

MANAGING SUCCESS By Dale Tucci

Over the past twenty-five years as a management consultant I have enjoyed helping people succeed and manage success. **Success** is defined in the Oxford dictionary as: *noun* **1. a favorable outcome; doing what is desired or attempted; the attainment of wealth, fame, or position. 2. a person or thing that is successful.**

I believe business success cannot be attained or managed until the business owner defines success in very precise and personal terms. Sounds simple! In truth this fundamental step is often overlooked or avoided by so many leaders. The premise here is straightforward: you cannot hit a target until it is in your sight.

If you are like many business professionals, you can skip the foundational work and rely on outsiders to define and recognize your achievements. In fact, professional advisors, such as accountants, may reinforce your success by comparing your achievements relative to industry norms. This benchmark method is valuable but in the context of personal success this alone may be insufficient to result in a sense of personal satisfaction. The true measure of success is based on your personal definition and level of fulfillment.

Success truly is measured against internal beliefs, goals, and values. Therefore, the most powerful accolades are those you give yourself. At the end of the day, your personal sense of achievement will fuel future actions to propel success and manage it going forward.

This is not to say opinions of others are discounted because approval and recognition from other people are appreciated. Successful people share a common desire to meet personal goals and strive to repeat success. The engine driving toward personal targets has to be stoked from within and supported externally, not the other way around.

Once a business owner has attained success the focus then shifts to managing the business, processes, and people to repeat the pattern. Repetitive achievement may require altering patterns to meet new targets. If we agree that replication of success is a common goal then the most significant person in the business plan is you. Now ask yourself, how many professionals actually have a clear personal statement of success imprinted in their minds, committed to paper, and translated to their businesses? Keeping yourself on course requires the business owner to have clear vision, goals, and motivation.

The patterns of business owners who chase their goals and miss performance targets vary. The most prevalent reasons can be broken down into the following detrimental leadership styles: the **CHANGE LEADER** who frequently changes goals and direction; the **CHAOTIC LEADER** who thrives on a frenzied environment, the **ABSENT LEADER** who is not present in the business, and the **SUBVERSIVE LEADER** who undermines success.



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Do you fall into one of the four types? Following are some signs and symptoms of each leadership style.

The Change Leader starts and stops business enhancements which drains the business of resources and energy. These leaders attend courses and come back ready to ignite change. Employees who are in a start-and-stop mode quickly learn not to fully engage in any process as it will soon change.

The Absent Leader is not present in the business, with focus and interest perceived to be elsewhere. This leader often conveys a message to employees of being cut off or distant from business operations and outcomes. Employees lack a sense of commitment to success.

The Chaotic Leader creates confused and hectic work environments. Whenever the waters are calm, this leader tends to stir things up. This leader constantly has employees unsettled, as they know any calm will soon dissipate. Employees typically do not perform well in non-structured environments.

The Subversive Leader consciously or unconsciously derails business success. These leaders truly can be Jekyll and Hyde types because they convey enthusiasm about meeting targets but behave contrary to the goals. Employees in this type of environment become resentful about putting their energies into a business where the leader is not committed to success.

The key to building and sustaining a successful business is a leader who communicates the vision, direction, and goals to the employees. The leader with a defined success statement is wise and understands the value of engaged and motivated employees. These leaders have many different styles and share common traits: they do the homework of developing the vision and direction; communicate the plan with performance goals to their employees; monitor implementation of enhancement strategies; and schedule meetings to review progress and

celebrate improvement. They are tenacious and follow through with integration of improvements. Lastly, their plans are flexible and can be adapted to better outcomes.

The common threads in leaders who build and repeat success are numerous. The most prevalent traits and leadership styles are: the **VISIONARY LEADER** who has a business vision, direction, and plan; the **INCLUSIVE LEADER** who shares business ideas, plans, and goals and values input from employees; the **ENTREPRENEURIAL LEADER** who excites and motivates employees to put their skills and efforts behind business plans; and the **STABLE LEADER** who is consistent in behavior and designs practical business strategies.

The Visionary Leader defines the business vision and deploys resources to move toward the vision. This leader is seen by employees as being a person who has invested time to develop the direction and business vision. Key performance indicators (KPI's) are established and employees are educated about the KPI's. Employees are onboard and believe by staying the course targets and business success will be attained.

The Inclusive Leader defines business success, then meets with employees to discuss their ideas regarding a business plan. This leader creates an environment of inclusion and so improves employee buy-in to the business plan. This leader usually schedules communication and progress meetings to celebrate improvements and discuss next initiatives.

The Entrepreneurial Leader inspires employees with their creative and often infectious enthusiasm for business success. This leader is viewed by employees as a person with new approaches and ideas to achieve success. Employees rally around this leader who can think outside the box to develop strategies perceived to be new and fresh.

The Stable Leader details a practical plan for business success. This leader creates an environment of stability where employees are confident about the implementation phase of the plan being well thought out and planned with realistic timelines. Initiatives are executed in a steady, step-by-step manner.

In conclusion, there are many factors associated with business leaders and the effect of leadership styles on business success. Don't dismay if you relate to one of the success-buster leadership styles! As human beings we are remarkably able to alter detrimental behaviors and get on with the business of success!



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