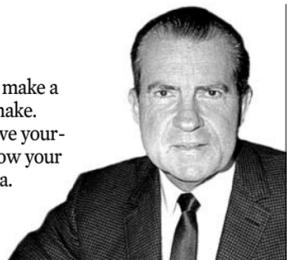


## WISDOM TO LIVE BY

## Nixon On Decision-Making

I have an absolute rule. I refuse to make a decision that somebody else can make. The first rule of leadership is to save yourself for the big decisions. Don't allow your mind to be cluttered with the trivia.

**Richard Nixon**, 37th U.S. president



## Stowe On Management

Treat 'em like dogs, and you'll have dogs' work and dogs' actions. Treat 'em like men, and you'll have men's works.

**Harriet Beecher Stowe**, author

## Conant On Risk

Behold the turtle. He makes progress only when he sticks his neck out.

**James Bryant Conant**, chemist, educator

## Drucker On Planning

There is nothing so useless as doing efficiently that which should not be done at all.

**Peter Drucker**, management consultant

## Eisenhower On Leadership

You do not lead by hitting people over the head — that's assault, not leadership.

**Dwight D. Eisenhower**, 34th U.S. president

## Bonaparte On Optimism

A leader is a dealer in hope.

**Napoleon Bonaparte**, emperor of France

## Haig On Speaking One's Mind

I haven't changed my style in 20 years . . . and that style is to get mad when things go wrong.

**Alexander Haig**, U.S. secretary of state

## LEADERS &amp; 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.

## TAKE ACTION

## Mapping Potential Pitfalls

Whether you're plotting company strategy or a personal action plan, outguess failure by playing what-if.

"I call it hot-spots thinking — identifying potential problems and pro-actively working around them," said business strategist Lynn Snead, co-author of "To Do . . . Doing. . . Done!"

Her tool? A problem-solving mind map.

"I'll get a piece of paper, write 'What if' in the center and then brainstorm. 'What if this went wrong? What if that happened?' I draw lines out from the center like spokes in a wheel and list each potential problem. Then I go around the wheel and list possible solutions."

Failure to anticipate problems is one of the biggest pitfalls in planning, she says. "Playing what-if prevents you from playing if-only."

Another pitfall: focusing only on priority tasks, executive coach David Allen says in "Getting Things Done." Priorities are always replaced with new ones. Meanwhile, problems can lurk in the secondary tasks that go ignored, he says.

When refining your plan:  
**■ Blueprint it.** An architect's success depends on anticipating snafus prior to construction. "He plays with the design, alters and expands on it while it's in that early stage. Your plan is a mental blueprint," Snead said. "Work the details up-front."

**■ Break it down.** The best way to troubleshoot is to break the plan into manageable segments, a process Snead calls "chunking." You can see more clearly what needs to be done, identify needed resources and plan each segment strategically, she says.

"Most of us start a project at task level instead of the vision level," Snead explained. Segmenting it, she says, lets you fit various pieces into your schedule instead of starting your day looking at the overwhelming whole.

**■ Ask "What's next?"** Once your plan is segmented, perform each task with a next-action approach, Allen says. While doing one task, be ready to move seamlessly into the next.

Continually thinking several tasks ahead clarifies priorities and helps you combine tasks and cut needless steps.

**■ Maintain a list of quick tasks.** These range from phone calls to any task that can be done in less than 20 minutes. When a time window opens, simply refer to the quick-tasks list on your PDA or cell phone, Allen suggests.

Waste just 10 minutes six times a day, he says, and you've lost an hour. Repeat that five days a week, and you've lost more than half a day.

"At any point in time, the first thing to consider is, what could you possibly do, where you are, with the tools you have?" he said.

**■ Group planning.** If assembling a group to plan a work-based project, look for the right combination of people, Snead suggests. "Choose those who complement — but don't duplicate — each other's talents. The result is combined energy, where the product of 1 plus 1 is 3, not 2," she said.

In planning the project, start with the desired result and work backward. "You can't collaborate effectively until you have a shared vision — a clear picture of what success will look like," Snead explained.

**Cord Cooper**

## Keller Saw Better Than Most

Be Persistent: Blind, deaf and dumb as a child, she grew to illuminate the world

BY PAUL KATZEFF  
INVESTOR'S BUSINESS DAILY

Almost from infancy, Helen Keller couldn't see, hear or, for years, speak. Fearful relatives urged her parents to lock her away in an institution.

But they refused. And by age 10 she was world famous. She became the acclaimed champion of people by battling physical handicaps like her own, and an inspiration to millions worldwide for her can-do spirit.

Her friends and admirers included author Mark Twain, tycoon John D. Rockefeller and telephone inventor Alexander Graham Bell.

By the 1950s, she was regarded as the greatest living American woman, said the Memphis, Tenn., Commercial Appeal newspaper.

In 1964, President Johnson awarded her the Presidential Medal of Freedom.

