

## 1: Book Summary: Good to Great by Jim Collins.

*GOOD TO GREAT* This book addresses a single question: can a good company become a great company, and if so, how? Based on a five-year research project comparing companies that made the leap to those that did not, *Good to Great* shows that greatness is not primarily a function of circumstance but largely a matter of conscious choice, and discipline.

When I finally picked it up I was surprised to find it was published 15 years ago. After reading it, I understand why it endures: Jim Collins has written a classic on business development. After a meticulously researched study, he and his team answered the question: What common characteristics are shared by companies that made the change from good to great? To begin, he and his team came up with the list of companies that truly made the leap from good to great GTG. Next, they reviewed financial documents, interviews and articles, coding everything as they went along. Lastly began the data analysis, the debates and eureka moments. The data spoke volumes and they were able to specifically identify common concepts in GTG companies. All the criteria and research methods are laid out in detail. The concepts they discovered are presented on a continuum. They have ambition for their company more than themselves, and want to set things up for success after they are gone. Hiring the right people and getting them in the right positions is paramount. Before even thinking about a change or new direction, great people need to be in place. Collins sums it up simply: Great companies face the awful or brutal truths of their business head-on. They constantly review and act on data, no matter how unpleasant, but at the same time they keep unwavering faith in their vision and goals. Once the people are in place, the facts faced and the questions debated, breakthroughs can be achieved and good can turn into great. But the interesting thing is that these breakthroughs are never explicitly planned. None of the GTG companies had grand programs or initiatives in mind as they made their journey. Instead they focused on the questions, on asking why over and over. The framework for all business decisions comes down to this "what can your company be the best at, what drives your particular economic engine and what are you passionate about? What is your data telling you? Face the hard truths and make deliberate choices to stop activities that no longer make sense. Escape the trap of competence and start the drive toward greatness with this guide at your side.

### 2: Book Review: 'Good to Great' by Jim Collins - Business in Greater Gainesville

*Jim Collins presents many interesting business concepts throughout Good to Great. The research conducted for this book is complicated however Collins simplifies the process to more clearly explain why some things were included or omitted.*

They display a workman like diligence, more plow horse than show horse. They look out of window to attribute success to factors other than themselves. Good Is the Enemy of Great The concepts developed in this book were derived from empirical deductions directly from the data. They did not come to the table with some theory to vet. Think of the transformation as a process of buildup followed by breakthrough, broken into three broad stages: Level 5 Leadership You can accomplish anything in life, provided that you do not mind who gets the credit. Truman Level 5 â€” Level 5 Executive â€” Builds enduring greatness through a paradoxical blend of personal humility and professional will. Level 4 â€” Effective Leader â€” Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards. Level 3 â€” Competent Manager â€” Organizes people and resources toward the effective and efficient pursuit of pre-determined objectives. Level 2 â€” Contributing Team Member â€” Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting. Level 1 â€” Highly capable individual â€” Makes productive contributions through talent, knowledge, skills, and good work habits. Darwin Smith stands as a classic example of what we came to call a Level 5 Leader. They found leaders of this type at the helm of every good to great company during the transition era. Modest and willful, humble and fearless. At the same time, they look in the mirror to apportion responsibility, never blaming bad luck when things go poorly. Look for situations where extraordinary results exist but where no individual steps forth to claim excess credit. You will likely find a potential L5 leader at work. Think about setting up a successor and ensuring there will be solid leadership in their absence. Are fanatically driven to produce sustained results. They are resolved to do whatever it takes to make the company great. Display workmen diligence, they are more like a workhorse than a show horse. First Who â€” Then What The G2G leaders began the transformation by first getting the right people on the bus and the wrong people off the bus and then figured out where to drive it. First who, then what â€” as a rigorous discipline, consistently applied. This model fails when the genius departs. The G2G leaders were rigorous, not ruthless, in people decisions. They did not rely on restructuring and layoffs as a primary strategy for improving performance. The comparison companies used layoffs to a much greater extent. Three practical disciplines for being rigorous in people decisions: A company should limit its growth based on its ability to attract enough of the right people. When you know you need to make a people change, act. First be sure that they are not merely in the wrong seat. Put your best people on your biggest opportunities, not your biggest problems. If you sell off your problems, do not sell off your best people. G2G management teams consist of people who debate vigorously in search of the best answers, yet who unify behind the decision, regardless of parochial interests. No systematic link was found between executive compensation and a transformation. It is the right people who are your best asset. Confront the Brutal Facts Yet Never Lose Faith There is no worse mistake in public leadership than to hold out false hopes soon to be swept away. Churchill The G2GC infused the process with the brutal facts of reality, allowing for communication between the lower and upper levels of management without the threat of retribution. The moment a leader allows himself to become the primary reality people worry about, rather than reality being the primary reality, you have a recipe for mediocrity, or worse. Charisma can be as much a liability as an asset, as the strength of your leadership personality can deter people from bringing you the brutal facts. If you have the right people on the bus you will not have to spend a lot of time motivating them. As a leader you must create an environment where the truth is heard and brutal facts are confronted. Four ways to do this: Lead with questions not answers. Only use questions as a means to obtain information Do not use questions to coax or manipulate Engage in dialogue and debate, not coercion. Conduct autopsies without blame. Build red flag mechanisms. Short pay gives the customer the freedom to not pay the full amount on the invoice if they feel they got less value than the bill indicates. Red flags should be designed in such a way that

