to lose him, because he's not going to be able to take it, and he's going to have to make a choice."

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Eventually he got rid of her. He met a woman that gives him a lot of great encouragement. Now he's the happiest guy in the world. He works even harder and he doesn't feel guilty. She's so proud of him. This goes for the husband and the wife. You have to encourage each other and if you don't, in my opinion, the marriage is never going to work out.

20. Q: *What do you think about the relationship between the United States and Cuba?*

DT: That's a very dangerous question. Every country in the world is in Cuba right now, except the United States. Castro is old and sick. I looked at him the other day on television. I said, "Man, that guy is tough. He doesn't die!" Cuba's going to be an amazing story in the coming years. I think it's about time we start thinking a little bit differently about Cuba, because certainly every other country in the world is.

21. Q: *I had three foreclosures because of poor investment choices. After foreclosure and the bank takes the property back, for what amount of time can the bank come after you?*

DT: That's too bad. That's a legal question. Every state is different. Generally, they can't come after you at all if you

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have not guaranteed the mortgage personally. You can try to negotiate a deal with the bank, rather than allowing the banks to take those buildings. In many cases you can go see the bankers and cut a deal to reduce the interest or the principal. Maybe they'll carry the principal to a later date.

If the banks are stuck with these houses, then it doesn't make sense for them to foreclose. I'd say, "Look fellas, you're going to take my house away. I'm a good guy. I make money. I want to pay you. I'm going to pay whatever everyone else is going to pay. No one else is going to give you back the money anyway." They're likely to cut a deal, because otherwise they are going to have a nonperforming loan on their books. They are going to have to put the house up for auction. They will be getting far less than what you are going to pay and the bank is probably not going to be able to sell it very easily.

Now it's tougher if you bought the property two or three years ago, when everybody was getting those floating mortgages where your payment goes up when the interest rates go up. I begged people three years ago at The Learning Annex Wealth Expos, not to do those mortgages. Those mortgages were a disaster. It's hard not to go for these mortgages. You have a very low rate of interest and you can

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afford to pay a little bit more for the property. You think you're going to always earn a big enough income to make the payments even if the interest does go up.

You see what's happening now. These mortgages are exploding and the rates are going through the roof. I've had many people write me and thank me for telling them not to do it years ago. I'm very happy about it. If you are going to lose your house, go in and negotiate with the bank. I think you can make a deal.

22. Q: *What is the hottest time to buy real estate, in your opinion, or does it matter?*

DT: Right now! I don't want to buy in a hot market. I want to go into a dead shit market. This is the time to start thinking about buying. I really made a lot of money. I really understand real estate, especially when I'm focused, which is another point, being focused. Stay focused, good times or bad, stay focused. Don't think you're so hot. Stay focused. This is now a great time. You also have to find a great location. You could be a really smart person, but if you are in a location that's going nowhere over the next thirty years, then you know what, you are wasting your time. I don't understand why people don't pick up from bad locations and

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move to good locations and then start buying. Where is a very, very good question. San Francisco is a good location. Start looking at buying real estate at discounted prices there right now.

23. Q: *I'm a real estate broker here in South Florida. I have a lot of listings, and I want to know what to say to my sellers?*

DT: Three years ago those sellers were in a position of strength and back then you used to ask, what do I tell my buyers, Mr. Trump? This is the time to buy real estate and get a good deal. I don't mean somebody puts a price of a million dollars, and you say, "I'll take it." I mean, you offer half of a million dollars. This is the time to negotiate.

I feel very guilty. I built a job in Westchester, and I sold the units for an average of \$2 million. It's a beautiful job. That was three years ago at the height of the market.

I got lucky. I sold these units at the top of the market. Now there are three of them for sale. I'm offering them \$1.2 million. I want to buy them back. Then I'll sell them in two years for a profit. It's a game, then you die and nobody cares. It's over. We all play games, but I feel guilty. They bought it for \$2 million, I offered them \$1.2 million. I won't get it for \$1.2 million, but I'll get them for \$1.5 and rent

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them for two years. This is the time to make these kinds of deals.

24. Q: *What's more exciting for you, the chase of the deal or the close of the deal?*

DT: Well the chase and the close are the same. Really the question is the chase or long-term owning. I love the chase. The chase is always fun and exciting, but you have to do something with the chase. When the chase is over you've got to get down to business and make something work. A lot of people that do well with the chase aren't good managers, because it's a different ability. The great managers aren't usually the good hunters and it's rare that you find somebody that's good as a hunter and then can do something with it.

25. Q: *A good friend of mine said, smart people learn from their mistakes, smarter people learn from others. I'm here to learn from you.*

DT: You can learn from both. You are going to make mistakes, everybody is going to make mistakes. If I took the most successful people in the room, they'll tell me they

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made some big mistakes. The key to mistakes is not letting the mistake bring you down. I have a friend, who for twenty-five years was a tremendous success. He bought a little company, he bought another, and another. He bought like 412 companies. Then he bet the entire ranch on one deal that was bigger than his company and the deal was a stinker. He got screwed by Wall Street, and it brought his company down.

So you want to learn from your mistakes, but you also want to learn from other people's mistakes. No matter how good you are there will be mistakes. I know every really smart New York killer. I know every deal-maker in New York. They are either friends or enemies, but I know them all. I can name, for each one of them, deals that were made that were bad. You've got to learn from them.

26. Q: *I'm a young woman with an entrepreneurial mind. What advice would you give to me, go to college or start in the real estate business?*

DT: I would say, there is nothing like education. You can put it down and I can give you lots of examples of people that didn't need education to get ahead in life. When you get a college degree it's like a card that says, "This person

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has accomplished something." It opens a lot of doors for you.

27. Q: *While you were growing up what was the best advice that your mom and dad gave you?*

DT: They gave me different advice. My mother was a wife who really was a great homemaker. She always said, "Be happy!" She wanted me to be happy. My father understood me more and he said, "I want you to be successful." He was a very driven kind of a guy. That's why I'm so screwed up, because I had a father that pushed me pretty hard. My father was a tough man, but he was a good man. He was a kind man, and he would tell me to always do something that you love. Now I'm happy. So I ended up doing what both of my parents wanted me to do.

28. Q: *What do you see as the solution for the energy crisis?*

DT: We could make energy with solar or wave technology. I don't like the wind so much, because it's really not efficient. I'm building this big facility at Jones Beach, New York. They want to put four hundred windmills on the horizon. I think it's a terrible idea. There are so many different

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forms of energy that we could be totally energy independent in a very short period of time. I hate to tell you this, but if you look at the smart countries that are doing very well, the energy form they are going to is nuclear energy. There's no reason for us to be buying oil for \$70 and \$80 a barrel. There are so many different ways to solve that problem. Real estate's great, oil is great, but energy and alternative forms of energy are a great business for you to get into, in my opinion.