While still a student, she wrote the best-selling "The Story of My Life." She eventually authored 14 books, and was a relentless fund-raiser for the blind.

Her renown stemmed not just from the fact that she was a captivating public speaker. The public also knew how long it had taken her to learn to speak at all.

Keller was born healthy in 1880 in rural Alabama. But at 19 months, she was struck by a high fever. Left sightless and deaf, she was also mute.

## Human Tornado

She had no way to communicate with those around her. Boiling with frustration, she grew prone to tantrums. Soon after, her parents hired a live-in tutor, Anne Sullivan. But Keller wasn't open to that either. While getting to know Sullivan, she knocked out two of Sullivan's teeth, says Catherine Peare in "The Helen Keller Story."

Keller's parents were reluctant to discipline her. At the dinner table, she grabbed food from other family members' plates. She routinely sprinted through the house.

Sullivan had to virtually house-break the girl. When Keller was 7, Sullivan took her for a long trip. It ended at a cottage behind the family house. Keller thought she was miles from her parents and sister.

Day after day, Sullivan took Keller for walks. Keller's breakthrough occurred when Sullivan put her hand in water streaming from a well pump. Sullivan spelled "water" on Keller's palm in sign language.

For the first time, Keller realized Sullivan was spelling names for things. At that instant, she felt reborn. "That living word (water) awakened my soul," she wrote in "The Story of My Life."



Author Helen Keller, shown here holding a Braille book in 1955, pushed herself hard. She read so many books in school, her fingertips bled. AP

**"You must face your deficiencies and acknowledge them, but do not let them master you. Life is either a daring adventure or nothing."**

Helen Keller

Keller channeled her energy into determination. She learned word after word, expanding her silent vocabulary. She learned to group words into sentences.

The process was like learning Morse code. But it was significantly harder because she didn't know how to speak English, either.

Sullivan soon began reading books to Keller, tapping sign language on Keller's palm. The girl wrote to world-famous authors, telling them how much she enjoyed their works: Oliver Wendell Holmes, John Greenleaf Whittier and Edward

Everett Hale.

They were touched by her insights. As they told reporters about her letters, newspapers made her into a global celebrity.

The hero of one novel became her life's model. Keller was strongly moved by "Little Lord Fauntleroy," a children's classic about a boy whose helpfulness to others finally moves an indifferent old man to lend a hand. The young Keller swore to Sullivan that she would devote her own life to good deeds.

Still, many people were skeptical she could write about things like color, which she couldn't see. Even the prestigious Perkins Institution for the Blind in Boston once subjected her to a grueling interrogation to see if she had cribbed a fairy tale from another writer.

Early on, she learned to innovate. To study geometry, she made wire models in various shapes.

She had to work harder than others. In school she read so many books in Braille, which consists of raised dots, that her fingertips bled.

## Keller At A Glance

**Born:** 1880 in Tuscumbia, Ala.

**Died:** 1968 in Westport, Conn.

**Education:** B.A. from Radcliffe College in 1904.

## Achievements:

■ Served as a fund-raiser and key figure in building public support for the blind.

■ Wrote "The Story of My Life" in 1903.

■ Met every sitting U.S. president between 1888 and 1968.

■ Received the Presidential Medal of Freedom in 1964.

■ Elected to the Women's Hall of Fame, New York, in 1965.

Because Braille wasn't standardized, before she could do homework she had to learn five versions of the book code, plus four non-Braille dot languages, says Dorothy Herrmann in "Helen Keller: A Life."

She channeled that discipline into every task she undertook, from understanding Sullivan's palm code to learning how to talk. With her fingers, she had to feel the shape and movement of her teacher's tongue, lips and mouth before she could utter her own first words.

At Radcliffe, Keller grew even more determined than before. She begged Sullivan to attend classes with her, and Sullivan translated lectures into Keller's hand. But the only way Keller could take notes was to rush home and transcribe text via a Braille typewriter she had committed to memory.

## Magazine Years

In college, her popularity as a magazine writer mushroomed. She tried to build on her budding fame by writing serious articles about society's need to help the poor, hungry and homeless. But editors wanted to publish only her personal stories.

Rather than sulk or give up, she learned to give readers what they wanted. She mixed entertaining anecdotes with meaty messages.

Later, she grew frustrated with never earning enough money. Her solution was a career switch, embarking on a four-year vaudeville tour. She got her message out about helping the needy to even larger audiences, mixing serious lectures with a show-biz troupe.

The public marveled at how she coped with adversity. She told people to learn from their own shortcomings.

"You must face your deficiencies and acknowledge them, but do not let them master you," she wrote. "Life is either a daring adventure or nothing."

## Holiday Gobbling: Exercise Restraint, And Then Exercise

## NEWS FOR YOU: HEALTH

BY KATHLEEN DOLER  
FOR INVESTOR'S BUSINESS DAILY

Open mouth, tilt table — isn't that how it always feels at the holidays?

And forget those pledges of abstinence. You've got to live a little.

