

**24 Key  
Attitudes to  
Succeed in  
*Any* Business**

**Your Ultimate Guide to  
Achieving Success in Your  
Business and Life**

## 24 Key Attitudes to Succeed in *Any* Business

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## 24 Key Attitudes to Succeed in Any Business

This book is written for business owners and executives who want to take their business to a whole new level and realize results beyond their wildest dreams.

Many of the attitudes I will cover are based on principles and methodologies used by **Action International**, the world's largest business coaching team operating in 20 countries since 1993. My firm, Higher Profits Action Pte Ltd, has been a licensed provider of Action International business coaching services in Singapore since 2001.

This book is the first of a three part business books series. It deals with the 24 key attitudinal concepts that are fundamental to the success of your business.

- The second book – **Your Customers Your Goldmine** deals with the next most important area – Your Customers. Because without a solid foundation of who are your customers, you do not know how to make your customers your goldmine.
- A third book – **Successful Business Planning** deals with how to make massive amounts of profit by doing a successful business plan.

Thank you for purchasing this book. Let the journey begins...

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## The Key to Business Success

What is the most important determinant of a business's success?

- A Unique Selling Proposition (USP)?
- Having the lowest prices?
- Great sales people?
- The best location?
- The best products?
- Good customer service?
- A strong local economy?

While these are all factors, based on our experience working with all kinds of different businesses, the most important determinant is you – the business owner. History is riddled with examples of successful businesses that have failed with a new owner and lackluster businesses that have flourished under new ownership.

As a result, ***YOU are your most important business project.*** As such, you should be investing significantly in yourself. This includes reading books, examining your strengths and weaknesses, setting development goals for yourself, seeking outside advice, tracking your own personal development and getting a mentor to keep you on track. You probably spend plenty developing and maintaining your business's physical assets. How much time and money do you spend on developing yourself?

The great motivator and speaker E. James Rohn advises: “***Work harder on yourself than you do on your job***”. In my opinion, if you are serious about your business and what you want to get out of life, you simply must dedicate **5-10% of your time to self-development**. And, yes, you must set aside some money to pay for it. But rest assured, this money will likely give you the highest ROI (return on investment) possible. After all, you are the person that can increase your profits by 50% or more.

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There is no better time than now to make a commitment to yourself. Get out your calendar right now and block off 30-60 minutes every day for self development, for the next 12 months. Next, write down specifically what you are going to do with this time for the next two weeks. At the end of two weeks, you should be in a position to detail your development plan for the next month, then the next quarter.

If you are not sure where to begin, or you are not sure how you are actually going to make this work, email me at [andyng@action-international.com](mailto:andyng@action-international.com). I will give you the step-by-step question to help you begin. Also visit [www.higherprofitsaction.com](http://www.higherprofitsaction.com) now to get FREE business tips and a FREE Business Healthcheck worth \$295.

A corollary quote that I like, also from Jim Rohn: ***“Never wish your job were easier, wish you were better”***. Think about it. If you are better, you will get better results. If you wish for it then you are more likely to find a way to make it happen. If, on the other hand, your job were to be easier, then everyone would want to do it and you would be back to square one.

# 1. The Winning Attitude

The journey towards extraordinary profits begins here. There is no greater factor responsible for success, or failure, than your own mental attitude! As a result, it is imperative that you begin by preparing your mind with the attitudes and perspectives that will set you free to achieve your business goals.

I am not talking about psyching yourself with positive thoughts, although at times this can help. What I am talking about is **adopting ways of thinking that will free your mind to find the solutions** to your business challenges.

It is not what we think but how we think that matters.

It is a simple truth that it does not matter if you think you can, or you think you cannot, either way you will be right!

Every day I meet people that are just getting by, living largely unhappy lives. Fortunately, I also meet many successful, high-energy people. What is the main difference between these two groups? The first group tends to exhibit a *Victim's* mentality. They tend to **Blame** others for their problems. They make **Excuses** for why things never seem to work out. They often **Deny** that they might have been able to alter the outcome. These people are going nowhere. To paraphrase the lyrics of the popular musical group The Bare Naked Ladies, they are effectively “*lying in BED, just like Brian Wilson did*”.

The second group, the successful people, tends to have a *Victor* mentality. They take **Ownership** of their challenges. They are **Accountable** for their actions and **Responsible** for their results. These people are in charge of their own ship and they use attitudes of Ownership, Accountability and Responsibility as an **OAR** to propel them on their way to success.