29. Q: *The biggest business regret?*

DT: I feel a little bit sorry sometimes that I did a deal, but I don't have regrets. You have to learn from your mistakes because we all make them. I can take the greatest dealmakers in the world, and they all made bad deals. They made mostly good deals, but they made bad deals too. The key to making a bad deal is it shouldn't be a deal that takes you down. It shouldn't be a deal that destroys you. That is the key. I made some bad deals, but I learned from them and they never took me down.

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30. Q: *Do you think people should pay off their mortgages or take that money out and invest it?*

DT: In good times I love to be heavy in borrowing, nothing smarter than when you are borrowed up to the hilt in good times. Then bad times come, then you can get crushed. It depends on your mortgage, it depends on whether you have a fixed rate going out to thirty years at an interest rate you can handle or if you have a floating rate mortgage. I wouldn't pay off a thirty-year fixed mortgage with a good rate. If you have a good rate, keep it. If you are being crushed because your interests are floating way the hell up, I would try and get rid of that sucker real fast.

31. Q: *You have been very successful in branding several of your products like the Trump clothing line. What else are you coming up with and when are you going to bring out the best Trump coffee?*

DT: My main thing is real estate. I love the suits, I love the ties, I love the shirts, but my big thing is real estate. I'm building buildings all over the world now. We have seventy-two different jobs. I'm building all over the world and that's the thing I love the most. The branding is impor-

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tant for real estate, because people know when they are buying one of my buildings, it is a great building. I'm all about quality. It doesn't always have to be the highest building, but it has to be the best quality building. I'm all about quality. When I build a building people know they are getting a great location. I sell buildings out and some people don't even get to see the building, because they have confidence in my brand. So brand is very, very important.

32. Q: *I think you are such a great builder, and I really admire you for that, because there is a sense of beauty in your buildings, especially Trump Tower. My question is, how could you put together projects on schedule when you have so many in different places, and then how do you attract really good tenants?*

DT: Well to a certain extent, we're all subject to being victims of the market. When the market's good it's a lot easier to get those tenants. I always find that if you get the right product, in the right location, and get it built and have the right pricing, it will get rented. Lots of good things will happen. I've felt that very, very strongly, from the beginning. Trump Tower is an example. It's been a successful building from the day I built it and it opened in 1982.

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It's been a successful building because people love the building.

33. Q: *What is it that resides in your personal tools that created the burning desire to make money?*

DT: I don't have a burning desire to make money. I have a burning desire to enjoy what I do. I make a lot of money because I enjoy what I do and I do it well. I don't have this burning desire. It's never a money thing. I love building buildings, I love doing real estate, I love doing *The Apprentice*. I love doing the things that I do. They make money, because I'm good at it.

34. Q: *What advice do you have for someone who wants to get started in commercial real estate development?*

DT: What you really have to do for a period of a year or two is get yourself a job with one of the good firms in town. Then after that, you'll decide, do I stay or do I go out on my own? That's going to be your decision and that's going to be a very tough decision to make.

35. Q: *I am finalizing a contract on a commercial property and we have discussed the terms and we are trying to finish it. How do I get the seller to stick with what he's told me and put it on paper?*

DT: It's actually a good question. Sometimes you have to have the ability to take a walk. In other words he's renegotiating with you right? Sometimes you have to be able to get up and say, you've cheated me, you've lied to me, you've misrepresented to me, I'm leaving. Now, one of two things is going to happen. You are going to blow the deal or you are going to get everything you want. If you are not prepared to do it, don't do it. You have to always have the ability to walk.

That's why I do so many deals. I always like to be able to walk away from certain deals and take the best ones. I work on ten deals at a time. I have a friend, he's worked on one deal for two years and it still isn't done. He's given up a big portion of his life for one deal. I say to him, "You can't negotiate, because these guys have you. You've too much of your own capital and energy tied up in this one deal."

36. Q: *What do you think about the green building? Is it a fad or is it actually the future?*

DT: I'm doing one right now. I'm doing this huge complex in Jones Beach in coordination with the State of New York. It's on the ocean and it's going to be great. I made a deal to build a regular building and all of a sudden the state wants me to do a green building. I could have challenged them, because I have my long-term lease. A new commissioner came in and just wanted a green building. It's much more expensive. The science has not been perfected yet and in some cases the savings cannot justify the huge cost. You spend a tremendous amount of money now, and it takes forty years to get your money back.

Even with the tax breaks it doesn't work financially. For example, if I use solar, I get my money back with the tax breaks in twelve years. I've made better deals than that, folks. It's not the greatest.

Green is getting better, and it's starting to happen. I think they can make cars that would take virtually no gasoline, and we could wipe out some of the problems that we have. I don't know why they are not doing it. It's a very hard thing to justify in terms of real estate right now. It's a long, long time before you get your money back. I think that will get better with technology.

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37. Q: *Being so busy, how did you make your children so successful? How did you prevent them from getting into bad habits? What is your advice to parents to help them make their children successful other than just putting them in a good school?*

DT: My children seem to be doing well. You don't know. Life is so fragile, folks, you don't know exactly what's going on. They might do well today and tomorrow I'll get home and I'll say, how are you doing, and there's a problem. I was very strict with my children. I raised them very tough. I didn't throw money at them. They weren't very spoiled. They were just naturally smart and they were good students. You really have to let them know that life isn't all about the private jets and about the big houses. So far they are very industrious and very hard working. I'm probably getting more credit from my kids than I have for a lot of other things.

TESTIMONIALS

TRUE STORIES OF SUCCESS COMPILED FROM EMAILS AND LETTERS OF STUDENTS WHO ARE PRACTICING

DONALD'S THINK BIG STRATEGIES

Dear Mr. Trump,

Last weekend my husband and I attended the Real Estate Expo in Toronto. We live in Ypsilanti, Michigan, the town right next to Ann Arbor. Currently we own 7 million dollars worth of real estate and have been negotiating a Purchase Agreement for the past 4 months on an 8 million dollar shopping center. We have read every one of your books and want to let you know that whenever we are negotiating, looking at real estate, dealing with contractors or

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tenants and we're not sure of an answer, we always say "What would Trump do?" Those four little words along with the knowledge derived from your books has helped us build our business and is part of the reason why we are successful. In the real estate business there are so many people that not only don't help, they try and sabotage and I am thankful that you write books, sharing your experience and knowledge which has helped us attain our dreams.

