

AGOVIA

The Key Concepts Planning, Achievement, and Success

In case you didn't get to read the entire *Planning Field Guide* (and who could blame you?) or you would like to see a recap, here are the key concepts for managing to success:

- **Make the Decision:** The most important factor in success or failure is your decision to succeed. This means you have decided to consistently do what is necessary to assure your success.
- **Do What is Necessary:** The decision to succeed is meaningless without the consistent discipline and action built on the line of sight to where you want to be. Managing for success can make you a good competitor and one of many. However, managing to success focuses all of your energy to becoming successful.
- **The Three Keys:** The foundational elements you will need in order to manage to success:
 - **Identity:** Who are you? What do you do?
 - **Definition of Success:** The measurable outcome which, if achieved, qualifies as success.
 - **Current State:** What is the current state of our business? Where are we starting from? Honesty is crucial.
- **Leadership:** You must have the ability to inspire and motivate people to follow you and support you without coercion or bribery.
- **Management:** You must have the ability to implement and run the systems and organizational mechanics which allow a group of people to become a team or a corporate entity.
- **Change and Operations:** In order to survive, organizations must have the ability to operate effectively in the present as well as anticipate and make the changes which allow them to grow into the future. They are interdependent. Both are required for success. Manage them as two parts of the same whole. Don't even think about separating them!
- **Results:** Successful organizations work to outcomes. You must commit to getting results and that commitment must be tied to visible accountability. Activity without progress, no matter how good it feels, is just churn. Commitment without accountability is toxic.

That's it!

You are as capable as anyone of crafting success for your organization. The truth about highly paid executives is this: In 99% of the cases, an executive making \$25 million a year is no more talented than an executive making 99% less. They are simply members of a different club. They can be as spectacularly wrong or as right as you can. Don't be intimidated by the esoterica of management systems or cliquish overbearing executives. Pay attention, be accountable, do what makes sense and do it well. That's it. Good luck!