## 2. In Business There Are No Mistakes

My nephew had recently completed some research on Thomas Edison for a school assignment. She said: *Uncle, did you know that Edison had tried 1,000 times, unsuccessfully, to make a light bulb.* His assistant said to Edison: *you have failed 1,000 times, how can you go on?* Edison quickly responded: *I have not failed once! I now know 1,000 ways not to make a light bulb.*

If you want to be successful in business, you must be prepared to take calculated risks. Many things you try will not work the first, or second, time. You learned to walk by falling down. It is the same in business. You likely had parents that gave you a safe environment in which to learn. In business, you can seek out a mentor to help give you a safer environment.

## 3. What if Contrary Information was “Interesting”?

Have you ever had a vigorous argument? You knew you were right and the other person was wrong. But the argument was vigorous because the other person, who was also bright and articulate, was convinced they were right. So, there you had it, two people both right and both wrong at the same time. You argued but the other person would not relent. Several days later, you still were thinking about it when you realized that you were wrong after all.

So next time instead of arguing, say a neutral phrase: *“Isn't that interesting?”* This then opens both your mind and the other person's mind to the possibility that there is another way of thinking.

You see if there is an up, then there must be a down, and a left and a right... If you have to prove yourself right, then you cut off all possibility that there may be a better way.

If you truly want to change the success of your business, you must be willing to change the way you think and the way you behave. So resist the urge to argue and instead say “*is not that interesting*” and “*how could I make that work?*”

### 4. ‘I Know’ – the 2 most dangerous impediments to Business Innovation

Try this exercise. Close both your fists tightly. Now try to button your jacket or make a phone call or compose an e-mail. Your mind is like those closed fists. There are very few things it can do well when it is closed.

You need to *forget* the mindset that says “*I know*”. It is what you learn when you think you know everything that counts.

I have seen many businessmen who failed to learn anymore because they have this mindset “I Know”. They simply locked their mind to any new ideas. In short, they have a closed mind. Remember, your mind is like a parachute, it is only useful when it is open.

### 5. Business is Fun!

You have decided to go into business for a number of reasons; more money, more control over your time, more free time. Unfortunately, if you are like many business owners, you let the business take control of you. It may even suck the life out of you. But life should be fun.

Since owning a business should give you more life, it only stands to reason that business should be fun! To have fun, I suggest you treat it like a game. First, learn the rules. Second, keep score. Finally, have fun. The right business coach can help you with all three. Visit [www.actioncoaching.com/andyng](http://www.actioncoaching.com/andyng) to see how you can have fun and funds in your business within 90 days.

## 6. Time is Your Most Valuable Asset

If you spend every cent you have you can go out and earn more money. In this sense the amount of money we can have access-to is infinite. Unfortunately, we all have a finite amount of time on this earth. If we waste a minute, we have lost it forever.

While this may seem intuitively obvious, amongst the business owners I meet, this one simple principle is the most important yet underappreciated principle of business. Let me describe one conversation that is representative of conversations I have had time and time again with different business owners. We will call the business owner Tan.

Andy: Tell me how your business is performing relative to your goals.

Tan: Well we are doing OK but I know we can do better.

Andy: If you know what to do, what is keeping you from doing it?

Tan: I always get interrupted and I can never find the time to do the new things.

Andy: Is your business profitable?

Tan: Yes it is. But I know I could easily do better.

Andy: How much would you like to make in the next twelve months?

Tan: After all expenses \$150,000.

Andy: Do you believe that this is a realistic objective?

Tan: Absolutely.

Andy: How many hours a week would you like to work?

Tan: 50 hours per week and I would like to take 5 weeks vacation (including holidays).

Andy: So Tan, that means you would like your business to earn about \$64 for every hour that you work. ( $\$150,000 / (50 \text{ hours} \times 47 \text{ weeks})$ ).

After an examination of Tan's workweek, it was obvious that he was involved in a number of activities that were not worth \$64 per hour. If Tan spends 35% of his time working on tasks that could be handled by a \$15/hour employee he is either going to have to work a lot more hours than he wants to, or he is going to have to get his business earning more like \$90 per hour for the balance of the time he works.