After the weekend seminar, listening to you, Tony Robbins, George Foreman and the rest of the speakers we feel like we are unstoppable and we have the next 25 years to work. As you are aware, Michigan's economy is terrible and we feel like kids in a candy store because there are so many deals it is hard to choose. We returned from Toronto Monday afternoon and already are looking at two new commercial properties to acquire. Thank you for spending three hours with us in Toronto. You have truly made a difference in our lives.

Sincerely,

Karen Maurer
Eric Maurer

TESTIMONIALS

Thinking BIG

I attended The Learning Annex Wealth Expo in Philadelphia in April of 2007. Having grown tired of twenty-five years in the corporate world, I knew I needed to make a change. I have several friends in the Commercial Real Estate business who have done very well for themselves and I knew that this is what I wanted to be involved in, but I just did not know where to start. Corporate life was really beginning to suck the life out of me.

I listened attentively to Donald Trump. He spoke of all of his successes and even mentioned some of his failures. My biggest fear in making a change was the fear of failure. But what I learned from Mr. Trump, was that if you don't take a chance and take a calculated risk, you can never succeed. I have since left my corporate job and I am excited about a new consulting opportunity before me. The Learning Annex Wealth Expo and Donald Trump have really made a difference in my life and have given me the courage to go out on my own. All I can say is "Thank You."

Sincerely,

Steven Martino

TESTIMONIALS

Thanks for the advice!

The absolute best advice I have employed so far in my real estate career was when Mr. Trump advised to make very low initial offers on property. He said that it will sometimes bring out the truth of what the person believes their property is actually worth and/or it will plant the seed that it is not quite worth as much as they are asking (which could also work in your favor). Well, I grabbed this gem and use it as often as I can. Recently, I had a client that was willing to pay list price for a home they really loved. I convinced them to make an initial offer 25 percent below asking price! They were very scared, but agreed. The seller was desperate and didn't meet our offer, but came way down on the very first counter. My client accepted it and was thrilled, as they were ready to pay list! This is a phenomenal technique that takes some guts to try, but you don't become a Donald Trump without guts!

Respectfully,

Carl C. Anderson

TESTIMONIALS

Thank you, Donald!

I literally hit the bottom of the barrel, carved my name on the bottom and rose up stronger than ever in less than two years! Thanks to Donald Trump, I now understand that I have the power to create what I want to achieve in my mind, and that whatever I can conceive in my mind I can manifest in the physical world as well. This is why Donald's words are so profound when he says to think big because you have to go there in your mind thousands of times before you can bring it about physically. I have become a Producer and a true Capitalist, with power to create my own universe as I go along. Thank You!

Warmest Regards,

Wayne M. Aston, Founder and CEO Aztec Holdings Inc.,
Co-Founder, Celerity Investments, Celaritas Realty, Celerity Property Management, Celerity Development Incorporated

TRUMP's Kick-Ass Attitude!

I saw and listened to Mr. Trump at the New York Wealth Expo. I am a real estate investor and I think the thing I learned most from Donald was to have his attitude. I simply love his "take no nonsense" attitude. I try to think like Mr. Trump and always have that kick-ass attitude.

Thanks,

Beth Brucoli

TESTIMONIALS

A Bigger Purpose

After meeting and listening to Mr. Trump at The Learning Annex Wealth Expo, I found a bigger purpose in my life. I am a trained engineer and an immigrant from India. I have been investing and developing real estate for six years. I have become a multi-millionaire with properties worth over 5 million dollars, all of which I acquired and developed in just the last six years. I am now moving into Land Development. Engineering school taught me how to think creatively but Mr. Trump changed my mindset and my outlook towards life. Since the Expo, I often ask myself—Am I thinking big enough?—but more importantly, I have found a bigger purpose in my life.

Thanks & regards,

Steve Hemmady

TESTIMONIALS

How Donald Trump Influenced Our Lives!!!!

Hi, my name is Maria Lavoie and my husband is Joel. We live in Sudbury, Ontario, Canada. I am 41 and Joel is 38. We met 6 years ago and married in 2004. We are life and business partners.

When my husband and I attended The Learning Annex Wealth Expo in Toronto last March, we were proud of what we had accomplished thus far in our real estate endeavors, but we were still so small. We kept asking ourselves, "How do we achieve greater success?" Seeing Mr. Trump speak was life changing, but the greatest impact for us was learning to think big! Another thing that Mr. Trump taught us at The Learning Annex Wealth Expo is that you have to be passionate about what you do or you won't be successful at it. We realized our passion in real estate is that we love renovating. We love seeing the before and after! We are now flipping one house a month and our goal is to flip ten homes a month. We want to thank Donald Trump for inspiring us in so many ways. Because of his influence we are creating a grand life for ourselves! Thank you also to Bill Zanker for creating The Learning Annex Wealth Expo! It's the most exciting show we ever attended! We already have our tickets for next year! Can't wait!

Maria and Joel Lavoie

TESTIMONIALS

Dear Learning Annex,

Donald Trump helped me to change the way I do business. After I attended the Wealth Expo last year my wife and I got back home in Costa Rica and we applied Trump's advice to THINK BIG. We have an Import and Distribution company and a Beauty Salon and Spa. So we started thinking big, hired 3 more sales people and started selling in all Costa Rica territory. It's now one year later and we have two new lines that we represent, we sell 6 times what we sold in the past and are still growing every day. We made the Beauty Salon bigger and now we have 32 people working for us and we signed a contract to be sponsors of the Miss Costa Rica event. We are also opening our second Spa, Beauty Salon and Men's Club in a big new Mall, this store is going to be 640 square meters and is going to be on the main road of a beautiful area in San Jose. The name of the mall MOMENTUM LINDORA has a name that reminds me of Mr. Trump because the word Momentum he mentioned in his books and speeches. That is the story I want to share about how Donald Trump helped me to think big. I did and it is great!

Thank you,

Rodrigo A. Martín

TESTIMONIALS

My motto is "Go Big or Go Home!" I've read all of Donald Trump's books and have learned a wealth of information from the seminars I've attended given by The Learning Annex.

In October 2004, I was on bed rest with our third child and my husband's severance package from a major music label was ending that month. I still had another five months before my child's due date; so, I had to find a way to earn an income. With no credit and no cash, I started to buy and sell properties in Buffalo, New York on eBay. The first property I bought and sold was a single family home for *only* \$6,000 but from there I went on to sell over a million dollars worth of property that year. I started this business on my couch, with my laptop, the phone, and a fax machine. And I've gone on to build a very successful investment company with my husband that has branched out to include real estate investment deals in five cities total with clients all over the US, Canada, the UK, and Australia. My husband and I now have further expanded the business to include residential, mixed-use, and commercial development as well as custom home building in the booming city of Charlotte, North Carolina.

