

CHARACTERISTICS OF SUCCESS

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The attitudes, skills and characteristics we need to look for in and develop in our people if we are going to win in the marketplace.

I. Attitude

- A. An Attitude of Winning as a Way of Life - The winning manager has trained his/her mind to win against benchmarks as well as against opponents in all phases of life. In business if there is a quota, beat it. If there is a financial target, exceed it. If there is a budget, under spend it. If a manager brings that attitude to their work, a constant striving to beat the benchmark, they will make big strides in developing the competitive advantages necessary to win in the marketplace.
- B. An Attitude of Professionalism - Each individual must master the fundamentals of the business they are in, the function they perform and the process of managing people. Mastering the fundamentals requires great sacrifice, endless repetition and a constant search for the best way to do things. A professional brings an attitude to his or her work that no sacrifice is too great and no experience or grunt work too menial.
- C. An Attitude of Personal Growth - These are individuals who dedicate their energies, activities and plans to being better tomorrow than today and better today than yesterday. They are never comfortable with where they are today and always willing to do whatever it takes to grow, to learn increasingly more and then apply it.
- D. An Attitude That Seeks to Change the World - Set imaginative, bold, competitive goals and set about exceeding them. Shun the incremental and go for the leap.

II. Skills

- A. Leadership - A leader must (1) lead the development of stretching objectives, (2) make strategic choices which achieve these goals and (3) implement effective deployment plans. They must also set the standards that guide the growth of the culture and the results. They need to communicate the above to all people involved in such a way that it motivates them to want to achieve more than they have ever done before.
- B. Strategy Development and Deployment - Strategic Thinking Skills
 1. The ability to make choices. More specifically determine outcomes needed and define the fewest number of things necessary to achieve those outcomes.
 2. The ability to use our technologies, systems, expertise, resources, etc. to achieve sustainable competitive advantages.

Once strategic choices are made, three essential things must happen for success and hence must be effectively led by successful managers.

1. They must be communicated simply, clearly, and then uniformly understood and supported.
 2. Each person and unit must then translate strategy into what they will and can do to achieve their piece of the results.
 3. A monitor/control system must be implemented to insure progress and be used as a mechanism for recognition and rewards.
- C. External Focus - This individual focuses on the customer and consumer. He/she knows what the consumer/customer needs, how they think. He/She understands and has ideas on how to delight them better and has a pragmatic sense for what works and what doesn't work. He/She also knows their competitor and understands their tendencies and biases. He/She comfortably seeks to outwit/outsmart them in important strategic areas.
- D. Ability to Build the Individual and Build the Organization - This is based on the belief that to build the business **you must grow** and develop your people and your organization. Be a good teacher and coach. Set high standards and hold people to them. Effectively work with others, bring out the best in them and give them room to feel ownership for a piece of the business. Have a basic trust in people, a belief that they want to and are capable of achieving good results. Be a good listener.
- E. Mastery- individuals must have one area that they are uniquely good at where they can become masters, be the top in that area and the best in the world. They must first develop a deep rooted foundation of expertise before they spread out to other areas. Every great person has built on a deeply rooted foundation of expertise in one area and then broadened out.
- F. Communication - Every individual must think, write and speak clearly, logically, persuasively and concisely. It expands a manager's capacity enormously if they communicate well and this is also necessary to lead effectively. An organization has a much better chance of beating the competition through singular strategic focus if people really understand what they are saying to each other, and understand what the leadership is saying to the organization.
- G. Problem Solving - Good deductive and inductive reasoning skills. The individual has the ability to take the complex and simplify it. They are creative and have the ability to solve things in different ways and to focus in on problems.
- H. Leveraging the System - Any structure or environment has a set of systems and processes. Individuals who win learn these systems and make them work for them. They never assume the victim role, ("if only the system didn't ... I could --"). Instead they harness and leverage the power of the system and make it work for them.

III. Characteristics

- A. Has the Characteristics of Integrity, Honesty, Morality, Ethicalness and Straightforwardness - These characteristics are at the very roots of our Company and are of essential importance. No equivocation in standards can exist here. As a leader, you must be beyond reproach and must demand the same from your organization.

- B. Personal Drive, Initiative and Tenacity - A real desire to make a personal impact. To persevere even in the face of adversity. Tenacity can often be the sole characteristic that separates winners from losers.

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PERSONAL PROFILE

<u>Characteristics</u>	<u>Strength</u>	<u>Opp. for Impr.</u>	<u>Comments</u>
Attitude of Winning as way of life			
Attitude of Profes- sionalism			
Attitude of Personal Growth			
Attitude that seeks to change the World			
Leadership			
Strategy Development and Deployment			
External Focus			
Ability to build the Individual and the Organization			
Mastery			
Communication			
Problem Solving			
Leveraging the System			
Integrity, Honesty, Morality			
Personal Drive, Initiative, Tenacity			
High Standards of Excellence			
Smart and Inquisitive			
Has a Good Business Sense			
Thinks Systemically, Holistically			
Capitalizes on Differences			

