



Jouni Laukkanen

MOTTOS OF SUCCESS 2.0

Mottos of Success 2.0 – For Managers and Leaders

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Publisher: BoD – Books on Demand, Helsinki, Finland
Producer: BoD – Books on Demand, Norderstedt, Germany

ISBN: 978-952-80-6929-4

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PREFACE

Leadership is a support function for the executing level, a wallflower is not a wallflower to another wallflower, and do not start a war you cannot win. These are some of the mottos through which this book discusses my views on leadership, revolving around the themes below:



There are numerous books on leadership, but very few are worth reading. Many books have a good leading thought, covered in the first thirty pages, with the rest being filler and rambling. In this book, my thoughts are concisely depicted through mottos. Each motto forms its own entity about the theme related to the motto.

There is no all-encompassing correct theory of leadership. My aim is to initiate the reader's own thought process around the subjects, allowing the ideas presented in the book to be applied to one's work environment in the most suitable way.

Sales, leadership, and sales management have long been of interest to me, and I have sought to increase my awareness in

these areas through various trainings and books, as well as practical experimentation to see what works and what does not.

I have a master's degree in energy engineering, with studies focused on technology, but I have supplemented my knowledge and perspective on sales and leadership through additional training and self-study during my career. I enjoy critically examining my actions, which has also made practical experience in leadership beneficial.



I have worked in consulting roles related to energy engineering for over 15 years, ranging from a small company to an international public corporation. Currently, I am leading the rapidly growing energy services in Finland for an international engineering and consulting firm. I have overseen various teams/departments, applying different leadership styles as needed. For some teams, I lacked expertise in the specific field, but for others, my knowledge in the area was strong. This significantly affected my own role. This allowed me to develop a multifaceted view of leadership, shaping my leadership philosophy.

Originally, this book was my notes on what I learned and a summary of my experiences in leadership. Gradually, I accumulated enough material to compile these notes into a book. Authoring the book also involved deepening and structuring my thoughts, making it part of my personal development process. The book

helps me communicate my views to my superiors and organization.

While the book is intended to be a guide on leadership, it contains a significant amount of content related to sales, sales management, and sales strategies. This is because a company's existence relies on sales, and essentially, all functions within a company are support activities for sales. Of course, a company always produces something (at least filling paper). If it is desired that someone pays for these outputs, they must create value for the customer, and someone must sell it to the customer. Quite simple.

I admit to being a believer in Lean management principles, which is evident throughout the book, and I have dedicated a specific motto to this management principle.



This book is an expanded version of the original 'Mottos of Success' (only in Finnish), published in 2022. This 2.0 version includes clarifications and examples. The additions and examples deepen the discussion and facilitate a better understanding of the topics. The original mottos have been kept unchanged, as they encapsulate my thoughts on leadership well. With these clarifications, the original booklet has grown to about four times its length, reaching the size of a full-fledged book.

More about me and my work history can be found on LinkedIn:

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INTRODUCTION

This book specifically focuses on the key aspects of success in managerial and leadership positions, which are discussed through mottos. Although the insights presented in the book are applicable to various areas of life, the emphasis is on how these principles manifest in the business world.

In a well-functioning organization, all employees share the responsibility for the company's operations. Although managers and leaders have the greatest opportunity and responsibility to direct activities, the entire organization's responsibility is a central theme throughout the book.

The book refers to both managerial and leadership levels as 'leadership'. The perspectives and actions at these levels may differ, but the principles for fostering a successful business are the same.

The book acknowledges that different people require different approaches. It discusses the basics of various interaction styles, emphasizing that the principles of success remain constant, even though implementation and communication might vary among diverse types of people.

The mottos described in the book are not necessarily direct quotes from anyone; they have been adapted to fit the context of the book and the author's style. Therefore, the sources of the mottos are not cited. However, at the end of the book, there are references to excellent books and other sources for further exploration of the discussed topics.

1 LEADERSHIP IS A SUPPORT FUNCTION

Effective leadership lays the foundation for an organization's success. Instead of being seen as a separate entity or at the top of the hierarchy, leadership should function as a bridge-builder and enabler between employees and various parts of the organization. Leaders are responsible for creating an environment where employees can thrive, innovate and express their full potential.

This involves open communication, clear goals, and most importantly, a trustful atmosphere where employees feel safe to try and suggest innovative ideas without fear of failure. By focusing their resources and expertise on supporting employees, leaders not only reduce obstacles in daily work but also inspire and empower everyone to contribute to the organization's goals.

Leadership is not just about managing financial statements and strategies; it primarily involves leading people. It is the ability to inspire, motivate and support others in achieving common goals. When leaders understand their role as enablers of the productive level, they set the entire organization on a stronger path towards sustainable success.

Fundamentally, management should function as a support function for the executing level. Management itself rarely produces anything directly; it is a cost that should support the productive level of the company to achieve the best possible results.



When management overly focuses on maintaining internal structures and supporting bureaucracy, the organization's ability to respond swiftly and effectively to changing market conditions weakens. This shift in focus away from the employees, who are the key contributors to the company's results, can lead to a situation where internal processes become self-serving.

This might manifest as excessive reporting requirements or slowed decision-making, as simple matters require multiple levels of approval. Such bureaucratic sluggishness hampers employees' ability to meet customer needs and adapt to market changes.

Support functions like HR, IT, and similar departments should form a foundation upon which productive work is built. Rather

Mottos of Success 2.0 - For Managers and Leaders by Jouni Laukkanen is an extensive guide to leadership and the development of managers. The book addresses various dimensions of leadership, such as effective decision-making, supporting an open culture, workplace dynamics, and change management. Laukkanen provides concrete advice and strategies that help leaders understand the needs of their subordinates, create more effective organizations, and improve staff engagement.

The book includes both theoretical and practical perspectives and is aimed at everyone interested in leadership. This work offers tools for self-improvement and organizational development, inspires new ways of thinking, and helps build a successful business.

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