It was reading the Trump books, hearing his speeches and attending The Learning Annex's affordable yet highly informative seminars that has led to our ability to earn hundreds of thousands of dollars each year. We're not only "Thinking Big," we're "Doing Big!"

Thank you,

Nechelle and Tony Vanias
First Lady Holdings, LLC

TESTIMONIALS

Thanks to the Wealth Expo and Donald Trump I am going to make my first million!

I attended The Learning Annex Wealth Expo in April 2006 at the Los Angeles Convention Center. I learned so much from all the speakers those two days. However, what I learned from Trump had the biggest impact on my life. I have always believed in myself, believing that I could become rich in the real estate business. But after hearing Mr. Trump, I now feel more confident than ever. I searched through lots of property and was able to locate 160 acres that I am now in the process of subdividing into one acre lots. I will make my first million on this project, but I could not have gotten started without the confidence I gained from listening to Mr. Trump. If I had not learned to think big, I would have never taken on that big of a deal. Opportunity is endless when you open your mind. Thanks to Trump and The Learning Annex.

Shiyar Umpant

Donald's advice made my dreams come true

"If you make a decision then stick to it, keep working for it, and kick ass until you get it done." That's what I learned from Donald Trump. After reading his books and listening to him in Boston at The Learning Annex Wealth Expo, I was thrilled and excited to make my dreams become a reality. Donald's advice to change myself first, and then change my attitude in order to get to the top helped me rethink my goals, priorities and focus. His advice to keep up my momentum has been my guiding star. My dreams have come true with Donald, and he has the ability to make your dreams come true too.

Ashish Jain

TESTIMONIALS

The Learning Annex has changed my life!

My name is Gary Jeanty and my life changed drastically when I attended The Learning Annex Wealth Expo in Fort Lauderdale, Florida. It was more than an experience. It was a breakthrough in my life enabling me to reach new heights in my business. I started my own business in 2003 and it was financially beneficial for me, but I lacked confidence in myself when it came to helping and teaching people. After hearing these wealthy pioneers speak about their pure success and hearing how many of their students' businesses had expanded due to their teachings, they showed me what I was missing in my own business. Since hearing these amazing stories at The Learning Annex Wealth Expo, my business has grown tenfold while my real estate investing knowledge has also grown exponentially. I am also on the verge of writing a small short film on the importance of motivating yourself to higher goals. I believe none of this would have happened without Bill Zanker's vision. Bill Zanker has influenced me a great deal in my business and having people like Donald Trump, David Bach, Tony Robbins, and Paula White speak at The Learning Annex Wealth Expo has made me want to do something special in this world. Thank You, William Zanker.

Gary Jeanty

TESTIMONIALS

Mr. Trump YOU ROCK!!!

When I heard that Mr. Trump was speaking at The Learning Annex Wealth Expo in Philadelphia, I just had to be there. This was my chance to see him upfront and hear how he got to where he is today. So, I purchased tickets for my mother and I and went! Wow, what a weekend. I learned so much listening to Donald Trump. How he had both highs and lows and obstacles to overcome. The weekend was great motivation for me to get out there and make something of myself. He was and always will be someone to look up to for the rest of my life. I want to work hard and achieve the success that Trump has! Mr. Trump YOU ROCK!!!

Chris Offenbacher

There is no end in sight!

Donald has been one of the major motivating factors in my life, which has changed drastically since mid-2005. I basically went from a general building contractor to a builder/developer of many multimillion dollar ventures, deals, and contracts all by changing my mind-set, focus and determination to succeed. And there is no end in sight! I've read more books and studied more in the last two years than throughout my entire life. With mentors and authors such as Donald Trump, Tony Robbins, Robert Kiyosaki, Norman Vincent Peale, James Ray, Napoleon Hill, and the like, one can only rise in success and fortune. I love it!

Regards,

Anthony Pasquale, President and CEO,
Conquest Development, Inc.

TESTIMONIALS

Thanks for helping me learn from the best.

I have a passion for business and want to learn from the best. When I saw Donald Trump at The Learning Annex Wealth Expo, it opened up a whole new world for me. There was so much energy and creativity in the room sparked by Donald and his inspirational stories. He takes huge risks and doesn't worry about what other people may think of him. It is because of leaders like Donald Trump who share their stories and advice along with some great leaders in my own career that I am able to succeed.

Sincerely,

Tammy Proctor-Blauvelt

Donald Trump's advice got me through the tough times!

Here is my story about how Donald Trump has motivated me during my career.

I am a Real Estate Broker with my own firm in Norwood, MA. I have been in the business for 10 years now and run a very reputable organization. I currently staff 18 agents and although we are a small office we produce a good volume. We usually rank in the top 10% out of 100 offices in the South Eastern part of Massachusetts.

Years ago I had decided to open my own firm. As I was preparing to do so I received a phone call from a local Realtor saying he was looking for a partner to take over half of the ownership of two offices he had. I evaluated the situation and thought that this would be a great opportunity for me. I would be achieving what I started out to do in owning my own business and

TESTIMONIALS

more importantly, this business was already up and running. It was established and had a well recognized name world-wide. My problem then was getting the funds necessary to do this. My husband and I decided to mortgage our house to get the money. I had no doubts in my ability to work hard and I knew that with the dedication I had to my business and my clients I could succeed. For the next year and a half I helped build this company up and was proud of what we seemed to be accomplishing. My partner had always kept track of our books and finances. All seemed well until one day I suggested that we use some of our profits to pay our quarterly taxes. At this point, I had never taken any profit out of the company, only my own commissions. The silence in the room was deafening. He said "Give me a couple of weeks and maybe I can come up with a thousand or two." At that point I knew that all the hard work and faith I had put in was not for my benefit at all. It took me six months to dissolve the partnership that I had put my home on the line for.

I decided that I was not going to let this stop me. I knew I still wanted my own firm and that I could make it successful. I had less than no money, and I still had to re-pay my mortgage debt and had nothing to start a company up with. The one thing I did have was my husband's faith in me. He went and borrowed money out of his retirement fund with the agreement that it had to be paid back within the next 12 months. I knew everything was on the line now but kept my belief that with hard work I would succeed.

In 2001, I opened the doors to McNulty Realtors and until my writing of this story have never looked back. I re-paid my husband's retirement loan and my mortgage loan in the first 6 months. In my first year of business I had exceeded every goal I set for myself. In 2003 I was awarded "Businessperson of the Year" at a special presentation at the White House.

