

**9** things  
successful  
people  
do

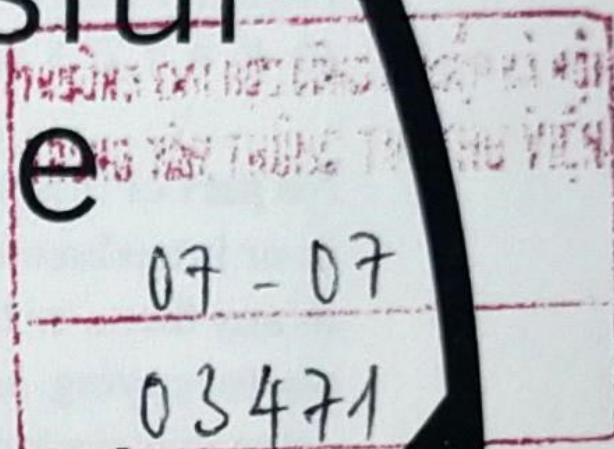
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**HEIDI GRANT  
HALVORSON**

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9 things  
successful  
people  
do  
differently



HEIDI GRANT FOUNDATION  
GIFT OF THE HALVORSON RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU Á  
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## Introduction

**W**hy have you been so successful in reaching some of your goals, but not others? If you aren't sure, you are far from alone in your confusion. It turns out that even very brilliant, highly accomplished people are pretty lousy when it comes to understanding why they succeed or fail. The intuitive answer—that you are born predisposed to certain talents and lacking in others—is really just one small piece of the puzzle. In fact, decades of research on achievement suggest that successful people reach their personal and professional goals not simply because of



who they *are*, but more often because of what they *do*.

These are the nine things that successful people do—the strategies they use to set and pursue goals (sometimes without consciously realizing it) that, according to decades of research, have the biggest impact on performance. Scientific psychologists who study motivation, like myself, have conducted thousands of studies to identify and test the effectiveness (and limits) of these strategies. The good news is that the strategies are remarkably straightforward and easy to use. Reading this book, you will have lots of “Of course!” moments. Also some “Oh, I see, that makes sense,” and a few “Wow, I had no idea” ones, too. In the end, not only will you have gained



some insight into all the things you have been doing right all along, but you'll be able to identify the mistakes that have derailed you. More importantly, you'll be able to *use* that knowledge to your advantage from now on.