Now, I am quick to advise owners to be careful with how they spend money. But Tan's penny pinching was not in his best interest. Tan was trying to save paying more wages (about \$12,000 per year). But, by trying to save money it was costing him considerably more. He was not having fun and he could have been implementing changes that would yield him more like \$50,000 in additional profit (4 times what he thought he was saving).

As an owner, the most important decision you make is what you spend your time doing. Owners that I meet who work too many hours and do not make as much as they want, often treat their time very casually. Typically, they do not plan their day and tend to be reactive. Often they do not even keep a calendar. Rarely can they tell you how they actually spent their time.

Conversely, successful owners plan and track their days and their week as carefully as they spend their money.

I recommend that you emulate the successful owners. Think about what will give you the best **long term** ROI [Return On Investment] for your time. Do not be distracted by saving a few short-term dollars if you have an opportunity to create something that will generate returns for you year after year.

## 7. Questions are more important than answers

One night at dinner, a young man asked his wife, "Why do you cut the ends off the roast?" Her reply, "I am not sure. It is what my mother used to do".

Some time went by before they visited her mother for dinner, and when they did, they had roast for dinner. So he asked, “why do you cut the ends off the roast?” Her reply, “I am not sure, my mother always did it that way”. So he made a phone call to his wife’s grandmother and asked, “why do you cut the ends off the roast?” Her reply, “well, I’ve only got a small baking tray”.

So, often we do things, just because it is the way we have always done them, having absolutely no idea why it was done that way to start with. Ever notice how new people tend to question things?

**As a boss you should question why your business runs the way it does.** The only way to perform substantially better than your competitors is to be substantially different from them. In business, following the crowd will almost certainly lead you to slaughter. Looking at it another way, have you ever seen a flock of eagles?

To succeed in business, you often have to depart from conventional wisdom. For many people this will be difficult – especially those who did well in school. After all, we were taught in school what we had to do to be successful – quite often it involved conforming.

In an increasingly competitive environment, you must distinguish yourself by more than just price. You do this by being different. Think about what makes you unique and then tell the world. I have a thorough process that helps business owners develop their USP (Unique Selling Proposition). For those that like to read, I highly recommend Purple Cow by Seth Godin and Differentiate or Die by Jack Trout.

## 8. Look into the Mirror

Ever notice that when you are having a good sales week that the next week just seems to get better and you keep closing more accounts with little or no effort. Or maybe you have had a slow couple of weeks and all the prospects that you meet seem to have trouble deciding. You have to make multiple sales calls, answer question, after question, after question. The people you attract in your life are a mirror of where you are at.

When I look back at my life I can clearly see times when my successes lead to more successes. In my business career, my success at growing business in the corporate world enabled me to attract key staff from competitors who were larger in its segment than we were. Then shortly after, I received what turned out to be a far more lucrative offer from a third competitor. Again, success follows success. This brings me back again to the key to success in business – you. Make sure you invest in you.

Take a look at the mirror also means FACE the Truth and not deny it.

It also means see it AS IT IS, not worse or better. It takes a lot of courage and discipline to take a look at the mirror, and if you want help on this, email me at [andyng@action-international.com](mailto:andyng@action-international.com) and I'll give you daily tips on how to do this.

## 9. Self-fulfilling Prophecy

Remember the last time you bought a new car. Suddenly you see *your* car all over.

This is what experts called your *Reticular Activating System (RAS)*. It is the compass for your brain.

A compass will always point towards north, so your compass for your brain (RAS) is always pointing towards your **Goals**.

So what you expect, you'll get. Set your RAS properly, set it as your Goals and you'll get what you want. It is as simple as that.

## 10. Listen to the Taps on Your Shoulder

In business, we get taps on our shoulder all the time. Unfortunately, they are a lot more subtle than the taps we get on the highway. They are however, just as important for the health of your

business. If you do not want your business to be run over by the proverbial Mack truck, it is imperative that you become adept at listening to the taps.

The most successful business people are very perceptive. They have perfected the craft of surrounding themselves with other people and then listening - really listening - to what they have to say.

o, be sure to listen for the taps and look for the signs. Sticking your head in the sand never helped anyone.

## 11. Build a Business, Do not Buy a Job

People start their own business for only one reason: to buy back their FREEDOM. Whether that freedom comes from working for yourself, having more time to yourself, financial freedom, or just the freedom of knowing that you are in charge of your life.