TESTIMONIALS

Donald Trump's advice has helped me many times along the way. It is easy to follow his guidelines in the good times, but to be honest, it was in the tough times that they helped me through the most. The one thing he always says is "Love what you do and become good at it." I have followed his career and seen the many challenges he has had to face and rise above. He has motivated me to heights I only dreamed of. I attended his Wealth Expo in Boston last year at The Learning Annex and although I didn't get to meet him I hope that one day I can thank him in person. He is a true tribute to perseverance.

Thank you for taking the time to read my story.

Sincerely,

Patty McNulty, McNulty Realtors

THE LEARNING ANNEX RECOMMENDED “MUST READS”

- Bach, David. *The Automatic Millionaire: A Powerful One-Step Plan to Live and Finish Rich*. New York: Broadway Books, 2003.
- Byrne, Rhonda. *The Secret*. New York: Atria Books/Beyond Words, 2006.
- Collins, Jim. *Good to Great: Why Some Companies Make the Leap . . . and Others Don't*. New York: Collins, 2001.
- Corbett, Michael. *Find It, Fix It, Flip It*. New York: Penguin Group, 2006.

THE LEARNING ANNEX RECOMMENDED "MUST READS"

- Covey, Stephen. *Seven Habits of Highly Effective People: Powerful Lessons in Personal Change*. New York: Simon & Schuster, 1989.
- Cramer, James J. *Jim Cramer's Mad Money: Watch TV, Get Rich*. New York: Simon & Schuster, 2006.
- Canfield, Jack, and Janet Switzer. *The Success Principles™: How to Get from Where You Are to Where You Want to Be*. New York: HarperCollins, 2006.
- Canfield, Jack, and Mark Victor Hansen. *Chicken Soup for the Entrepreneur's Soul: Advice and Inspiration on Fulfilling Dreams*. Florida: HCI Books, 2006.
- Dyer, Wayne W. *The Power of Intention*. California: Hay House, 2004.
- Ferrazzi, Keith, and Tahl Raz. *Never Eat Alone: And Other Secrets to Success, One Relationship at a Time*. New York: Currency Doubleday, 2005.
- Foreman, George. *George Foreman's Guide to Life: How to Get Up Off the Canvas When Life Knocks You Down*. New York: Simon & Schuster, 2002.
- . *God in My Corner: A Spiritual Memoir*. Tennessee: Thomas Nelson, 2007.
- Kiyosaki, Robert, and Sharon L. Letcher. *Rich Dad, Poor Dad*. New York: Warner Business Books, 2000.
- Langemeier, Loral. *The Millionaire Maker's Guide to Creating a*

THE LEARNING ANNEX RECOMMENDED "MUST READS"

- Cash Machine for Life*. New York: McGraw-Hill 1 edition, 2007.
- Orman, Suze. *Women & Money: Owning the Power to Control Your Destiny*. New York: Doubleday Spiegel & Grau, 2007.
- Robbins, Anthony. *Awaken the Giant Within: How to Take Control of Your Mental, Emotional, Physical & Financial Destiny!* New York: Simon & Schuster, 1992.
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- Ross, George H. *Trump-Style Negotiation: Powerful Strategies and Tactics for Mastering Every Deal*. Indiana: Wiley Publishing, Inc., 2006.
- Schragis, Steven. *10 Clowns Don't Make a Circus: And 249 Other Critical Management Success Strategies*. Ohio: Adams Media Corporation, 2006.
- Shemin, Robert. *How Come That Idiot's Rich and I'm Not?* New York: Crown Publisher's, 2007.
- Simmons, Russell. *Do You!: 12 Laws to Access the Power in You to Achieve Happiness and Success*. New York: Penguin Group's Gotham, 2007.
- Tolle, Eckhart. *The Power of Now: A Guide to Spiritual Enlightenment*. California: New World Library, 2004.
- Trump, Donald J., and Tony Schwartz. *Trump: The Art of the Deal*. New York: Random House, 1 edition, 1987.

THE LEARNING ANNEX RECOMMENDED "MUST READS"

Trump, Donald J., Meredith McIver. *Trump 101: The Way to Success*. New Jersey: Wiley Publishing, Inc., 2006.

Welch, Jack. *Winning*. New York: HarperBusiness Publishers, 2005.

White, Paula. *You're All That!: Understand God's Design for Your Life*. Tennessee: Faith Words, 2007.

This is just a partial list of recommended books—for a complete listing visit LearningAnnex.com.

The Learning Annex

The Learning Annex Featured Teachers Partial listing

Actors

- *Dan Aykroyd, *Saturday Night Live*
- *Jason Alexander, *Seinfeld*
- *Kevin Bacon, *Footloose*
- *Annette Bening, *American Beauty*
- *Jessica Biel, *The Illusionist*
- *Wayne Brady, *Whose Line is it Anyway?*
- *Pierce Brosnan, *Goldeneye*
- *Kirk Douglas, *Spartacus*
- *Tim Daly, *ABC's Eyes, Wings*
- *Richard Dreyfuss, *Jaws*
- *David Duchovney, *X-Files*
- *Sally Field, *Steel Magnolias*
- *Harrison Ford, *Raiders of the Lost Ark*
- *Charlton Heston, *The Ten Commandments*
- *Val Kilmer, *The Doors*
- *Jerry Lewis, *The King of Comedy*
- *Sarah Jessica Parker, *Sex and the City*
- *Edward Norton, *Fight Club*
- *Molly Ringwald, *The Breakfast Club*
- *Tim Robbins, *The Shawshank Redemption*
- *Doris Roberts, *Everybody Loves Raymond*
- *William Shatner, *Star Trek*
- *Martin Short, *Saturday Night Live*
- *Henry Winkler, *Happy Days*
- *Renee Zellweger, *Chicago*

Authors

- *Isaac Asimov, *science fiction legend (d)*
- *David Baldacci, *Hour Game*
- *Barbara Taylor Bradford, *A Woman Of Substance*
- *Ray Bradbury, *Fahrenheit 451*
- *Candace Bushnell, *Sex and the City*
- *James Ellroy, *L.A. Confidential*
- *Betty Friedan, *The Feminine Mystique (d)*
- *Spalding Gray, *Monster in a Box (d)*
- *Winston Groom, *Forrest Gump*
- *Joseph Heller, *Catch-22 (d)*
- *Mary Higgins Clark, *Where Are the Children*
- *Norman Mailer, *The Naked and the Dead*
- *Frances Mayes, *Under the Tuscan Sun*
- *M. Scott Peck, *The Road Less Traveled*