they can not be ignored. The Hedgehog Concept is not a goal, strategy, or intention; it is an understanding. You might have a competence but not necessarily have the capacity to be truly the best in the world at that competence. Conversely, there may be activities at which you could become the best in the world at but do not presently have a competence. To get insight into the drivers of your economic engine, search for the one denominator profit per x or, in the social sector, cash flow per x that has the single greatest impact. It took 4 years on average for companies to find their HC. Retain faith that you will prevail in the end, regardless of the difficulties. And at the same time – Confront the most brutal facts of your current reality, whatever they might be. A Culture of Discipline Most companies build their bureaucratic rules to manage the small percentage of wrong people on the bus, which in turn drives away the right people on the bus. Avoid bureaucracy and hierarchy and instead create a culture of discipline. Responsibility accounting – Where every dollar spent, earned, invested, etc. Build a culture around the idea of freedom and responsibility, within a framework. Fill that culture with self-disciplined people who are willing to go to extreme lengths to fulfill their responsibilities. Adhere to your HC. Disciplined action without self-disciplined people is impossible to maintain, and disciplined action without disciplined thought is a recipe for disaster. Sub-par leaders discipline instead of creating a culture of discipline. Budgeting should be seen as a way of determining which business activities are working toward the goal and should be funded, and which are not and should be starved. Technology Accelerators Most men would rather die, than think. The key question about any technology is, Does the technology fit directly with your HC? If yes, then you need to become a pioneer in the application of that technology. If no, then you can settle for parity or ignore it. How a company reacts to technological change is a good indicator of its inner drive for greatness versus mediocrity. Great companies respond with thoughtfulness and creativity; driven by a compulsion to turn unrealized potential into results; mediocre companies react and lurch about, motivated by fear of being left behind. The Flywheel and the Doom Loop Good to great companies come about by a cumulative process- step by step, action by action, decision by decision, turn by turn of the flywheel – that adds up to sustained spectacular results. Blue plans – Make projections to the outside world below what you think you can really do, then take the difference between those projections and what you really do and spend that on entrepreneurial projects that have not yet been funded. Alignment, in large part, just happens when you get the right conditions. Once you get the flywheel going, there is less of a burden to always be communicating your goals, people can extrapolate from what is already going on. The Doom Loop – The institution of some new program, leader, or event to stimulate progress, followed by a lack of performance, followed by disappointing results, followed by more reaction without understanding. Peter Drucker observed that the drive for mergers and acquisitions come less from sound reasoning and more from the fact that doing deals is a much more exciting way to spend your day than doing actual work. Reach breakthrough by an accumulation of steps, one after the other, turn by turn of the flywheel; feels like an organic evolutionary process. Confront the brutal facts to see clearly what steps must be taken to build momentum. Attain consistency with a clear Hedgehog Concept, resolutely staying within the three circles. Harness appropriate technologies to your Hedgehog Concept, to accelerate momentum. Make major acquisitions after breakthrough if at all to accelerate momentum. Spend little energy trying to motivate or align people; the momentum of the flywheel is infectious. Let the results do most of the talking. Maintain consistency over time; each generation builds on the work of previous generations; the flywheel continues to build momentum. Signs You're in the Doom Loop Skip buildup and jump right into a breakthrough. Implement big programs, radical change efforts, dramatic revolutions; chronic restructuring – always looking for a miracle moment or new hero leader. Embrace fads and engage in management hoopla, rather than confront the brutal facts. Demonstrate chronic inconsistency – lurching back and forth and straying far outside the three circles Jump right to action, without disciplined thought and without first getting the right people on the bus. Make off the cuff reactionary decisions regarding technology for fear of being left behind. Make major acquisitions before the breakthrough, in a doomed attempt to create momentum. Spend a lot of energy trying to align and motivate people, rallying them around new visions. Sell the future, to compensate for lack of results. Each new leader brings a radical new path; the flywheel grinds to a halt, and the doom loop begins again.