Unfortunately, most business owners never achieve the freedom they seek. In fact, about 80 per cent of businesses started this year will be gone in 5 years time. Moreover, for those businesses that are still operating, most of their owners seem to work harder than any of their people and many seem to make less income than they could make elsewhere. Most end up having the business run them, instead of them running the business. In fact, they end up with the very thing they did not want, a JOB. And that job may even come with the worst boss they ever had – themselves! In effect, they have taken great risks and expended vast energy and all they have done is bought employment.

## **12. A business is - A profitable enterprise that works without YOU!**

If you want to achieve that freedom that all business owners seek, then you should adopt my firm Higher Profits Action's definition of a business:

**A business is - A profitable enterprise that works without YOU!**

Why build a job for yourself when you can build an income stream that keeps on growing whether you are there or not. Remember the business exists solely to serve you – the owner; not your customers, or your employees.

Yes, customers and staff are important, but the reason you start a business has nothing to do with them. It is essential that you adopt this attitude.

## **13. The only reason you would ever start a business is to sell it**

If you want to achieve true success and freedom then you need to think of your business as your product. It is what you are building and it is where you are ultimately going to make your profit - selling the business. That is right; you start by thinking about how you can build your business so that lots of people will be competing with each other to buy your business.

Very few people ever make a fortune running their business, but many people make a fortune selling businesses. Look at Bill Gates for instance. Yes, he has made a lot of money selling software, but he became the richest man in the world by selling his business - shares of Microsoft.

Are you too involved in your business? Ask yourself: could I pick up the phone in the morning and tell whoever answered, “you guys look after things, I am taking three months off”.

If you are like the vast majority of business owners out there, the answer is definitely NO.

# 14. Working “ON” not “IN” the Business

Ultimately, you have to get yourself out of the day to day of the business. Stop working 9 till 5, doing the work of your business. It is like the builders that do not run their business. Instead, they spend all day using a hammer and nails, working IN their business.

Imagine when you started your business that you built it in your mind, and then you put down that picture of what your business would be like when it was finished. If you are going to sell a product, you must know when it is finished. It is the same with a business. You have to finish a business at some stage and have it ready for sale.

As an example, let us say you wanted to buy a new cabinet. How much would you pay a cabinet-maker for a partially completed cabinet? Likely, only a very small fraction of what a completed cabinet would cost. In fact, if you are like most people you would not even be interested in paying anything. It is the same thing for a business.

When people try to sell a business that is not finished, at most they are really only selling a JOB. As a result, these people only get a few people interested and they only ever get a fraction of the potential price.

When you have the finished picture of what your business will look like, then you go to work creating the business. This way you are working ON the business, rather than just working IN the business.

You should be designing your business to run whether you are there or not. If you do this then you have a choice, and choice gives you freedom. You can work in the business or you can spend your time more creatively. You can keep the business, or you can sell it.

## 15. Delegate, Do not Abdicate

All great leaders are good at delegating so you must start off-loading tasks as soon as possible. Remember, time is your most precious commodity. Since delegation is so important, you must prepare properly for it. You must make sure that the person that will be doing the task knows what to do.

The worst thing you can do is to abdicate a task to someone. By this, I mean telling them to do something when they do not have the skills or the training to handle the task. It is essential that you carefully explain what you want done, how you want it done and what you consider a successful outcome to be.

This may come as a shock, or at least seem like overkill, but you must document how you want your processes and tasks to be completed. From my experience, most owners just give their staff a (quite often limited) set of verbal instructions. The owner then assumes that the employee knows what to do and the employee then assumes what he thinks the owner wants done.

While well intentioned, this feeble attempt at delegation often does not produce the desired results. You see, it is a simple but important fact about human learning that only about 20% of people are auditory learners – people that receive and easily comprehend verbal information. The rest of us are either visual or kinesthetic learners. That is, we need to see (a picture, diagram or read) what to do, or we need to actually do something before we fully understand. (I have some simple, but effective tools that can help you successfully delegate.)

After you have properly prepared, trained and given your team member the job to do, then let them do it. Do not jump in and save them or they will never learn how to get the job done. If you do, they will “learn” that you are the only one who can fix things. And guess what, they will be right. You have to let them fall off the bike to learn how to stay on.

## 16. Work for Yourself and go the extra mile

What if you do not own a business yet – that is, you work for someone else? I suggest that you think like You Pte Ltd. Treat your boss like he is your customer. You want your customer to be thrilled with You Inc. You want him to continue to buy more and higher value services from You Inc.

