

“productive,” Mary is no slouch. She works to achieve clearly defined objectives and knows that good planning is paramount to achieve outstanding results. Her mantra for creating Honestly Cranberry, a niche specialty product, was, “Go where they ain’t; think like they don’t.”

- 4. Persistent.** Being a business owner is not for the fainthearted. A proprietor must be prepared to do whatever it takes to generate the results necessary to meet or overcome any challenge. Mary persists even in the face of the most overwhelming adversity. No matter what the challenge, she finds a way to overcome the odds and move forward.
- 5. Astute.** People with the ability to accurately assess a situation and then act accordingly are blessed with an uncanny advantage. They can positively exploit opportunities or avoid situations



Harvested cranberries are corralled and elevated into a truck en route to market.

that may derail efforts. In spite of early setbacks, Mary has used her abilities and business acumen to achieve her goals.

TEMPORARY SETBACKS

Though challenges in the business sometimes overwhelm the spirit, Mary knows they’re just temporary. With a serious dose of pride and humility, she’s dealt with a number of family business issues. She’s stood up in a male-dominated occupation and demonstrated professionalism. Mary has negotiated with family to fulfill her goals for the operation and continue

the family business. She’s been at the helm through pricing cycles and production downturns. She’s managed personnel and substituted for absent workers. Mary is the consummate owner-leader.

So, what are the take-aways from Mary’s experience? As a leader, are you:

Determined to take the actions necessary to achieve your goals?

Prepared to grow in a leadership role and assume more responsibility?

Surrounded by supportive consultants and confidants who will step in during times of need?

Informed with the latest

information in order to make informed decisions?

Equipped with the skills and abilities necessary to manage into the future?

Under Mary’s guidance, the family’s cranberry business in central Wisconsin is improving. She’s introducing unsweetened dried cranberries into a market that craves healthy, local food choices. **FF**

Spafford’s firm *Legacy by Design* (legacy-by-design.com) handles succession planning. Contact him at 877-523-7411 or KEVIN@LEGACY-BY-DESIGN.COM.

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