

# “Driven to Succeed”

## Jim Grady, President, Monticello

Jim is a natural marketer who admits that he has to work at being an effective manager. At the prompting of his former boss, he began working on leadership development with Bob Turknnett of the Turknnett Leadership Group. When he started working with Bob, Jim described his management style as being very driven and autocratic.

“I spent five years in a Citadel-like military school in South Carolina and the approach I learned there may be good for war, but it's not good for today's business world,” says Jim. “Bob helped me understand that and I made up my mind to change. The 360 degree feedback process I participated in showed me that I had to change. Military school made me pretty stubborn and changing old habits has been very difficult, but once I realized what I was doing was not working, I became determined to do whatever was necessary to improve my management style. I've always been a driver and a pusher, which has served me well as far as getting personal results, but it can offend other people. They think you don't care about them.”

“Bob has helped me change my focus. He helps me channel my energy and not cut my own throat. For instance, before I could not lose. In fact, I wouldn't lose at any cost. Now, I'm willing to lose because my top priority is not winning, but the effective management of other people. I used to think my way was the only way. I've learned to appreciate the fact that some people

see things faster than others and that some people agree with you and some don't. But if you're the leader and people don't buy into your vision, you must make adjustments if you want to succeed. Now, I'm willing to let people do it their way, as long as the job gets done and quality remains high. When you're an entrepreneur trying to build

businesses, you want valuable people to be willing to follow you when you move on to your next venture.”

Monticello is known for its software, Paper Tiger.

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