At a minimum, adopting this attitude will be great experience. Think of your job as market research (for your business) that someone else is paying you to do. But remember, what goes around comes around, so give it everything you have. Your boss may even spot a future business partner in you. Always go that little bit further than you are asked to, give a little extra and you will go far. If you are asked to stay until 7:00 PM, stay until 7.30 PM, just do a little more than were asked.

## 17. The key to success is laziness

The aim of the game is not to work harder; it is to create better results with less effort - finding ways of achieving more with less. In other words, to continually leverage your time, your efforts, your money and your knowledge.

If you are paid an hourly wage, you will never earn more than the number of hours you work, but if you and your business are set up so that you are paid whether you work or not, then you have truly understood one of the key principles of success – Leverage. Leverage is simply - the ability to do more with less. The aim of the game is to create an income stream that flows whether you work or not. Build assets that yield income.

As business coaches, we help business owners leverage themselves. There are numerous ways to create Leverage. You can leverage yourself through people, systems and processes, marketing

and finance. To know more, attend our seminars “Systemize Your Business”, “6 Steps to Massive Results” and “How to LEVERAGE Your Business for Success”. Ask for a paid copy of the seminar notes. Log on to [www.higherprofitsaction.com](http://www.higherprofitsaction.com) now.

## 18. Your Business is Like A Tree

It is important to view your businesses as a living organism – like a tree. Your business is either growing or it is dieing. When does a tree stop growing – when it is dieing. The same is true for a business.

You see the world does not stand still. New products, services and competitors are cropping up everyday. If your business does not evolve, then it will surely die.

## 19. Change – The Only Constant

It is important to consider your business in the context of the wider business community and the world economy. Consider the Agrarian, Industrial, Information ages.

In the Agrarian age (which lasted until early in the 20<sup>th</sup> century) 95 per cent of the population worked the land and the wealthiest people were the landowners.

In the Industrial age (which lasted until about 1980) those that owned the factories created the most wealth.

In the current Information age those that owned the computers and software production, the telecommunications and have the information and corresponding managing tools created the great wealth.

By considering just the length of time that these ages have lasted we can easily see that the pace of change continues to accelerate at an increasingly rapid rate. In the information age we are

## 24 Key Attitudes to Succeed in Any Business

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living through, it only takes about 18 months for the available information on the planet to double, where it took about 50 years a century ago.

Some would argue that we are now entering the Edutainment age – where the people that successfully market education/information with entertainment will create the greatest wealth.

With constant change, occurring at an increasingly rapid rate, it has never been more important for owners to:

1. Work ON their business, rather than IN their business
2. Work harder on themselves than their job
3. Surround themselves with experts that can give them every competitive advantage.

Get yourself a business coach now. Call us at 6225-1784 and we will select a business coach most suitable for you. He or she will be your partner for business success.

## 20. How Do You Compete?

With information moving so fast, people can copy, reproduce and have ready for sale any product or service in a matter of weeks. In today's economy, you cannot be cheaper than your competitors can for long. Therefore, the 20<sup>th</sup> key is that you have to know what information is important for your business success.

The only way you can stay ahead of the market is to out-think, out-sell, out-sell and out-market the competition. Your marketing, sales and customer service is crucial. You do not have to have the world's best hamburger to sell billions of them.

Everybody knows that McDonalds does not sell the best burgers but they sell their burgers *best*. This is a fine distinction, master this and you'll be in the top of the pack, just like McDonalds.

## 21. Ask for more

Ask for more, ask for more business, ask even if you know the chance of success is low. Because the only failure is the failure to ask.

Do not be afraid of someone saying NO. They are not rejecting you, it is just that your request may have come at a bad time or their goals are not quite aligned with yours. Do not take offence ... every NO gets you closer to a YES.

As my Coach Brad Sugars says, “you will only ever be as big as your competition”. If your competition is just putting food on the table, that is how big you can get. If, on the other hand, your competition is making a million dollars profit this year, that is how big you can get.

## 22. Abundance vs. Scarcity

For most people getting more means that someone else has to go without. As intuitive as this may seem, nothing could be further from the truth! There is literally more than enough to go around.

To succeed in business, you often have to depart from conventional wisdom.

Scarcity is a mindset, it is neither true nor false. This is because you can't prove anything is scarce or abundant until you have experienced it.

