

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.

**9 DEAL AND COMMUNICATE WITH PEOPLE EFFECTIVELY:** No person is an island. Learn to understand and motivate others.

## Send A Strong Message

**9** Rudy Giuliani revitalized a city. Katharine Graham transformed a newspaper.

They achieved big results because they communicated with passion and dealt powerfully with others, John Baldoni notes in "Great Communication Secrets of Great Leaders."

In the wake of 9-11, America got up close and personal with Giuliani's leadership style — one based on quick communication and support given to his troops.

"Good leaders know that actions don't occur because you want them to. They're the result of the actions of others," Baldoni said. "And if you want people to keep working for you, it's important for you to acknowledge who they are, what they do, and how well they're doing it. Giuliani is a master at this."

### Front And Center

In return for his support, Giuliani expects performance, and he stays visible to ensure it.

"(He) believes in direct and unfiltered communication, and throughout his career he's been front and center (explaining) his views in plain and simple language," Baldoni said.

His hands-on style, visibility and focus helped transform New York City from what Time magazine called "the rotting apple" in 1990 to an efficiently run, forward-looking city even amid devastating crisis.

One reason? Giuliani conveys optimism and sacrifice — the optimism of his grandfather, Rudolfo, who emigrated to the U.S. with just \$20 in his pocket, and the sacrifice of his Uncle Rudy, a New York policeman who was nearly killed while serving in the Pacific during World War II.

By consistently presenting powerful principles and leading decisively, Giuliani came through when he was needed the most. In the days following 9-11, he rallied a city, a nation and the world.

### Leading By Example

Like Giuliani, Katharine Graham faced tough challenges.

She took over as publisher of The Washington Post in 1963 after her husband committed suicide.

"She took the helm out of family duty," Baldoni said. "Her father, Eugene Meyer, had owned the paper, and Graham wanted to keep it in the family."

In the early 1960s, the Post was mediocre at best.

Graham's goal was improvement: She built it into "one of the nation's most (influential), and at the same time created a media empire," Baldoni recalled.

She recognized talent when she saw it, and gave leaders the freedom to act.

More than most executives, Graham learned on the job, picking up lessons from those around her. Among the most influential was Warren Buffett, who became a financial mentor after buying a stake in her company.

Ultimately, Graham succeeded because she stuck to her principles.

During the pressmen's strike at the Post in the 1970s, "Graham stood down the powerful printers' union and won. It was a painful victory," Baldoni said, "but it opened the door to a greater future."

She also lived her message.

"Graham's life was The Washington Post. She lived, breathed and fought for the paper" and the ideals she believed in, Baldoni said.

**Cord Cooper**