- *Sidney Sheldon, *The Other Side of (d)*
- *Amy Tan, *The Joy Luck Club*
- *Kurt Vonnegut, Jr., *Slaughterhouse Five (d)*

Business/Finance/Real Estate

- *Raymond Aaron, *Double Your Income Doing What You Love*
- *Robert Allen, *Creating Wealth*
- *David Bach, *Automatic Millionaire*
- *Sir Richard Branson, *The Virgin Group*
- *Richard Bolles, *What Color is Your Parachute?*
- *Mark Burnett, producer, *The Apprentice*
- *Don Burnham, real estate investor
- *John Casablancas, *Elite Modelling*
- *Michael Coles, CEO, *Caribou Coffee*
- *Barbara Corcoran, real estate entrepreneur
- *Mark Cuban, founder, *Broadcast.com*
- *James Cramer, co-founder, *TheStreet.com*
- *Donny Deutsch, *CNBC's The Big Idea*
- *Steve Forbes, CEO, *Forbes* magazine
- *George Foreman, entrepreneur, "The Grill"
- *Jane Friedman, president/CEO, *HarperCollins*
- *Jeffrey Gitomer, *The Little Red Book of Selling*
- *Lizzie Grubman, Lizzie Grubman Public Relations
- *Dottie Herman, CEO, *Douglas Elliman Real Estate*
- *Patrick James, *Tax Secrets of the Millionaires™*
- *Chris Johnson, *InvestorWealth™*
- *Ron LeGrand, *How to Be a Quick Turn Real Estate Millionaire*
- *Al Lowry, *How You Can Become Financially Independent by Investing in Real Estate*
- *Horst M. Rechelbacher, founder, *Aveda*
- *Bruce Karatz, CEO, *KB Homes*
- *Robert Kiyosaki, *Rich Dad, Poor Dad* series
- *Wing Lam, founder/CEO, *Watoo's Tacos*
- *Albert Lowry, *Formulas for Wealth*
- *Harvey Mackay, *Swim with the Sharks*
- *Armario Montelongo, *Flip and Grow Rich*
- *David Neeleman, CEO, *Jet Blue*
- *Craig Newmark, founder, *Craigslist.com*
- *Suze Orman, *The 9 Steps to Financial Freedom*

- *Pete Peterson, The Blackstone Group
 - *Anita Roddick, founder, The Body Shop
 - *George Ross, co-star, *The Apprentice*
 - *Robert Sherrin, *Secrets of Buying and Selling Real Estate*
 - *Russell Simmons, founder, Def Jam Records
 - *Donald Trump, billionaire real estate developer
 - *Mel Ziegler, founder, Banana Republic
- Directors**
- *Andrew Adamson, *Shrek 1 & 2, Chronicles of Narnia*
 - *James Burrows, *Will & Grace, Cheers*
 - *Frank Darabont, *The Shawshank Redemption*
 - *Marc Forster, *Finding Neverland*
 - *Terry Gilliam, *Monty Python*
 - *Marshall Herskovitz, *My So-Called Life*
 - *Ron Howard, *A Beautiful Mind*
 - *Gordon Hunt, *Frasier, Mad About You*
 - *Michael Lembeck, *Friends*
 - *Sidney Lumet, *12 Angry Men, The Verdict*
 - *Garry Marshall, *Pretty Woman*
 - *Brett Ratner, *Rush Hour Series*
 - *Gary Ross, *Seabiscuit*
 - *Thomas Schlamme, *The West Wing*
 - *Joel Schumacher, *The Phantom of the Opera*
 - *Adam Shankman, *Bringing Down the House*
 - *Ron Shelton, *Bull Durham*

Fashion/Beauty

- *Carol Alt, model
- *Michelle Bohbot, founder, Bison Bisou
- *Paul Campbell, model
- *Naomi Campbell, model
- *Kenneth Cole, shoe designer
- *Kyan Douglas, *Queen Eye for the Straight Guy the City*
- *Patricia Field, costume designer, *Sex and the City*
- *Diane Von Furstenberg, designer
- *Betsy Johnson, designer
- *Tommy Hilfiger, designer
- *Harry Langdon, celebrity photographer
- *Elle Macpherson, model/address
- *Steve Madden, shoe designer
- *Cynthia Rowley, designer
- *Ivana Trump, founder, Ivana Haute Couture
- *Vendela, model/address
- *Doug Wilson, designer, *Trading Spaces*

Fitness/Health/Nutrition

- *Baron Baptiste, *Journey Into Power*
- *Billy Blanks, creator of Tae-Bo
- *Anne Louise Gittleman, *The Fat Flush Plan*
- *Tony Little, America's Personal Trainer™
- *Dr. Christine Northrup, *Women's Bodies, Women's Wisdom*
- *Gary Null, *Power Aging*
- *Dr. Judith Orloff, *Second Sight, Intuitive Healing*
- *Dr. Dean Ornish, *Eat More, Weigh Less*
- *Dr. Barry Sears, *The Zone Diet*
- *Dr. Andrew Weil, *Spontaneous Healing, Eight Weeks to Optimum Health*

Music

- *Judy Collins, singer
- *Sean "Diddy" Combs, Bad Boy Entertainment
- *Damon Dash, co-CEO, Roc-A-Fella Records
- *Chaka Khan, 8-time Grammy-winner
- *Clive Davis, chairman, SONY BMG North America
- *John Densmore, The Doors
- *Peter Fong, singer
- *Marvin Hamlisch, composer, *A Chorus Line*
- *Mickey Hart, The Grateful Dead
- *Naomi Judd, singer
- *Matthew Knowles, manager, Beyonce
- *Lisa Loeb, singer
- *Ray Manzarek, The Doors
- *Wynton Marsalis, jazz musician
- *Alannis Morissette, singer
- *Nile Rodgers, founder, Chic
- *Bernie Taupin, songwriter, Grammy-winner
- *Steven Van Zandt, The E Street Band
- *Max Weinberg, The E Street Band
- *Ron Wood, guitarist, The Rolling Stones

Personal Growth/Relationships

- *Martha Beck, *Find Your True North Star, Expecting Adam, columnist for O magazine*
- *Rev. Michael Beckwith, founder, Agape Spiritual Center
- *Rhonda Britten, *Change Your Life in 30 Days*
- *Erin Brockovich-Ellis, *Challenge America with Erin Brockovich*
- *Les Brown, *Live Full and Die Empty*
- *Julia Cameron, *The Artist's Way*
- *Jack Canfield, *Chicken Soup for the Soul*
- *Jean Chatzky, *Make Money Not Excuses*
- *Dr. Deepak Chopra, *The Seven Spiritual Laws of Success*