So instead of having a scarcity mindset, why not have the opposite: an Abundance mindset?

In business, you have got to realize that there is always more than enough money to go around. When will you go out and get your share?

Abundance is a mindset, a mindset that understands how technology has removed scarcity; how the old thoughts in economics are exactly that - old. (Read Brad Sugars' book “Billionaire in Training”. Send me an email to [andyng@action-international](mailto:andyng@action-international) and I'll get you the book.

The mission of *Action International*, the World's Number 1 Business Coaching Organization, is "World Abundance through Business Re-education". This is abundance in its true sense, and it takes forever to achieve it.

## 23. Work Smarter, not Harder

Just to prove that thinking differently is so important, write down how much money you earned last year. Now add a zero to the end of it. You have just increased your income tenfold.

To make that much money doing exactly what you are doing right now, how hard do you have to work?

You have to stop working harder and start working smarter. Remember, people with jobs earn money while business owners and entrepreneurs make and create money.

## 24. Take Action

Last but not the least, the most important attitude to succeed in business is to TAKE ACTION. This is because words are cheap, intention is good, but until you take action you do not know what you are getting into.

When you take action, you'll be able to know whether what you know is enough or correct. Just like marketing. Marketing is not a plan or body of knowledge but action. Ever notice that your plan is always good but the execution is always not the same as the plan?

So instead of spending time perfecting your plan, take action immediately.

Get a Business Coach to help you take action. A coach can help you see the forest for the trees, and he will coach you, guide you, give you encouragement, supply you with the tools, help you brainstorm and open your mind to more possibilities that you can ever imagine.

## 24 Key Attitudes to Succeed in *Any* Business

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Coaching can be done one-to-one or in a group. Group Coaching is one of the most effective ways to learn because of the following 5 reasons:

- **You'll get to learn from other participants;**
- **There is peer pressure and you will find yourself performing more;**
- **It is not lonely and very fun!**
- **You get access to the best of the materials in a safe environment where you can learn and contribute the most, very unlike the outside world;**
- **The fee that you pay for Group Coaching is just a fraction of what you would be paying for a one-to-one Coach.**

We have Group Coaching sessions on EVERYDAY. Some of our participants have gone into the Advanced Stage where they are learning how to create something out of nothing, how to sell their business for double what it is worth in the market and how to buy a business for no-money down! Enroll in to our dynamic Group Coaching today! Email to [andyngkf@pacific.net.sg](mailto:andyngkf@pacific.net.sg) now, for the earlier your register, the earlier you will succeed in your business.

## Some final words

We have been discussing some key attitudinal concepts that will be fundamental to the success of your business. Yes, there are a lot of other important concepts about Marketing, Sales, Customer Service, Operations, Teambuilding, Finance, Cashflow Management, Human Capital, Project Management, Business Process Development, Business Planning and Administration. At ACTION International, there is a lot we can **DO** to **help you** develop your business in all these areas.

However, our years of experience tell us that it is the fundamental attitudinal concepts that **you** must embrace first. They are the essence of who you must **BE** as a business owner if you are to get what you truly want from your business.

This experience is also consistent with the simple BE-DO-HAVE goal attainment philosophy. This philosophy says that in order to **HAVE** the things you want in life you must **DO** the right things. Before you can do those things, **you** must **BE** the person that is capable of doing the right things.

In order for you to get any lasting benefit from the information I have presented, **you must take some action**. Otherwise, nothing will have changed for you.

If you do not change anything, you will get the same result that you are already getting.

## Take ACTION NOW!

Before you consider what you need to do, think about what you really want to **HAVE** in life that your business can give you. E-mail me at [andyngkf@pacific.net.sg](mailto:andyngkf@pacific.net.sg) or call me at 9743-4419 or 6225-1784 if you would like some forms that can help you assess where you are and what you want.

1. List what you want to achieve in your business and your life

## 24 Key Attitudes to Succeed in *Any* Business

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2. Be specific and write it down so someone else can understand what you want
3. For each item, write down a date by which you want to achieve your desired result
4. Find someone to share this information with and that will hold you accountable
5. Now you are ready to proceed

You and you alone have what it takes to achieve the results you desire, if you can adopt the right mental attitudes and take responsibility for your results. Once you start doing, your mind will then be open to apply new knowledge. And remarkably, you will begin to motivate and attract the people that can help you.

To your success,

Andy Ng

Singapore April 2005

