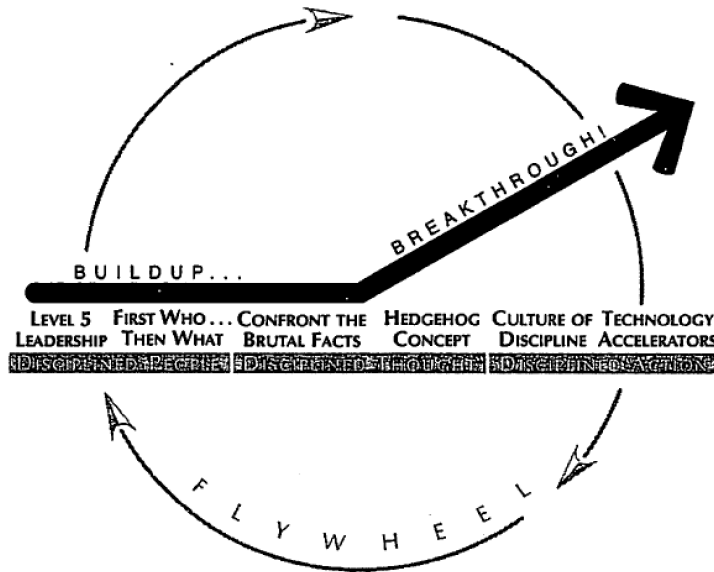


GOOD TO GREAT

Jim Collins, *Good to Great*
(New York, New York: HarperBusiness, 2001), p. 20.



BUILDUP...

Level 5 Leadership

Level 5 leaders embody a paradoxical mix of personal humility and professional will. They are ambitious foremost for the company, not themselves.

First Who, then What

The “who” question comes before vision, strategy, organizational structure, tactics. When in doubt, don’t hire. When a change needs to be made, act. Put the best people on opportunities, not problems.

Confront the Brutal Facts

When you begin with an honest and diligent effort to determine the truth of your situation, right decisions become self-evident. Lead with questions, not answers. Engage in dialogue and debate, not coercion. Conduct autopsies without blame. Build red flag mechanisms.

BREAKTHROUGH...

Hedgehog Concept

What are we deeply passionate about?
What can we be best in the world at doing?
What drives our economic engine?

Culture of Discipline

A culture of discipline involves disciplined people who engage in disciplined thought and take disciplined action. Bureaucratic cultures arise to compensate for incompetence.

Technology Accelerators

Avoid technology fads. Pioneer applications which directly apply to the Hedgehog Concept.
Use technology to accelerate momentum, not to create it.

The Flywheel Concept

It takes a lot of effort to get things moving. Persistent pushing in a consistent direction over a long period of time ultimately produces breakthrough.