

Good to Great

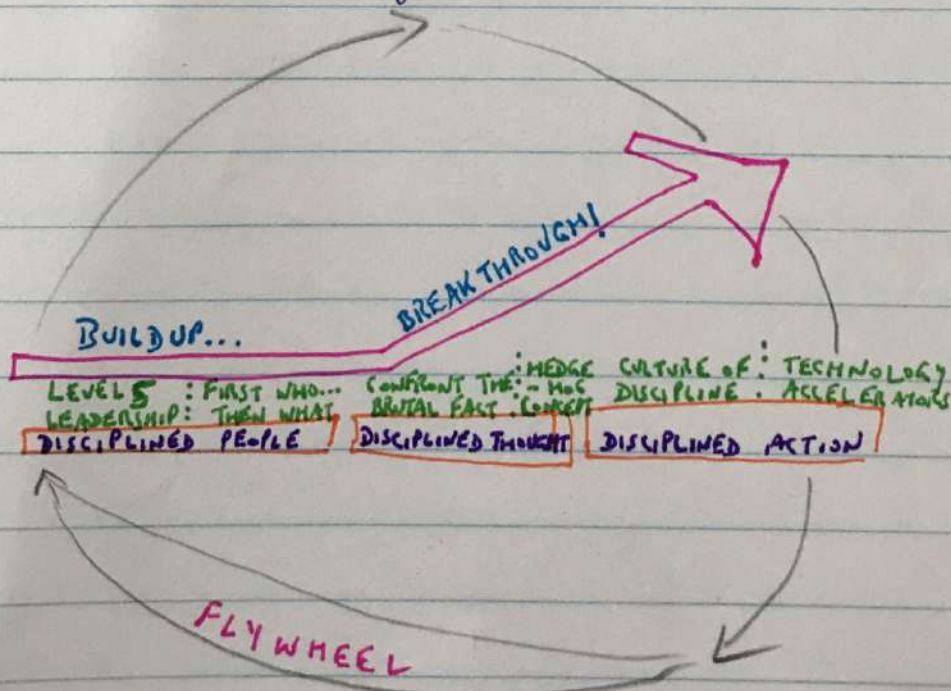
- Jim Collins

i) Good is the Enemy of Great

→ Focus (+) Equally (+) what to do (+) what NOT to do.

→ Technology can accelerate but cannot cause a transformation. [i.e. it comes from within]

→ Process of Transformation



LEVEL 5 LEADERSHIP

These type of leaders were found to be quite (+)
shy (+) reserved

FIRST WHO... THEN WHAT

First (+) get the right people (+) on right seats (+)
wrong people off the bus (+) then figure out (+)
where to drive

CONFRONT THE BRUTAL FACTS

Maintain (+) Unwavering faith (+) you can prevail (+)
regardless of difficulties

HEDGE HOG CONCEPT

Simplicity with three circles

A CULTURE OF DISCIPLINE

All (33) (+) have discipline culture
Some (20) (+) " discipline
Only few (+) " culture of discipline

TECHNOLOGY ACCELERATORS

It can accelerate transformation but cannot cause it.

FLYWHEEL & THE BOOM LOOP

Good to Great process = Pushing Giant Wheel

⊕
One direction

⊕
Turn upon turn

⊕
Building momentum

⊕
Until breakthrough point
or beyond

ii) Level 5 Leadership

LEVEL 5	LEVEL 5 EXECUTIVE
LEVEL 4	EFFECTIVE LEADER
LEVEL 3	COMPETENT MANAGER
LEVEL 2	CONTRIBUTING TEAM MEMBER
LEVEL 1	HIGHLY CAPABLE INDIVIDUAL

→ Humility (+) Will = Level 5

→ Level 5 leaders (+) never let his ego get in the way (+)
primary ambition

→ Level 5 leaders NEVER :