## 3: Jim Collins - Books

*With 6 books under his belt he has sold more than 10 million copies worldwide, this book, Good to Great became a #1 bestseller. In this summary Collins outlines a model for turning a good, average or even a mediocre company into a great one.*

From Good to Great to Built to Last Executive Summary Jim Collins, already established as one of the most influential management consultants, further established his credibility with the wildly popular Good to Great: Why Some Companies Make the Leap The book went on to be one of the bestsellers in the genre, and it is now widely regarded as a modern classic of management theory. Collins takes up a daunting challenge in the book: Using these criteria, Collins and his research team exhaustively catalogued the business literature, identifying a handful of companies that fulfilled their predetermined criteria for greatness. The resulting data are presented in Good to Great in compelling detail. Over the course of 9 chapters, Collins addresses a number of management, personnel, and operational practices, behaviors, and attitudes that are both conducive and antithetical to the good-to-great transition. Finally, Collins links the findings of Good to Great to the conclusions he reached in his previous book, Built to Last, which focused on the factors that define companies that survive in the long-term, meshing both sets of results into an overarching framework for enduring success.

Chapter Summaries Chapter 1: Good is the Enemy of Great The first chapter of the book lays out the criteria that Collins and his research team used in selecting the companies that served as the basis of the meta-analysis that provided the findings set forth in the book. The most important factor in the selection process was a period of growth and sustained success that far outpaced the market or industry average. Collins also offers a few of the most significant findings gleaned from the study. Of particular note are the many indications that factors such as CEO compensation, technology, mergers and acquisitions, and change management initiatives played relatively minor roles in fostering the Good to Great process.

Level 5 Leadership In this chapter, Collins begins the process of identifying and further explicating the unique factors and variables that differentiate good and great companies. One of the most significant differences, he asserts, is the quality and nature of leadership in the firm. Collins goes on to identify "Level 5 leadership" as a common characteristic of the great companies assessed in the study. This type of leadership forms the top level of a 5-level hierarchy that ranges from merely competent supervision to strategic executive decision-making. By further studying the behaviors and attitudes of so-called Level 5 leaders, Collins found that many of those classified in this group displayed an unusual mix of intense determination and profound humility. The personal ego and individual financial gain are not as important as the long-term benefit of the team and the company to true Level 5 leaders. As such, Collins asserts that the much-touted trend of bringing in a celebrity CEO to turn around a flailing firm is usually not conducive to fostering the transition from Good to Great.

First Who, Then What The next factor that Collins identifies as part of the Good to Great process is the nature of the leadership team. Specifically, Collins advances the concept that the process of securing high-quality, high-talent individuals with Level 5 leadership abilities must be undertaken before an overarching strategy can be developed. With the right people in the right positions, Collins contends that many of the management problems that plague companies and sap valuable resources will automatically dissipate. As such, he argues, firms seeking to make the Good to Great transition may find it worthwhile to expend extra energy and time on personnel searches and decision-making. Collins also underscores the importance of maintaining rigorousness in all personnel decisions. He recommends moving potentially failing employees and managers to new positions, but not hesitating to remove personnel who are not actively contributing. He also recommends that hiring should be delayed until an absolutely suitable candidate has been identified. Hewing to both of these guidelines, Collins claims, will likely save time, effort, and resources in the long-term.

Collins outlines a four-step process to promote awareness of emerging trends and potential problems: The Hedgehog Concept Simplicity Within the Three Circles In this chapter, Collins uses the metaphor of the hedgehog to illustrate the seemingly contradictory principle that simplicity can sometimes lead to greatness. Similarly, Collins asserts, the way to make the transformation from Good to Great is often not doing many things well, but instead, doing one thing

