

A hand holding a red apple with a green leaf. The hand is positioned at the bottom of the frame, cupping the apple. The apple is bright red with a single green leaf attached to its stem. The background is plain white.

# **Beyond Being Just Good**

**A Discussion of Jim Collin's Monograph ...**  
***Good To Great and the Social Sector***

# Beyond Being Just Good

A hand holding a red apple with a green leaf. The hand is positioned at the bottom of the frame, with the palm facing up, supporting the apple. The apple is bright red with some yellow highlights, and a single green leaf is attached to its stem. The background is plain white.

**“A culture of discipline is not a principle of business ... it’s a principle of greatness.”**

**- Jim Collins**

# Beyond Being Just Good

## Five Principles Of Discipline

1. **Defining “Great”** – Measuring Success without Business Metrics
2. **Level 5 Leadership** – Getting Things Done within a Diffuse Power Structure
3. **First Who** – Getting the Right People on the Bus within Social Sector Constraints
4. **The Hedgehog Concept** – Rethinking the Economic Engine without a Profit Motive
5. **Turning the Flywheel** – Building Momentum by Building the Brand

# Beyond Being Just Good

## Five Principles Of Discipline

A hand holding a red apple with a green leaf. The hand is positioned at the bottom of the frame, holding the apple. The apple is the central focus, with a single green leaf attached to its stem. The background is white.

### **Principle #1. Defining “Great”**

#### **Measuring Success without Business Metrics**

#### **Measuring Success**

- **While Business Metrics Might Not Be Appropriate, Other Metrics Are**
- **Get Creative With How You Measure The Organization**

#### **Important Points Of Metrics Discipline**

- **All Indicators Are Flawed**
- **Settle Upon A Consistent and Intelligent Method**
- **Rigorously Track The Metrics**

# Beyond Being Just Good

## Five Principles Of Discipline

A hand holding a red apple with a green leaf. The hand is positioned at the bottom of the frame, with the apple resting in the palm. The leaf is attached to the top of the apple and extends towards the top right corner of the image.

### **Principle # 2. Level 5 Leadership**

**Getting Things Done within a Diffuse Power Structure**

#### **Leadership versus Power**

- **If people follow you because they have no choice, you are not leading.**
- **True leadership only exists if people follow when they have the freedom not to.**

#### **The Tale Of Two Leadership Styles**

- **Executive ... Individual Leader Has Enough Concentrated Power To Decide**
- **Legislative ... Leaders Don't Have Concentrated Power, but must rely on**
  - **Persuasion**
  - **Political Currency**
  - **Shared Interest**

# Beyond Being Just Good

## Five Principles Of Discipline

A hand holding a red apple with a green leaf. The hand is positioned at the bottom of the frame, with the apple resting in the palm. The leaf is attached to the top of the apple. The background is white.

### **Principle # 3. First Who**

**Getting the Right People on the Bus within Social Sector Constraints**

**Never Settle for Mediocrity.** Temporarily Tolerate. Never Settle.

**Have a Standard of Excellence ... And Do Not Waiver From It**

### **Keys Fundamentals**

- **The More Selective the Process, The More Attractive The Position**
- **Use Your Compelling Advantage ... The Purity Of Mission**
- **The Right People Attract More (And Money) .. Money Attracts Little**



A hand holding a red apple with a green leaf. The background is white.

# Beyond Being Just Good

## Five Principles Of Discipline

### **Principle # 4. The Hedgehog Concept**

#### **Rethinking the Economic Engine without a Profit Motive**

The essence of a Hedgehog Concept is to attain piercing clarity about how to produce the best long-term results, and then exercising the relentless discipline to say “No, Thanks” to things that fail the hedgehog test.

#### **The Hedgehog Test**

1. What are we deeply passionate about?

AND

2. What can we be best in our world at?

AND

3. What best drives your economic engine?

# The Hedgehog Test

## A Graphical Illustration

A hand holding a red apple with a green leaf. Three overlapping circles are overlaid on the apple. The top circle is green and contains the text 'What Are We Deeply Passionate About?'. The bottom-left circle is red and contains the text 'What Best Drives Our Economic Engines?'. The bottom-right circle is blue and contains the text 'What Can We Be The Best In Our World At?'. The circles overlap in the center of the apple.

**What Are We  
Deeply  
Passionate  
About?**

**What Best  
Drives Our  
Economic  
Engines?**

**What Can  
We Be The  
Best In Our  
World At?**



# Economic Engine In The Social Sector

<p>Girl Scouts Local Council Mega Church Share Our Strength NYC Opera Harvard College</p>	<p>American Cancer Society Special Olympics Small Local Church Native Conservancy Teach For America</p>	<p><b>High</b></p>	<p><b>Depends Upon Donations &amp; Grants</b></p>
<p>Red Cross Mayo Clinic Good Will Industries Northwestern Memorial Hospital UC Berkley</p>	<p>Boys &amp; Girls Clubs Charter Schools K-12 Public Schools NYPD NASA EPA</p>	<p><b>Low</b></p>	
<p><b>High</b></p>		<p><b>Low</b></p>	
<p><b>Depends Upon Business Revenues</b></p>			

A hand holding a red apple with a green leaf. The background is white with a faint watermark of a hand holding an apple.