But just like any other indulgence in life, you need to know the full cost and be ready to pay it. We're here to help.

First, a few statistics: The average American gains seven pounds during the holidays. According to experts like Prevention magazine, a full holiday meal with all the trimmings averages 4,000 calories. The average person needs only 2,000 to 2,500 calories for a whole day to maintain his or her weight. So we're looking at a surplus of 1,500 to 2,000 calories per holiday meal.

And we tend to eat a lot of holiday meals: Turkey Day, the holiday office party, your favorite yuletide party with friends, Chanukah parties, Christmas Eve, Christmas, New Year's Eve . . . and that's the short list.

Scared yet? It gets worse. One pound gained equals just 3,500 unburned calories. So to keep from adding notches to your belt during this silly season, you need to burn up a lot of calories.

## Holiday Foods

The bird isn't the only thing getting stuffed during the holidays. Here's a sample of our favorite seasonal foods and where they tip the calorie scale: 6 ounces of turkey (white and dark meat, untrimmed) is 450 calories; 1 cup of candied sweet potatoes totals 400 calories; and one slice of pumpkin pie (not half the pie, mind you) with whipped cream is 450 calories. That's a total of 1,300 calories, and it's only three items.

Making low-calorie versions of your holiday treats just isn't going to work. Most of us are visiting friends and relatives at Thanksgiving or Christmas, so we're not going to be able to control the menu or the food preparation.

Alas, don't give up and drown yourself in the eggnog while shooting up whipped cream. There's hope for

**"When you go to a party, you need to not be hungry. Eat beforehand and be only slightly hungry."**

**Dr. Barry Triestman**, American Clinical Board of Nutrition

fighting the festive food overload.

What you *can* control are your portions and your calorie combat plan. Take small portions and eat slowly.

"When you go to a party, you need to not be hungry," said Dr. Barry Triestman, a chiropractor and diplomat of the American Clinical Board of Nutrition. "Eat beforehand and be only slightly hungry."

This also should help you avoid gulping the wine (roughly 100 calories for 4 ounces) or pounding those lovely pigs-in-a-blanket appetizers. These little porkers can be 300 or 400 calories apiece.

Triestman also suggests bringing a healthy snack, veggies or fruit, to munch on and share.

## Talking Turkey

Calorie counts for some holiday favorites

	Calories
Eggnog (1 cup)	400
with an ounce of brandy	532
Cheese (brie, 1 ounce)	95
Pig in a blanket (1)	350
Turkey (6 ounces, white and dark)	450
with 1/3 cup of gravy	550
Stuffing (1 cup)	400
Mashed potatoes (1 cup)	350
with 1 tablespoon of butter	450
Candied sweet potatoes (1 cup)	400
Vegetable casserole (1 slice)	340
Roasted nuts (cashews, 3.5 ounces)	575
White wine (4 ounces)	90
Red wine (4 ounces)	95
Sparkling wine (4 ounces)	105
Christmas cookie (1, made of shortbread)	40
Chocolate fudge (1 small piece)	65
Pumpkin pie (1 slice)	350
with whipped cream	450
Fruitcake (1 piece)	430

Sources: Prevention magazine, DietBites.com, AnneCollins.com

"Do not restrict your meals to just one per day. Your body has its own built-in survival plan, and if it thinks you are trying to deprive it of food, it

will take your next meal and store it as fat rather than use it as fuel," said Tina McLaughlin-Shough, a certified diet counselor, nutrition consultant and personal trainer who specializes in nutrition for athletes.

She also says you shouldn't pass on a particular food you crave. "Denying yourself something that you really want sets you up for failure. Instead, enjoy what you want; just remember portion size."

Remember, you're in this for the long haul. "There are seven days in a week and 21 meals. If you're planning on indulging a little for one meal (such as at a party), discipline yourself for the remaining meals of the week," said Lauren Walker, a California certified nutritionist.

OK, that's the restraint part of the equation. Now we need to figure out how to burn calories — and lots of them.

## Mean Machines

Make exercise a routine in your life and you'll be healthier, leaner and more energetic.

Find someone to exercise with, suggests McLaughlin-Shough. "It

will make the time fly by and keep you committed." Also: "Make it fun. You will not continue an exercise program if you don't like what you're doing."

We'll start with some information on aerobic machines and activities at the gym. That way you can't use winter weather as an excuse to recline on the couch while weight-lifting the TV remote.

**■ Treadmill.** Sure, you feel like a human hamster on this gym staple, but running is one of the best calorie-burning exercises. Go hard, and you can knock off 700 or 800 calories in an hour.

Here's another plus to running: Sports physiologists say it does a better job than many other aerobic exercises at raising your basal (resting) metabolism. That means if you run regularly, you'll be a better calorie furnace, even when you're driving the La-Z-Boy.

**■ Stairmaster.** These machines look sadistic, and they are. But they kill calories too. Just 30 minutes of climbing burns more than 500 calories. Stay with it for an hour, and SEE GOBBLING ON A5