better than anyone else in the world. In order to help expedite this process, Collins suggests using the following three criteria: A Culture of Discipline Another defining characteristic of the companies that Collins defined as great in his study was an overarching organizational culture of discipline. He is quick to point out that a culture of discipline is not to be confused with a strict authoritarian environment; instead, Collins is referring to an organization in which each manager and staff member is driven by an unrelenting inner sense of determination. Although this discipline will manifest itself in a high standard of quality in the work that is produced by managers and employees alike, its most significant outcome will be an almost fanatical devotion to the objectives outlined in the "hedgehog concept" exercises. Disciplined workers will be better equipped to hew to these goals with a single-minded intensity that, according to Collins, will foster the transformation from merely Good to Great. Technology Accelerators Today, many businesses have come to depend upon technology to increase efficiency, reduce overhead, and maximize competitive advantage. However, Collins cautions that technology should not be regarded as a potential panacea for all that ails a company. The folly of this kind of thinking was revealed in the aftermath of the crash of the tech bubble in the early s. The market correction threw into sharp relief the differences between sustainable uses of the Internet to extend established businesses and ill-planned, unviable online start-ups. Collins contends that the good-to-great companies approach the prospect of new and emerging technologies with the same prudence and careful deliberation that characterizes all of their other business decisions. Further, these companies tend to apply technology in a manner that is reflective of their "hedgehog concepts" -- typically by selecting and focusing solely upon the development of a few technologies that are fundamentally compatible with their established strengths and objectives. Collins characterizes the ideal approach to technology with the following cycle: The Flywheel and the Doom Loop In this chapter, Collins describes two cycles that demonstrate the way that business decisions tend to accumulate incrementally in either an advantageous or a disadvantageous manner. Both, the author emphasizes, accrue over time. Despite the popular misperception that business success or failure often occurs suddenly, Collins asserts that it more typically occurs over the course of years, and that both only transpire after sufficient positive or negative momentum has been accrued. Collins describes the advantageous business cycle that, in some cases, can foster the transition from Good to Great as "the flywheel effect. This, in turn, results in the accumulation of tangible positive outcomes, which serve to energize and earn the investment and loyalty of the staff. This revitalization of the team serves to further build momentum. If the cycle continues to repeat in this manner, the transition from Good to Great is likely to transpire. In contrast, the doom loop is characterized by reactive decision-making, an overextension into too many diverse areas of concentration, following short-lived trends, frequent changes in leadership and personnel, loss of morale, and disappointing results. From Good to Great to Built to Last In the concluding chapter of Good to Great, Collins makes a connection between this book and his previous work, Built to Last, which represented the findings of a six-year study into the factors that determined whether a new company would survive in the long-term. First and foremost, Collins contends that companies need a set of core values in order to achieve the kind of long-term, sustainable success that may lead to greatness. Companies need to exist for a higher purpose than mere profit generation in order to transcend the category of merely good. According to Collins, this purpose does not have to be specific -- even if the shared values that compel the company toward success are as open-ended as being the best at what they do and achieving excellence consistently, that may be sufficient as long as the team members are equally dedicated to the same set of values. Although many of the conclusions of both of the books overlap, Collins notes that Good to Great should not be seen as the follow-up to Built to Last, which focuses on sustaining success in the long-term. Instead, Good to Great actually functions as the prequel to Built to Last. First, a company should focus on developing the foundation that is necessary to work toward greatness. Then, they can begin to apply the principles of longevity that are set forth in Built to Last.

### 4: James C. Collins - Wikipedia

*Jim Collins: There is a direct relationship between the absence of celebrity and the presence of good-to-great results. Why? Why? First, when you have a celebrity, the company turns into "the one genius with 1, helpers."*