# Beyond Being Just Good

## Five Principles Of Discipline

### **Principle # 5. Turning the Flywheel** **Building Momentum by Building the Brand**

**“In building a great institution, there is no single defining action, no grand program, no one killer innovation, no solitary lucky break, no miracle moment. Rather, research shows that it is feels like turning a giant, heavy flywheel.”**

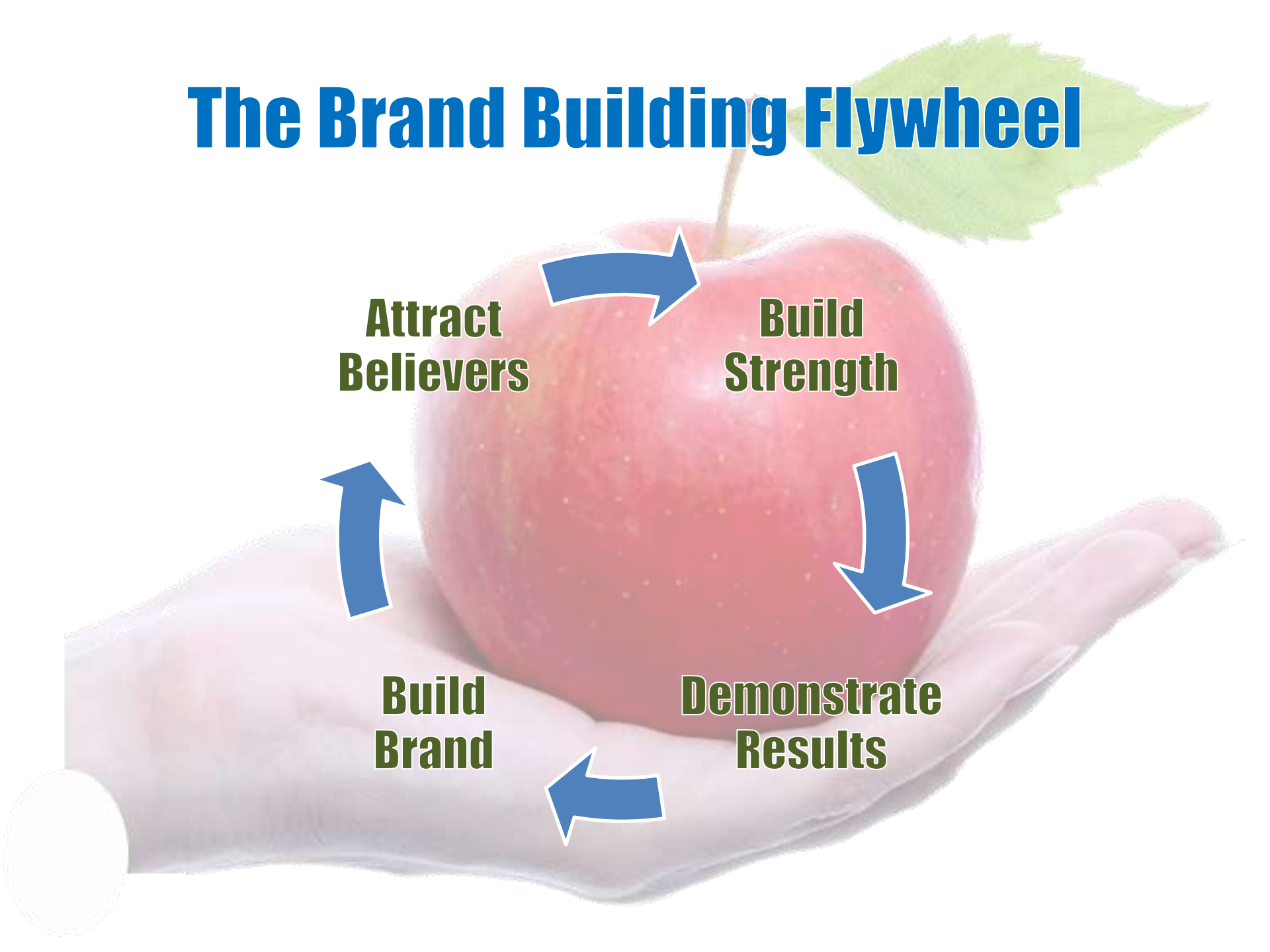
# The Brand Building Flywheel

**Attract  
Believers**

**Build  
Strength**

**Build  
Brand**

**Demonstrate  
Results**



# The Stages To Greatness

Putting It All Together



## Disciplined People

- Level 5 Leadership
- First Who, Then What

## Disciplined Thought

- Confront Brutal Facts
- The Hedgehog Concept

## Disciplined Action

- Culture Of Discipline
- The Flywheel