

GOOD TO GREAT

1. Chapter 1, Good the Enemy of Great
 - a. Can a good company become a great company and how?
 - b. Walgreens vs. Eckerd, GE and other notables.
 - c. What distinguishes good to great companies from other comparisons companies. What's inside the black box?
 - d. Level 5 Leadership:
 - i. First Who, Then What: get the right people on the bus
 - ii. Confront the Brutal Facts: The Stockdale Paradox, you can and will prevail in the end.
 - iii. Hedgehog Concept: being the best in your market at your core business, having a passion for that competency, and having an profitable reward for that effort.
 - iv. A Culture of Discipline. A culture of discipline doesn't require excessive controls, combine discipline with an ethic of entrepreneurship and you get great performance.
 - v. Technology Accelerators: Not to be pioneers in technology, rather in the application of the right technologies.
 - vi. The Flywheel and Doom Loop: There is no single defining action, rather constant progression, building momentum until the point of breakthrough and beyond.
 - vii. Good to Great, a prequel to Built to Last.
 - e. How to take a good organization and turn it into one that produces sustained results, as best defined by your organization.

2. Chapter 2, Level 5 Leadership
 - a. Level 1, Highly Capable Person, makes contributions through talent, skill, knowledge and good work habits.
 - b. Level 2, Contributing Team Member, contributes to achieving good objectives and works well with others in a group setting.
 - c. Level 3, Competent Manager, Organizes people and resources to the efficient pursuit of predetermined objectives.
 - d. Level 4, Effective Leader, Catalyzes commitment to and vigorous pursuit of a clear and compelling vision that stimulates higher performance.
 - e. Level 5, Executive, builds greatness through a blend of humility and professional will. Their ambition is first and foremost for the company, not themselves.
 - f. Setting Up Your Successors For Success: Don't be the big dog in the kennel, build a team with skills to play the game and win after you have left.
 - g. Good to Great Leaders are: quiet, humble, modest, reserved, shy, gracious, self-effacing, and understated.
 - h. Unwavering Resolve, to do what must be done to make the company great, fanatically driven to produce results, can't stand mediocrity or that good is good enough.
 - i. The window and the mirror, great leaders look out the window and give credit to factors other than themselves when things go well, and look in the mirror and take responsibility for things when they go bad.
 - j. Cultivating Level 5 Leadership can evolve from self-reflection, conscious personal development, a mentor, a great teacher, and a significant life experience.
 - k. This chapter is what Level 5's are, the rest of the book is what Level 5's do.

3. Chapter 3, First Who, Then What
 - a. Get the right people on the bus, or off the bus in the case of the wrong people.
 - i. With the right people the challenge of motivation largely goes away.
 - b. There are only seats on the bus for “A” players who are giving “A+” effort, if you aren’t up for this, then get off the bus now.
 - c. Then build a superior executive team, then once you have the right people in place, figure out the best path to greatness.
 - d. Nucor Steel had a team bonus that comprised 50% of their compensation. It created an environment where hard working people would thrive and lazy people would jump off the bus. HIRE the Right People.
 - e. Rigorous vs. Ruthless, to let people languish in uncertainty for months when they could move on to something else is ruthless, to deal with people right up front and let them get on with their lives is rigorous.
 - f. The ultimate throttle on growth of a great company is the ability to get and keep enough of the right people.
 - g. When changing direction to improve your company, sell off your problems, not your best people, these people will support the change in direction much better.
 - h. Level 5 leaders, will not give in to the norm, they will fight for what is right, and will unify behind a decision once made, for the best of the company.
 - i. This does not have to come at great personal sacrifice, getting the right people in the right slots is the most important thing, the rest can run itself.