Examine their performance over 40 years. Find the 11 companies that became great. Lessons on eggs, flywheels, hedgehogs, buses, and other essentials of business that can help you transform your company. I want to give you a lobotomy about change. I want you to realize that nearly all operating prescriptions for creating large-scale corporate change are nothing but myths. The Myth of the Change Program: This approach comes with the launch event, the tag line, and the cascading activities. The Myth of the Burning Platform: The Myth of Stock Options: Stock options, high salaries, and bonuses are incentives that grease the wheels of change. The Myth of Fear-Driven Change: The Myth of Acquisitions: You can buy your way to growth, so it figures that you can buy your way to greatness. The Myth of Technology-Driven Change: The Myth of Revolution: Here are the facts of life about these and other change myths. Nor can acquisitions provide a stimulus for greatness: Two mediocrities never make one great company. A serious revolution, one that feels like a revolution to those going through it, is highly unlikely to bring about a sustainable leap from being good to being great. These myths became clear as my research team and I completed a five-year project to determine what it takes to change a good company into a great one. We systematically scoured a list of 1, established companies to find every extraordinary case that made a leap from no-better-than-average results to great results. In fact, the 11 good-to-great companies that we found averaged returns 6. The surprising good-to-great list included such unheralded companies as Abbott Laboratories 3. One such surprise, the Kroger Co. From to , Kroger outperformed the market by 10 times. In each of these dramatic, remarkable, good-to-great corporate transformations, we found the same thing: There was no miracle moment. In each case, it was the triumph of the Flywheel Effect over the Doom Loop, the victory of steadfast discipline over the quick fix. And the real kicker: Day after day, it sits there. No one pays attention to it. No one notices it. Certainly no one takes a picture of it or puts it on the cover of a celebrity-focused business magazine. Then one day, the shell cracks and out jumps a chicken. All of a sudden, the major magazines and newspapers jump on the story: They cannot pinpoint a single key event that exemplified their successful transition. For more than 40 years, Walgreens was no more than an average company, tracking the general market. Then in out of the blue! Walgreens began to climb. It just kept climbing. It beat the general stock market by more than 15 times. I asked a key Walgreens executive to pinpoint when the good-to-great transformation happened. How change does happen Now picture a huge, heavy flywheel. That flywheel is your company. Right now, the flywheel is at a standstill. To get it moving, you make a tremendous effort. You push with all your might, and finally you get the flywheel to inch forward. After two or three days of sustained effort, you get the flywheel to complete one entire turn. You keep pushing, and the flywheel begins to move a bit faster. It takes a lot of work, but at last the flywheel makes a second rotation. You keep pushing steadily. It makes three turns, four turns, five, six. The momentum of the heavy wheel kicks in your favor. It spins faster and faster, with its own weight propelling it. This is the Flywheel Effect. Take Kroger, for example. How do you get a company with more than 50, people to embrace a new strategy that will eventually change every aspect of every grocery store? At least not with one big change program. Instead, you put your shoulder to the flywheel. He stayed away from change programs and motivational stunts. Why do most overhyped change programs ultimately fail? Because they lack accountability, they fail to achieve credibility, and they have no authenticity. Those who have experienced a Doom Loop know how it drains the spirit right out of a company. Consider the Warner-Lambert Co. In , Warner-Lambert told Business Week that it aimed to be a leading consumer-products company. One year later, it did an abrupt about-face and turned its sights on healthcare. In , the company reversed course again and returned to diversification and consumer goods. Then in , Warner-Lambert made another U-turn, away from consumer goods, and announced that it wanted to compete with Merck. Then in the early s, the company responded to government announcements of pending healthcare reform and reembraced diversification and consumer brands. With each turn of the Doom Loop, the company spiraled further

downward, until it was swallowed by Pfizer in In contrast, why does the Flywheel Effect work? Because more than anything else, real people in real companies want to be part of a winning team. They want to contribute to producing real results. They want to feel the excitement and the satisfaction of being part of something that just flat-out works. Most people assume that great bus drivers read: The board desperately wanted to know what Maxwell was going to do to rescue the company. To decide where to drive the bus before you have the right people on the bus, and the wrong people off the bus, is absolutely the wrong approach. Maxwell told his management team that there would only be seats on the bus for A-level people who were willing to put out A-plus effort. He interviewed every member of the team. He told them all the same thing: It was going to be a tough ride, a very demanding trip. No questions asked, no recriminations. In all, 14 of 26 executives got off the bus. They were replaced by some of the best, smartest, and hardest-working executives in the world of finance. When it comes to getting started, good-to-great leaders understand three simple truths. The right people are self-motivated: Nothing beats being part of a team that is expected to produce great results. And third, if you have the wrong people on the bus, nothing else matters. Great vision with mediocre people still produces mediocre results. An ancient Greek parable distinguishes between foxes, which know many small things, and hedgehogs, which know one big thing. All good-to-great leaders, it turns out, are hedgehogs. Like great thinkers, who take complexities and boil them down into simple, yet profound, ideas Adam Smith and the invisible hand, Darwin and evolution , leaders of good-to-great companies develop a Hedgehog Concept that is simple but that reflects penetrating insight and deep understanding. What does it take to come up with a Hedgehog Concept for your company? Start by confronting the brutal facts. What can we be the best in the world at? And what are our core people deeply passionate about? For example, before Wells Fargo understood its Hedgehog Concept , its leaders had tried to make it a global bank: In a deregulated world, commercial banking would be a commodity. The essential economic driver would no longer be profit per loan, but profit per employee.

