

## LEADERS & SUCCESS

### IBD'S 10 SECRETS TO SUCCESS

Investor's Business Daily has spent years analyzing leaders and successful people in all walks of life. Most have 10 traits that, when combined, can turn dreams into reality. Each day, we highlight one.

- 1 HOW YOU THINK IS EVERYTHING:** Always be positive. Think success, not failure. Beware of a negative environment.
- 2 DECIDE UPON YOUR TRUE DREAMS AND GOALS:** Write down your specific goals and develop a plan to reach them.
- 3 TAKE ACTION:** Goals are nothing without action. Don't be afraid to get started. Just do it.
- 4 NEVER STOP LEARNING:** Go back to school or read books. Get training and acquire skills.
- 5 BE PERSISTENT AND WORK HARD:** Success is a marathon, not a sprint. Never give up.
- 6 LEARN TO ANALYZE DETAILS:** Get all the facts, all the input. Learn from your mistakes.
- 7 FOCUS YOUR TIME AND MONEY:** Don't let other people or things distract you.
- 8 DON'T BE AFRAID TO INNOVATE; BE DIFFERENT:** Following the herd is a sure way to mediocrity.
- 9 DEAL AND COMMUNICATE WITH PEOPLE EFFECTIVELY:** No person is an island. Learn to understand and motivate others.
- 10 BE HONEST AND DEPENDABLE; TAKE RESPONSIBILITY:** Otherwise, Nos. 1-9 won't matter.

## Use The Coach Approach

**2** To set goals and motivate others to reach them, you must be an effective coach — a person adept at unleashing “people’s passion for possibility,” wrote Cynder Niemela and Rachael Lewis in their book “Leading High-Impact Teams: The Coach Approach to Peak Performance” (High Impact Publishing, 2001).

That’s something Rashid Khan excels at. Khan, 48, is co-founder and chief executive of Cary, N.C.-based Ultimus, a company that makes work-flow automation tools for the Internet.

Pakistan-born Khan credits his childhood wartime experiences for his ability to motivate the 90 employees working for Ultimus worldwide.

“I’ve been shot at and been in cities that have been bombed,” he said in an interview. Life-threatening incidents can cause you to reclassify ordinary, everyday risks and value people more highly than before.

Khan is what Niemela and Lewis call a “personal master” — a leader who is “self-aware of personal aptitudes, values, motivators, challenges and needs” and uses that self-awareness to motivate others.

“I believe in leadership by example,” Khan said. “I’m the first person to get to work and the last person to leave . . . (at the same time) I try to communicate to employees that all of us have goals beyond just making money.”

Other ways Khan’s behavior matches the authors’ description of a successful team leader? He:

Communicates effectively. Masterful team leaders, wrote Niemela and Lewis, create “a culture in which timely, quality information flows smoothly.”

Khan does this by sending a weekly e-mail to all employees. “I communicate in small ways — simple ways,” he said. “I write to my employees . . . on entrepreneurship, goals for the coming year and to share a message about things that have worked for me and things that haven’t worked.”

■ Inspires a compelling vision. A good leader makes sure everyone in the organization understands the company’s goals and has an active role in helping to achieve them, say Niemela and Lewis.

At Ultimus, Khan said, “We start discussing (goals for the coming year) in August-September, and by December we finalize them.” In the interim months, he says, corporate leaders solicit feedback from divisions around the world and use it to refine organizational goals.

One tenet they all bear in mind: Khan said goals “must include everybody. Every employee needs to participate.”

■ Provides support, resources and encouragement to individuals and teams. As part of each employee’s performance review, Khan says, personal, professional and organizational goals are discussed and one- and five-year plans are established.

Long- and short-term goals “must be big but achievable, something that employees can control or have an impact on and tied to the long-term objectives of the company,” he said.

■ Provides meaningful rewards and acknowledgment. When a goal is your own, realizing it is often your reward. Not so with organizational goals.

A successful coach recognizes this and makes sure employees are acknowledged and rewarded for their efforts. *Linda Stockman-Vines*

Coaching Teams and Executives to Peak Performance

www.HighImpactTeams.com • info@HighImpactTeams.com • 866-HI-TEAMS (toll free) or 949-697-TEAM