

JIM COLLINS 著「GOOD TO GREAT - Why Some Companies Make the Leap ... and Others Don't - 」Harper Business2001年刊を読む

Chaos To Concept

Here, then, is an overview of the framework of concepts and a preview of what's to come in the rest of the book. Think of the transformation as a process of buildup followed by breakthrough, broken into three broad stages: disciplined people, disciplined thought, and disciplined action. Within each of these three stages, there are two key concepts, shown in the framework and described below. Wrapping around this entire framework is a concept we came to call the flywheel, which captures the gestalt of the entire process of going from good to great.

- 1 . *Level 5 Leadership*. We were surprised, shocked really, to discover the type of leadership required for turning a good company into a great one. Compared to high-profile leaders with big personalities who make headlines and become celebrities, the good-to-great leaders seem to have come from Mars. Self-effacing, quiet, reserved, even shy — these leaders are a paradoxical blend of personal humility and professional will. They are more like Lincoln and Socrates than Patton or Caesar.
- 2 . *First Who ... Then What*. We expected that good-to-great leaders would begin by setting a new vision and strategy. We found instead that they *first* got the right people on the bus, the wrong people off the bus, and the right people in the right seats — and *then* they figured out where to drive it. The old adage “ People are your most important asset ” turns out to be wrong. People are *not* your most important asset. The *right* people are.
- 3 . *Confront the Brutal Facts (Yet Never Lose Faith)*. We learned that a former prisoner of war had more to teach us about what it takes to find a path to greatness than most books on corporate strategy. Every good-to-great company embraced what we came to call the Stockdale Paradox: You must maintain unwavering faith that you can and will prevail in the end, regardless of the difficulties, AND *at the same* time have the discipline to confront the most brutal facts of your current reality, whatever they might be.
- 4 . *The Hedgehog Concept (Simplicity within the Three Circles)*. To go from good to great requires transcending the curse of competence. Just because something is your core business — just because you've been doing it for years or perhaps even decades — does not necessarily mean you can be the best in the world at it. And if you cannot be the best in the world at your core business, then your core business absolutely cannot form the basis of a great company. It must be replaced with a simple concept that reflects deep understanding of three interesting circles.

- 5 . *A Culture of Discipline*. All companies have a culture, some companies have discipline, but few companies have *a culture of discipline*. When you have disciplined people, you don't need hierarchy. When you have disciplined thought, you don't need bureaucracy. When you have disciplined action, you don't need excessive controls. When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great performance.
- 6 . *Technology Accelerators*. Good-to-great companies *think* differently about the role of technology. They never use technology as the primary means of igniting a transformation. Yet, paradoxically, they are pioneers in the application of *carefully selected* technologies. We learned that technology by itself is never a primary, root cause of either greatness or decline.
- 7 . *The Flywheel and the Doom Loop*. Those who launch revolutions, dramatic change programs, and wrenching restructurings will almost certainly fail to make the leap from good to great. No matter how dramatic the end result, the good-to-great transformations never happened in one fell swoop. There was no single defining action, no grand program, no one killer innovation, no solitary lucky break, no miracle moment. Rather, the process resembled relentlessly pushing a grant heavy flywheel in one direction, turn upon turn, building momentum until a point of breakthrough, and beyond.
- 8 . *From Good to Great to Built to Last*. In an ironic twist, I now see *Good to Great* not as a sequel to *Built to Last*, but as more of a *prequel*. This book is about how to turn a good organization into one that produces sustained great results. *Built to Last* is about how you take a company with great results and turn it into an *enduring* great company of iconic stature. To make that final shift requires core values and a purpose beyond just making money combined with the key dynamic of preserve the core / stimulate progress.

Good to	Sustained	Built to	Enduring
Great	Great +	Last	Great
Concepts	Results	Concepts	Company

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- 2010年8月13日 林 明夫記 -