### 5: Good to Great by Jim Collins | Book Summary & PDF

*The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning.*

This book is perfect for anyone running or working in a company. It will highlight what it is that makes a company good and will show you ways to make it even better. This helps to identify what separates the elite from the rest. Whether you own a business or work for someone this book is full of helpful insights that will help you change the way you and others around you work. About the author Jim Collins, author of *Built to Last* considers himself both a student and teacher of leadership. He has performed endless hours of research into companies and leaders aiming to understand exactly what separates the best from the rest. With 6 books under his belt he has sold more than 10 million copies worldwide, this book, *Good to Great* became a 1 bestseller. In this summary Collins outlines a model for turning a good, average or even a mediocre company into a great one. The book includes a useful model which brings the theory together in an actionable way. In fact, Collins has outlined characteristics most commonly found amongst the successful leaders. Rather than having a vision, then getting people to work towards the said vision. Ensure that the people you have on board are complementary and reflect the companies motives. Then together, you can define the vision. But I know this much: If you focus on the what, then people focus on the direction the bus is going and it becomes harder to change direction later. Follow your instincts on this. If you find that you have the wrong set of people, act fast and change this. Do it sooner rather than later. The people that do the best work, have them working where the opportunities are rather than where the problems are. Use them for development and progression rather than damage control. This is where they are the most beneficial. You have to accept reality in order to truly be able to tackle these challenges. When being realistic, the solution will more often than not present itself as obvious and logical. Use debate and conversation as the first tools, never coercion. Remember that everyone is entitled to not only having their say but also being heard. Never place blame, you can de-construct a problem without shoving someone under the bus. On the other hand, they maintained an unwavering faith in the endgame, and a commitment to prevail as a great company despite the brutal facts. We came to call this duality the Stockdale Paradox. By doing this they create a basic outlook on the world rather than having a multi-faceted and confusion perception. In short, Collins explains that hedgehogs see only the essential and ignore the non-essential. This single concept can guide their efforts. Alas, the hedgehog concept. Collins outlines a few key things to think about when asking these questions: You have to have a real understanding of the business and what you can potentially be the best at. And you have to stick to it. You may not be the best at the beginning but have the ability to see the potential in your business, that you will be the best eventually. And understand how to get there. The end goal is the hedgehog concept; a single unifying strategy or concept. If you have the right people on board, then creating this culture should be easy, embrace freedom and provide responsibility. Focus in on the hedgehog concept, the intersection of the 3 meeting points is key. That is, if the new technology is unrelated or will provide no new opportunities then they will not spend time on it. They avoid jumping on technology bandwagons and only pursue technology consistent with their hedgehog concept. Jim describes the process as something that progresses over time; the momentum is gradual, similar to a spinning flywheel. Instead, momentum and growth is built up slowly overtime, like a spinning flywheel. Well as Jim points out, at the beginning when you begin pushing a flywheel, the momentum is slow and hard. Although no extra strength is actually required, the effect is larger with each spin. And this is how Jim describes what the transformation of companies from good to great is like. There was no launch event, no tag line, no programmatic feel whatsoever. It was often more obvious to them after the fact than at the time. And changing the direction of the flywheel is just as dangerous, new leaders are particularly bad at doing this, wanting to make their mark they change direction before enough momentum has had time to build up. This can have disastrous effects. They need to be humble and modest and care more about the companies growth than their personal growth. As a leader, engage your workers with questions

instead of answers. You need to have the right people in the right positions. Look for a good character over good skills and education. Be brutally honest in tough situations. The hedgehog paradox essentially means simplifying the business into one unifying concept. Find the intercepting link between what you can be the best at, what drives your economic engine and where are your passions? Create a workplace culture that avoids bureaucracy and hierarchy Allow freedom and responsibility, this will inspire a culture that is creative and hardworking Ensure that your people are self-disciplined, they also need to be passionate and willing to work extra hard when required. This book is ideal for anyone who leads, whether it be a small team, an entire organisation, a community or a family. Check out Jim Collins other best-seller; Built to Last. A great guide to building a successful business or organisation that will prosper over a long period of time. A 3-part examination of what it takes for companies to succeed through strategy, process, leadership and ultimately; execution. What sets the successful companies apart from those that fail. Guidelines is my eBook that summarises the main lessons from 33 of the best-selling self-help books in one place. It is the ultimate book summary; Available as a page ebook and minute audio book. Guidelines lists 31 rules or guidelines that you should follow to improve your productivity, become a better leader, do better in business, improve your health, succeed in life and become a happier person. Check out Jim Collins website for some handy hints and great resources Download the full book from Amazon. This summary is not intended as a replacement for the original book and all quotes are credited to the above mentioned author and publisher.

### 6: Good to Great by Jim Collins on Apple Books

*Good to Great. by Jim Collins. We'd love you to buy this book, and hope you find this page convenient in locating a place of purchase. Get daily e-book deals and.*

Opening the iTunes Store. Progress Indicator Opening Apple Books. We are unable to find iTunes on your computer. To download from the iTunes Store, get iTunes now. Click I Have iTunes to open it now.

**Description** The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The research team was shocked to discover the type of leadership required to achieve greatness. To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. That Collins is able to distill the findings into a cogent, well-argued and instructive guide is a testament to his writing skills. While some of the overall findings are counterintuitive e.