- *Ram Dass, *Be Here Now*
- *Dr. Barbara De Angelis, *Secrets About Men Every Woman Should Know*
- *John DeMartini, *You Can Have an Amazing Life in Just 60 Days*
- *Hale Dwoskin, *The Sedona Method*
- *John Edward, *Afterlife*
- *Dr. Wayne Dyer, *Your Erroneous Zones*
- *Kathy Freston, *Expect a Miracle*
- *Stedman Graham, *You Can Make it Happen*
- *John Gray, *Men are from Mars, Women are from Venus*
- *Mark Victor Hansen, *Chicken Soup for the Soul*
- *David Hawkins, *Power vs. Force*
- *Dr. Ben Johnson, featured in *The Secret*
- *Loral Langemeier, *The Millionaire Maker*
- *Dan Millman, featured in *The Secret*
- *Lisa Nichols, featured in *The Secret*
- *James Redfield, *The Celestine Prophecy*
- *Tony Robbins, success coach, bestselling author
- *James Ray, featured in *The Secret*
- *Don Miguel Ruiz, *The Four Agreements*
- *David Schirmer, featured in *The Secret*
- *Dr. Laura Schlessinger, national radio personality
- *Marci Shimoff, *Chicken Soup for the Mother's Soul*
- *Dr. Bernie Siegel, *Love, Medicine and Miracles*
- *Eckhart Tolle, *The Power of Now*
- *Mariamne Williams, *Return to Love*
- *Iyanna Varzant, life coach on *Starting Over*
- *Dennis Waitley, *The Subliminal Winner*
- *Paula White, *Becoming a Millionaire God's Way*
- *Gary Zukav, *The Seat of the Soul*

Restaurant/Food Industry

- *Wally Amos, Famous Amos Cookies
- *Ben Cohen, Ben & Jerry's Ice Cream
- *Posie Daley, *In the Kitchen with Rosie*
- *Rocco DiSpirito, *The Restaurant*
- *Faith Stewart Gordon, *The Russian Tea Room (d)*
- *Tim Zagat, founder, Zagat Survey

Screenwriting

- *Allison Anders, *Gas, Food, Lodging*
- *Syd Field, author, script consultant
- *Larry Gelbart, *Tootsie, Oh, God!, M*A*S*H*
- *Akiva Goldsman, *Cinderella Man, Da Vinci Code*
- *Lew Hunter, author, script consultant
- *Robert McKee, author, script consultant
- *Gary Ross, *Pleasantville, Seabiscuit*
- *Ellen Sandler, *Everybody Loves Raymond*

Showbiz/Media

- *Peter Bart, editor-in-chief, *Variety*, co-host, *Sunday Morning Shoot-Out*
- *Bernie Brillstein, founder, Brillstein-Grey Management
- *John Cooper, director, Sundance Film Festival
- *Debra Curtis, vice-president, SONY Pictures TV
- *Robert Evans, producer, *The Godfather*
- *Karen Foster, executive, Dreamworks Animation
- *Christian Gaines, director, American Film Institute Festivals
- *Jon Gordon, co-president of production, Miramax
- *Jeff Gorin, agent, William Morris Agency
- *Peter Guber, co-host of *Sunday Morning Shoot-Out*
- *Steven Haft, producer, *Dead Poet's Society*
- *Madelyn Hammond, associate publisher, *Variety*, editor, *V-Life* magazine
- *Arthur Hiller, president, Academy of Motion Picture Arts & Sciences
- *Jeff Howard, executive, Disney Toon Studios
- *Larry Hummel, agent, International Creative Management
- *Stan Lee, creator of Spider-man, X-Men, The Incredible Hulk
- *Dave Mace, vice-president, Storyline Entertainment, *Chicago*

Politics

- *Barbara Bush, former First Lady of the United States
- *Bill Clinton, former President of the United States
- *Mario Cuomo, former Governor of New York
- *Rudy Giuliani, former Mayor of New York City
- *Al Gore, former Vice-President of the United States
- *Alan Greenspan, former Federal Reserve Chairman of the United States
- *Abbie Hoffman, political activist (d)
- *Arianna Huffington, political commentator
- *Henry Kissinger, former Secretary of State for the United States
- *Ed Koch, former Mayor of New York City

THE LEARNING ANNEX FEATURED TEACHERS

*Lynda Obst, producer, *Sleepless in Seattle*
 *Richard Masur, president, Screen Actors Guild
 *Eric Poticha, vice-president, Jim Henson Company

*Arnold Rifkin, former head, William Morris Agency

*Matanya Rose, agent, William Morris Agency
 *Stan Rosenfield, celebrity publicist
 *Harvey Weinstein, president, Miramax Films
 *David Witschnafter, worldwide head of motion pictures, William Morris Agency

Spirituality/Psychics/Intuities

*Sylvia Browne, *The Other Side and Back*
 *John Edward, *One Last Time*
 *Dr. Masuru Enobu, *The Hidden Messages in Water*

*Uri Geller, world-renowned psychic
 *Caroline Myss, *Anatomy of the Spirit*
 *Judith Orloff, *Second Sight*
 *Don Miguel Ruiz, *The Four Agreements*
 *James Van Praagh, *Talking to Heaven*
 *Dr. Brian Weiss, *Many Lives, Many Masters*

Sports

*Kareem Abdul Jabbar, NBA Hall-of-Famer
 *Tiki Barber, New York Giants, broadcaster
 *Dr. J, Julius Erving, NBA Hall-of-Famer
 *Walt Frazier, NBA Hall-of-Famer
 *Phil Hellmuth, Jr., 9-time World Poker Champion
 *Earvin Magic Johnson, NBA Hall-of-Famer
 *Al Leiter, pitcher, New York Mets
 *John McEnroe, world class tennis player
 *Omar Minaya, general manager, New York Mets
 *Earl Monroe, NBA Hall-of-Famer
 *Joe Montana, quarterback NFL Hall-of-Famer
 *Norm Nixon, former Los Angeles Laker
 *Leigh Steinberg, famed sports attorney

*Joe Torre, manager, New York Yankees
 *Bill Walsh, coach, San Francisco 49ers (d)
 *Dominique Wilkins, NBA Hall-of-Famer

Television Personalities

*Ellen DeGeneres, comedian, *The Ellen DeGeneres Show*
 *Kyan Douglas, *Queer Eye for the Straight Guy*
 *Daniel Franco, *Project Runway* Seasons 1 & 2
 *Marta Bartromo, anchor, CNBC
 *Andrae Gonzalo, *Project Runway* Season 2
 *Kathy Griffin, actress and comedian
 *Larry King, talk show host, *Larry King Live*
 *Star Jones, TV Personality
 *Matt Lauer, co-anchor, *The Today Show*
 *Jay McCarroll, winner, *Project Runway* Season 1
 *Kelly Perdew, winner, *The Apprentice*
 *Regis Philbin, talk show host, *Live with Regis and Kelly*
 *David Price, CBS News
 *Joan Rivers, comedian
 *Jai Rodriguez, *Queer Eye for the Straight Guy*
 *Al Roker, *The Today Show*
 *Joel Siegel, film critic, *Good Morning America* (d)
 *Jerry Springer, talk show host, *The Jerry Springer Show*

(d) indicates deceased

This is a partial list of more than 30,000 experts, leaders, thinkers and doers who have taught and inspired students at The Learning Annex since 1980. If you would like to teach at The Learning Annex, upload your one minute video at www.OneMinuteU.com.



