

Good to Great Exercise

Name:	Company:
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Jim Collins in his best-selling book, "**Good to Great**" presents critical concepts that distinguish good companies/ organization from the great ones.

Those concepts are...

- Level 5 leadership
- First who – then what
- Confront the brutal facts
- Hedgehog concept
- What are you deeply passionate about?
- What you can be the best in the world at?
- What drives the economic engine?
- Culture of discipline
- Technology accelerators

The purpose of this questionnaire and exercise is to identify what needs to be done in the future to keep the organization on the path to greatness. Your company or organization already possesses some of the characteristics of a great organization, but it may fall short on others. Find out where you stand today so you can begin your journey to greatness.

For above concepts you will be asked to

- a. rate where you think your organization stands today
- b. identify the good-to-great gaps
- c. suggest ideas for addressing the identified gaps.

In rating each good-to-great characteristic use the following scales and check your answer in the corresponding box.

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Practice being a good-to-great organization by answering the questions honestly and objectively so we can stimulate good debate that leads to understanding and insight. If you feel your organization has mastered the good-to-great characteristic being assessed, you may leave the open-ended questions blank.

Single Response: Good-to-Great Exercise

LEVEL 5 LEADERSHIP

Level 5 Leadership – Level 5 leaders combine personal humility with professional will to achieve the company's or organization's mission. Their ambition is for the organization, not their own ego gratification. They are modest, self-effacing and understated. At the same time they drive to produce sustained results. They will do whatever it takes to make the company great – big jobs or little jobs. They attribute success to others and blame themselves for failure.

To what extent do you agree with each of these statements regarding Level 5 leadership at your company or organization?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Our company has many Level 5 leaders on the management team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our organization is effective in hiring and developing Level 5 leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our management team drives to achieve sustained results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal success is more important to the mgmt team than the organization's success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your company or organization fall short on achieving Level 5 Leadership? Where? How?

What can be done to improve the Level 5 Leadership at your company?

First Who...Then What

First Who...Then What – Great companies or organizations make sure they have the right people on the bus and act to get the wrong people off the bus. They also get the right people on the bus before they decide what to do or where to drive. There is not one “genius” leader who sets the vision and recruits the doers to implement it. Rather they get the right people together and then as a team they figure out where to go and how to get there. Great companies and organizations know the ultimate throttle on growth is the ability to find and keep the right people.

To what extent do you agree with each of these statements regarding your company's/organizations's ability to find and keep the right people on the bus?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Our organization has the right people on the bus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company takes action when it has the wrong people on the bus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our organization is effective in recruiting the right people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company starts with who should be on the bus, then figures out where to go.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your organization fall short in implementing the concept of “first who...then what”? Where? How?

What can be done to improve in this area?

Confront the Brutal Facts

Confront the Brutal Facts – Good-to-great companies and organizations find their path to greatness by first facing the brutal facts of their situation – no rose-colored glasses. They create a culture where people have the opportunity to be heard. If everyone is heard, the truth will emerge. They openly debate issues, they conduct post-mortems without assigning blame, and they raise red flags when the situation demands it. Faced with these brutal facts, the good-to-great organizations don't buckle or look for scapegoats but face the facts head on. They retain absolute faith that they will prevail regardless of the obstacles they encounter (Stockdale Paradox).

To what extent do you agree with each of these statements regarding your organization's ability to confront the brutal facts?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Our organization consistently looks for the truth even if it's not popular or politically correct.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Everyone in our company is given an opportunity to be heard and listened to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Issues are openly debated and resolved in an objective, impartial manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The management team has absolute faith that our organization will prevail regardless of the challenges it encounters.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your company or organization fall short in confronting the brutal facts? Where? How?

In your opinion, what is one brutal fact your organization is not facing head on? Explain.

What can be done to improve your company's ability to confront the brutal facts?

The Hedgehog Concept

The Hedgehog Concept – Hedgehogs simplify the complex into a single organizing principal that unifies and guides everything. Anything that does not relate to the Hedgehog Concept is considered irrelevant. Good-to-great companies and organizations were hedgehogs and built their business around a simplified and focused business model. A company's Hedgehog Concept can be identified by these three questions....

- What can you be best at in the world (and what can you not be best at)?
- What drives the economic engine? What is the accelerator pedal that increases profits?
- What is the company deeply passionate about?

Another way of looking at this is:

You have the ability (you're the best at it), you can make money doing it (economic engine) and you love it (passionate). It's the perfect hedgehog world! The Hedgehog Concept is where those three intersect. If one is missing, it won't work (e.g., you love it, you're the best at it, but no one will pay you for it). We've all been there and done that...

What is your organization's Hedgehog Concept?

What is your organization best at in the world (or in your industry)? Explain why

What is your company's or organization's economic engine? What is the one ratio (only one) that if you increased it over time, it would have the greatest sustainable impact on the business? (e.g., profits per ___)? Explain why.

What is your organization passionate about? Explain why.

Culture of Discipline

Culture of Discipline – A culture of discipline is created by having self-disciplined people who exercise disciplined thought and take disciplined action. In a culture of discipline people are given freedom and responsibility to do their jobs but within a consistent framework defined by the organization’s Hedgehog Concept. They have the freedom to act and are held accountable for their actions and achieving their goals. Good-to-great companies or organizations hire self-disciplined people who don’t have to be managed and thus minimize the need for bureaucracy and hierarchy. In good-to-great organizations, people are internally driven to fulfill their responsibilities. Discipline requires fanatical adherence to the Hedgehog Concept and shunning opportunities that are inconsistent with it. Discipline is as much about saying “no” as it is about saying “yes.”

To what extent do you agree with each of these statements regarding your organization's Culture of Discipline?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The people who work at our company are self-disciplined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The people who work at our company take full responsibility for their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company gives people the freedom to do their jobs the way they see fit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has the discipline to say “no.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your company or organization fall short in implementing a Culture of Discipline? Where? How?

What can be done to make your organization's culture more disciplined?

What is one thing your company should put on its “Stop Doing” list? Explain.

Technology Accelerator

Technology Accelerator – Good-to-Great organizations don’t jump on the latest technological fad. They use technology to accelerate their Hedgehog Concept. They ask whether the technology will enhance what they can do better than any other organization in the world and in a way that they’re passionate about. They ask how the technology will drive their economic engine faster. Technology is used as an accelerator, not a creator of

growth. Good-to-Great companies ignore technology that doesn't fit their Hedgehog Concept.

To what extent do you agree with each of these statements regarding your organizations use of technology?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Our company adopts the latest technological fads.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company implements technologies that help it to be better at what it is best at.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company's growth has been accelerated by its use of technology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has all the technologies in place it needs to achieve its vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does your company or organization fall short in using technology as an accelerator? Where? How?

What can be done to better implement this idea in your organization?

What is one technology your company or organization should implement to become a great one?

In Summary

In summary, what are the most-important things your company or organization needs to do to become a great one?

The most important thing our company or organization needs to do to become a great one is...

The second-most-important thing our company or organization needs to do to become a great one is...

The third-most-important thing our company or organization needs to do to become a great one is...