### 7: Good to Great Summary | PDF, Chapters & Review of Jim Collins's Book : MunchWeb

*In this article, we'll summarize the key points of the classic business book, Good to Great by Jim Collins. Some companies have always been great, such as Coca-Cola.*

Good to Great in 10 Steps Management guru Jim Collins asks entrepreneurs to do 10 things that will dramatically improve their companies. What are you waiting for? On his web site there are 48 articles written or co-written by him. Do these 10 things, he said, to dramatically improve your company. Download the diagnostic tool at jimcollins. Yes, I thought this was self-serving at first. Get the right people in the key seats. You need a driver, but you also need the right people in all the key seats. So, says Collins, figure out how many key seats you have, and make a plan that will make sure you get all the key seats filled by the end of the year. Once a quarter, have a brutal facts meeting. Be careful about who you include in this meeting. You will be discussing just the brutal facts. This is not the time to express opinions or strategize. Only discuss the brutal facts. Set a 15 to year big, hairy audacious goal BHAG. Collins makes the analogy to someone who is trying to walk across the county. The best approach, says Collins, is to attempt to travel the same distance every day. You go 20 miles. What does this have to do with entrepreneurship? In his research, Collins found that companies that perform consistently do much better than those that do spectacularly one year and are feeble the next. The mile march is a metaphor for the milestone that you can reach day-in and day-out. Place at least one really big bet in the next three years, based on having fired bullets first. No entrepreneur has unlimited resources, just as no small army has unlimited gunpowder this metaphor may be dated, but you get the point. The best use of limited gunpowder, or resources, says Collins, is to fire bullets to ensure that your aim is calibrated properly and that you can indeed hit your target. Collins says he fondly refers to his entrepreneurial subjects as PNFs, or paranoid neurotic freaks. Collins recommends making a plan that will allow you to go for an entire year with no revenues, and still survive. Get a high return on your next luck event. Collins says that both great and mediocre companies encounter the same amount of luck, good and bad. Are you squandering your good-luck events? Make a to-do list. Commit to a set of core values that you will want to build your enterprise on, without changing them, for years. May 7, More from Inc.

### 8: Good to Great Summary - Jim Collins | Download PDF

*"The purpose of bureaucracy is to compensate for incompetence and lack of discipline." • Jim Collins, Good to Great: Why Some Companies Make the Leap and Others Don't.*

Some companies have always been great, such as Coca-Cola. To find those companies, 1, companies were examined over a 40 year period. From this research, eleven great companies were found. And the question this book attempts to answer is how did these companies become great, and are those lessons repeatable? The answer is surprisingly simple, pragmatic and straightforward. You can see a summary of the Good to Great process in the diagram below. If we had to describe the key concept of the book in a single word, that word would be discipline. To go from a good company to a great company you need disciplined people, disciplined thought, and disciplined action. The first three concepts slowly build its momentum. Then there is a breakthrough and the momentum is almost self-fulfilling. A company can spend years of consistent effort to get the flywheel up to speed. But once the flywheel is up to speed the company can sustain years of breakthrough performance. Good is the Enemy of Great The book is about being great, not merely good. Good is the enemy of great. This opens the door to competitors. Being the best means there is absolutely no room for mediocre thinking. Few people lead great lives. Level 5 Leadership The first concept of the book is Level 5 Leadership. If you think about an organizational hierarchy, the lowest level of leadership is the Highly Capable Individual. These are people who contribute using their skills, know-how and good work habits. Moving a step up the hierarchy, the next level is a Contributing Team Member. These are people who are able to use their skills and knowledge to help their team succeed. The next level is Competent Manager. These managers are capable of organizing their team to efficiently reach pre-determined objectives. Level 4 is Effective Leaders. This is where the majority of leaders can be found. They are able to create the commitment from their team to vigorously pursue a clear and compelling vision. Finally, we reach Level 5 Leadership. These are the great leaders. They have the abilities of the other four levels plus a unique combination of will and humility. And it is this combination that makes them great. The behaviors of Level 5 Leaders that set them apart include: They are ambitious, but their ambition is for the organization to excel rather than themselves. At the same time, they tend to be modest about what they personally contribute and are self-effacing. They are fanatically driven, obsessed even, to produce exceptional results on a sustainable basis. The key word here is sustainable. They build successors to be even more successful. This is in contrast to level 4 leaders who will sometimes set up their successors for failure to make themselves look good. They share the praise amongst the team when things go well. They are happy to take the blame when things go wrong. By sharing the praise and taking the blame they make their team extremely loyal and committed to them. They never have larger than life personalities or celebrities. Come from within the organization: This is because their greatness comes from quiet hard-work, rather than heroic acts. You should try to develop these traits if you want to become a Level 5 Leader. To encourage and find Level 5 Leaders in your organization you can: Look for great results without an individual claiming the credit. You may just already have a Level 5 Leader working for you. Practice the Good to Great concepts. This will encourage the development of Level 5 Leaders. Avoid the temptation to recruit external talent. Invest in personal development, coaching and mentoring for your team. Leadership Skills Note that we have a whole section of this website dedicated to helping you improve your leadership skills. First Who, Then What This is the second concept of disciplined people. The quality of all other people in the team is equally as important. What does first who, then what mean? It is very opposite of what we normally think of planning as being. Instead, you start by getting the right people into the organization and the wrong people out. Getting the right people takes precedence over strategy, over vision, over almost everything. First, you get the right people. First who, then what means shifting your mindset to realize that people are not your most valuable asset, the right people are. It gives the organization the potential to become great. A company with the wrong people can never become great. As part of first who, then what, Collins gives us three principles to follow. Great companies are prepared to grow only at the rate they can hire the right people. When you know you need to make a change in personnel, act right away. You must let go of the