- WAIVERED
- DOUBTED
- SECOND GUESSED

→ <u>Basis</u>	<u>Type of Leader</u>	<u>Reaction</u>
Good to Great All going well	Good to Great Comparison	Credit other people / luck Praise themselves
All going bad	Good to Great Comparison	Mirror / ≠ blame bad luck Blame others / bad luck

iii) First Who... Then What

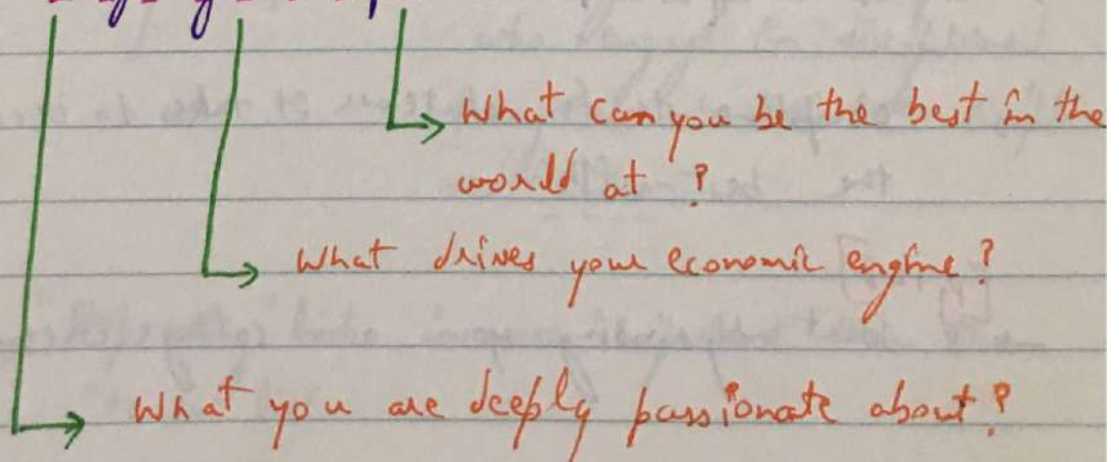
→ Right person should be more to do with character traits, innate capabilities than specific knowledge, background or skills

iv) Confront the brutal facts

→ Create a climate where truth is heard.
The same can be done by 4 basic practices:

- i) Lead with questions, not ~~answers~~ answers
- ii) Engage in dialogue & debate, not coercion
- iii) Conduct ~~autopsies~~ autopsies, without blame
- iv) Build "red flag" mechanism

v) Hedgehog Concept



→ How should ^{we} be go about getting our Hedgehog Concept?

Ans. Build the "Council"

- ① Ask the right questions
- ② Engage in rigorous debate
- ③ Make decisions
- ④ Autopsy & analyse the results

vi) A culture of discipline

→ Discipline to do whatever it takes to become the best within.

→ ^[Pg 128] Start by rinsing your own cottage cheese.

→ It takes discipline to say "No, ~~then~~ thank you" to big opportunities. The fact that something is a "once-in-a-lifetime opportunity" is irrelevant if it doesn't fit within the three circles.

→ Budgeting $\neq$ How much ^{to} ~~apportion~~ ^{or} to each activity
To Manage costs

→ Budgeting = It is a discipline to decide which arena is to be fully funded & which is not to be funded at all.

→ culture of discipline = getting disciplined people $\oplus$ who engage in disciplined thought $\oplus$ who then take disciplined action

→ "Stop doing" list is more important than the "to do" list.

vii) Technology Accelerators

- Technology $\neq$ root cause for greatness or decline.
- "Crawl, walk, run" is a very effective approach even during ^{times of} rapid & radical technological change.

viii) The Flywheel & the doom loop

- Good to Great = Cumulative Process (+) Step by step, action by action, decision by decision, etc.

Flywheel Effect

- ① Step Forward
- ② Accumulation of Visible Results
- ③ People line up, energised by results
- ④ Flywheel builds momentum

Four Key Ideas to become Good to Great?

- ① Clock Building, not Time Telling *1
- ② Genius of AND.
- ③ Core Ideology
- ④ Preserve the Core / Stimulate Progress

*1 Build an organization that can adapt multiple generations of leaders / product life cycles, etc. & can remain great even after you.

*2 Figure out how to have A & B instead of A or B, profit & purpose, etc.