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## Good To Great CD



## Synopsis

Built to Last was a phenomenal success: 'It is a fair assumption that as the seminal importance of this audiobook begins to permeate the upper echelons of business and business schools...Collins and Porras will emerge as the gurus to watch over the next decade.' The Director.Good to Great explores a whole new concept, backed by the rigorous research standards which gave Built to Last such an impact. 1. Good is the Enemy of Great -- the scope of the project 2. Level 5 Leadership -- the type of leader required, humble and ferocious 3. First Who ...Then What -- how companies set the foundation for their shift from good to great 4. Confront the Brutal Facts (Yet Never Lose Faith) -- the duality that leads to greatness 5.Hedgehog Concept -- how to find the one big thing your company must focus on 6. A Culture of Discipline -- the magical alchemy of great performance 7. Technology Accelerators -- technology is a trap, unless used right 8. The Flywheel and the Doom Loop -- how to build sustained momentum and avoid the 'new regime, new revolution' doom loop 9. From Good to Great to Built to Last -- how to take a company from great to enduring great. Appendices:Good to Great in: the New Economy; non-Profits; Government; Investors; outside the US.Plus four research appendices

## Book Information

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## Customer Reviews

Five years ago, Jim Collins asked the question, "Can a good company become a great company and if so, how?" In Good to Great Collins, the author of Built to Last, concludes that it is possible, but finds there are no silver bullets. Collins and his team of researchers began their quest by sorting through a list of 1,435 companies, looking for those that made substantial improvements in their

performance over time. They finally settled on 11--including Fannie Mae, Gillette, Walgreens, and Wells Fargo--and discovered common traits that challenged many of the conventional notions of corporate success. Making the transition from good to great doesn't require a high-profile CEO, the latest technology, innovative change management, or even a fine-tuned business strategy. At the heart of those rare and truly great companies was a corporate culture that rigorously found and promoted disciplined people to think and act in a disciplined manner. Peppared with dozens of stories and examples from the great and not so great, the book offers a well-reasoned road map to excellence that any organization would do well to consider. Like *Built to Last*, *Good to Great* is one of those books that managers and CEOs will be reading and rereading for years to come. --Harry C. Edwards --This text refers to an out of print or unavailable edition of this title.

In what Collins terms a prequel to the bestseller *Built to Last* he wrote with Jerry Porras, this worthwhile effort explores the way good organizations can be turned into ones that produce great, sustained results. To find the keys to greatness, Collins's 21-person research team (at his management research firm) read and coded 6,000 articles, generated more than 2,000 pages of interview transcripts and created 384 megabytes of computer data in a five-year project. That Collins is able to distill the findings into a cogent, well-argued and instructive guide is a testament to his writing skills. After establishing a definition of a good-to-great transition that involves a 10-year fallow period followed by 15 years of increased profits, Collins's crew combed through every company that has made the Fortune 500 (approximately 1,400) and found 11 that met their criteria, including Walgreens, Kimberly Clark and Circuit City. At the heart of the findings about these companies' stellar successes is what Collins calls the Hedgehog Concept, a product or service that leads a company to outshine all worldwide competitors, that drives a company's economic engine and that a company is passionate about. While the companies that achieved greatness were all in different industries, each engaged in versions of Collins's strategies. While some of the overall findings are counterintuitive (e.g., the most effective leaders are humble and strong-willed rather than outgoing), many of Collins's perspectives on running a business are amazingly simple and commonsense. This is not to suggest, however, that executives at all levels wouldn't benefit from reading this book; after all, only 11 companies managed to figure out how to change their B grade to an A on their own. Copyright 2001 Cahners Business Information, Inc. --This text refers to an out of print or unavailable edition of this title.

Below are a few of Collins' finding he shared with us in his *Good to Great*.  
A Hedgehog

Concept is not a goal to be the best, as strategy to be the best, an intention to be the best, a plan to be the best. It is an understanding of what you can be the best at.<sup>1</sup> What you can be the best in the world at<sup>2</sup>. What drives your economic engine<sup>3</sup>. What you are deeply passionate about

And concept of technology accelerator:<sup>4</sup> The good-to-great companies used technology as an accelerator of momentum, not a creator of it. None of the good-to-great companies began their transformations with pioneering technology, yet they all became pioneers in the application of technology once they grasped how it fit with their three circles and after they hit breakthrough.

The most fascinating concept, however, is a concept, which is cornerstone of any greatness and is depicted as "the right people on the bus, the wrong people off the bus."™ If we can explain and understand "what"™ before "why"™, it puts the company and leaders on the right track to greatness:<sup>5</sup> Stop and think about it for a minute. What do the right people want more than almost anything else? They want to be part of a winning team. They want to contribute to producing visible, tangible results.

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This book serves many audiences well. This book is perfect for the new executive in an established, successful company that is looking for a path ahead. It is fantastic for the rising manager developing his or her leadership and management style, and the book is a great read for the casual, business aficionado. The book is very well written and full of great common sense approaches to leading a business. One of the keys is the "hedgehog" concept. Companies should focus on one central concept and be the best at it rather than diluting their time, talent, treasure, and passion amongst a variety of areas. One of the other central points is that businesses are most successful when they focus on the intersection of three sets: things that their employees love to do, things that are valued by their customers, and things that their employees do very well. It is genius!

Another critical point that the book makes is that good companies do not become great companies overnight. It takes time, like a flywheel building up momentum. And, the list of great concepts in the book goes on and on. I cannot recommend this book enough. If you are a manager or just interested in strategic leadership, you need to read this book now. In service, Rich

I had to go back on almost every page and re-read at least one paragraph. The concepts are great and if you are a business person by all means read it. For personal use, there are a few things to highlight and move on, but not enough. I am glad I finished it, but would only recommend to certain people.

Good to Great by Jim Collins is in a category of its own in terms of what it has to offer already-established business owners. With many books out on the market today, various and random points outline what one should do in order to make more money, establish a company, or get out of debt. Jim Collins, however, makes it a point to create a specific process with categories or rules and regulations, the purpose of which is to make it easy for one to see the progress right in front of eyes rather than guessing where they might be. To start, a helpful feature on the first page of every chapter is a graphic giving a visual of where the current discussion is. The main categories mentioned consist of disciplined people, action and thought, with a buildup and breakthrough phase occurring in the middle of disciplined thought. The author puts great emphasis on starting the good to great process at a slow crawl first, in order to get the so-called "flywheel" moving. As this flywheel turns faster and faster (buildup stage), it is natural for the individual following the correct steps to see the fruits of their labor, whatever that may be; increased profits, more customers, etc (breakthrough phase). Collins makes it a point that even at this stage, the previous steps outlined cannot be ignored. If they are, the flywheel that was turning so effortlessly will grind to a halt. Simply put, there is no progression without remembering what you did to get there in the first place! One of the most helpful pieces of Good to Great deals with the approach known as "The hedgehog Concept." After achieving buildup to greatness within your business, the breakthrough result is had by mastering this concept. It consists of making sure your company follows three important points: Doing only what you are deeply passionate about, doing only what you can be best in the world at and doing what will drive your economic engine. Having your company follow these three mantras will help the "good to great" mechanism immensely. To serve as an example, Collins mentions Abbott laboratories, where, along with level 5 leadership, a complete change in product base was achieved from pharmaceuticals to hospital nutritional products due to the realization that they could no longer be the best at what they manufactured previously. Overall, Good to Great was a very inspirational read. The examples and statistical nature of the book is especially great for those with a background in such fields. If you're looking to help propel your business to new heights, I would definitely recommend this book.

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