wrong people. But a word of caution: Note Principles 1 and 2 can be summed up as: Put your best people on your biggest opportunities. Managing problems well can make your organization good, but only exploiting opportunities can make you great. So put your best people precisely where they can generate the biggest opportunities. If you decide to sell off a problem business, great companies sell off the business unit but they hang on to the best people. By focussing on who first you get many benefits. With the right people in place, everyone will enjoy their work, and meetings will become something to look forward to. Friendships form in the workplace, that then create great personal friendships. Confront the brutal facts If you have Level 5 Leadership, and you have the right people, then the whole organization is able to put company performance ahead of their own ego. This enables you to confront the brutal facts, without losing faith that the company will be successful. Great results can only be achieved when you making lots of good decisions and then execute well. To make good decisions you need to confront the facts, even if those facts are brutal and uncomfortable. To avoid distorting the facts you need an atmosphere where the truth is welcomed. There are four practices to help you create this atmosphere: Lead with questions not with answers. They ask questions until a picture of reality and its implications emerges. The continued use of probing questions slowly brings the reality to the surface. This is the opposite of superstar leaders who assume they have all the answers and just need to make their team execute. Engage in dialog and debate, not coercion. Engage in a debate, have heated discussions, even agree to disagree, but great leaders never coerce people. Conduct autopsies without blame and use them to learn. Things can and will go wrong. Even great companies make mistakes. Rather, they try to learn from them. Build red flag mechanisms. They build red flag mechanisms. These turn raw data into information that cannot be ignored. The benefits of confronting the brutal facts include: The organization becomes more resilient. People become excited about the chance to take on a challenge that seems impossible. It can create duality.

9: Good to Great (Audiobook) by Jim Collins | [www.enganchecubano.com](http://www.enganchecubano.com)

*Welcome back to Weekend Inspiration, my Friday book/movie review segment, after a two-week hiatus. This week I read Good to Great by Stanford business professor Jim Collins, a book I've wanted to.*

*Energy Efficient Homes (Best Home Plans) An Anthology of Military Quotations Prince Machiavelli Petrarch and His Readers in the Renaissance (Intersections: Yearbook for Early Modern Studies) E Scott Fitzgerald from The Great Gatsby Reflections on automotive history Invitation to Psychology MyLab Edition (4th Edition) Do armadillos come in houses? The magnificent four Fifty shades freed The Martin Luther King, Jr. Encyclopedia Hispanic Magazine Society at light speed. Biography of the Rev. Daniel Parish Kidder. Mastering English The complete idiots guide to crafts with kids When police unionise Take me with you catherine ryan hyde The Rainforest Edge Back In Your Arms VI-2. Edmund Russell Wilson 231 Lights Along the Shore The trial of Adolf Hitler Preliminary Reports of Asor-Sponsored Excavations 1983-1987 (Bulletin of the American Schools of Oriental Bar and bat mitzvah and Jewish education The American Psychiatric Publishing Textbook of Geriatric Psychiatry (American Psychiatric Press Textbook The Crown Is Removed Social welfare and distributive justice On war, peace, and the use of force Allan M. Parrent Solidworks flow simulation tutorial 2014 Hope and the promise Saving animals after floods The birth of inspiration : the end of me New market leader intermediate practice file Select ing elementary First love utada hikaru piano sheet music Techniques of Motor Cycle Road Racing Short history of modern Egypt Resilience and bereaved children: helping a child to develop a resilient mind set following the death of Five on a secret trail*