ACKNOWLEDGMENTS

FROM DONALD J. TRUMP

Working with Bill Zanker and his team at The Learning Annex has been a great pleasure. My experience as a speaker with them prepared me for the professional and enthusiastic approach we had in writing this book together. Many thanks to Bill, Heather Moore, and all of the wonderful people at The Learning Annex.

I'd like to thank my front office team at The Trump Organization, especially my chief assistant, Rhona Graff, my staff writer, Meredith McIver, and Kacey Kennedy in media relations. Your hard work and diligence is greatly appreciated.

ACKNOWLEDGMENTS FROM DONALD J. TRUMP

HarperCollins has done a terrific job and I'd like to thank Jane Friedman, CEO; Steve Ross, President of Collins; Ethan Friedman, Editor; Margot Schupf, Group Sr. Vice President & Associate Publisher; Josh Marwell, President of Sales; Angie Lee, Marketing Director; Paul Olsewski, Senior Director of Publicity; Laurence Hughes, Director of Publicity; Felicia Sullivan, Senior Online Marketing Manager; and Richard Ljoenes, Art Director. Your work has been excellent on all levels, and I'm pleased to have had this opportunity to work with such a fine group. I have had many #1 bestsellers but this is the best of them all.

Donald J. Trump

ACKNOWLEDGMENTS FROM BILL ZANKER

What an honor to write a book with my own personal hero, Donald Trump. It has been so exciting! Rhona Graff, Donald's main assistant is such a pleasure to work with. Being straightforward, hard-working and honest makes working with Donald easy. Everyone else at The Trump Organization is just great. When I visit Donald in his office, I get goose bumps. Even though I have visited him often, it is always extraordinary and I learn something new every time. The day before I am going to meet him, I can hardly sleep. I get so excited. Thank you Donald for taking me into your life.

The Learning Annex is an amazing company. But a com-

ACKNOWLEDGMENTS FROM BILL ZANKER

pany is really just people, and I want to especially thank my top executives. Heather Moore who took ownership of this book while the rest of us continued to make magic happen in other parts of the company . . . Samantha Del Canto, Harry Javer, Paul Gould, Michele D'Agostino, Oliver Waller, Jessie Schwartzburg, Morris Orens, Andy Hyams, and Stephen Seligman. I also want to thank Steven Schragis, Theo Bartek, Amy Deneson, Terry Derkach, Emily Kozlow, and John Christmas for doing what they do best. We are a small group of executives for the amount of business we do, but we have an unbelievable organization behind us of over 100 strong Kick Ass employees who always say, "Yes." I adore my team. And I share their passion.

Larry Kirshbaum is the agent for this book. I knew him when he was President of Time Warner Books. He is now an entrepreneur with his own literary agency, LJK Literary. I told him I wanted a publisher who had a Think Big attitude and could get the book out quickly. He said no problem, and within a week we had a deal with one of the largest and best publishers in the world . . . Collins. Wow! And the people there were great . . . all with Kick Ass attitudes. Thanks to Steve Ross, the President of Collins who understood what this book was all about immediately and a big thank you to his team with special kudos to Ethan.

Larry Kirshbaum . . . thank you and welcome to The Learning Annex team as our new book agent. I love seeing a big shot

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corporate guy like you become an entrepreneur. You're our type of Kick-Ass agent.

Lastly, I need to thank all my teachers at The Learning Annex who have taught and inspired me and my students for almost thirty years. Recently, Hollywood legend Peter Guber has been personally mentoring me, and I am so grateful for his help. We all need coaches at different times in our lives, and Peter is thought provoking and brilliant. He shares my passion of learning from the great minds. Tony Robbins has re-energized my life on so many occasions. He brings a shining light and joy to the world. I only hope he knows how much he has helped me and millions of others day in and day out. Thank you Tony for being Tony and never compromising your mission and passion.

There have been so many other teachers that have gotten me to laugh, cry, re-evaluate my life, get it back on course, change my direction, improve my relationship with my wife, my children, my friends, my G-d, and myself. I thank you all for your passion in serving us, your students. I meet many of my teachers as they are on their mission to help people, and I can't applaud them enough. I watch as they roll into town after town, sleeping in nondescript hotel rooms, all for the chance to help one more student. I love you, and I thank you for all you do. You are the greatest gift to the world.

Bill Zanker

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Warmly,



Bill Zanker

President / Founder

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DONALD L. TRUMP, JR. is a graduate of the Wharton School of Finance and the developer of some of the most prestigious addresses worldwide, including Trump Tower on Fifth Avenue, Trump Park Avenue, Trump World Tower, 40 Wall Street, The Grand Hyatt, The Ritz-Carlton, the Ritz-Carlton Mar a Lago Club in Palm Beach, the Palm Trump International Hotel and Tower in Dubai, and more. He has won several winning golf courses. His Real Estate and Wealth Expos with The Learning Annex have helped over one million people to think BIG. As the Emmy-nominated star and coproducer of the hit television show *The Apprentice* and the author of seven bestsellers, he is truly a media giant. This is the first book where Donald reveals his Think BIG attitude.



BILL ZANKER is the author of *The Learning Annex* in 1980 with \$5,000 of his own money. The Learning Annex has now spent two consecutive years on the *Inc.* magazine Fastest Growing Companies list with over \$100 million in annual sales. The growth of his small business comes from ZANKER'S partnership with leading industry players. Through a real BIG strategic alliance, he has featured several articles in *Fortune*, *Business Week*, *Entrepreneur*, *Success*, *Entrepreneur*, *Inc.*, *Money*, *Forbes*, *Entrepreneur*, *City and Park City*, USA.

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—from the Introduction by BILL ZANKER
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