



Office Hours



Welcome to Office Hours

- A relaxed, informal mentoring program
- Held every Monday at Noon Pacific Time
- The recording will be available online for a few days
- All recordings and slides will be archived in our member's area
- All recordings are available on my YouTube channel



The Reasons

- Being a successful small business owner can be a great experience!
- But it's tough - you need Education, Training, Tools, and Team to be successful
- I want you to get to know me



The Reasons

- First and most importantly, I **care** about you.
- I want you to **succeed** in every area of your life, whatever that means to you.
- I want you to find the **greatness**, the **happiness**, the **divinity** within yourself, and then **remember** it, **embrace** it, and **live** it every day.



My Vision...

... To help millions of CEOs and Entrepreneurs accelerate their business growth and enjoy greater harmony and balance in their lives



Agenda

- In depth discussion of a business success principle
- Closing remarks, special offers, and invitation for next weeks session
- Open Q&A



Join Us!

- Facebook Brilliant Business Group
- <https://www.facebook.com/groups/BrilliantBusiness/>
- Make comments, ask questions, share insights and “takeaways”
- “Like” my business page on Facebook
- I am Posting Energy of the Day and Business Lesson of the Day to the group



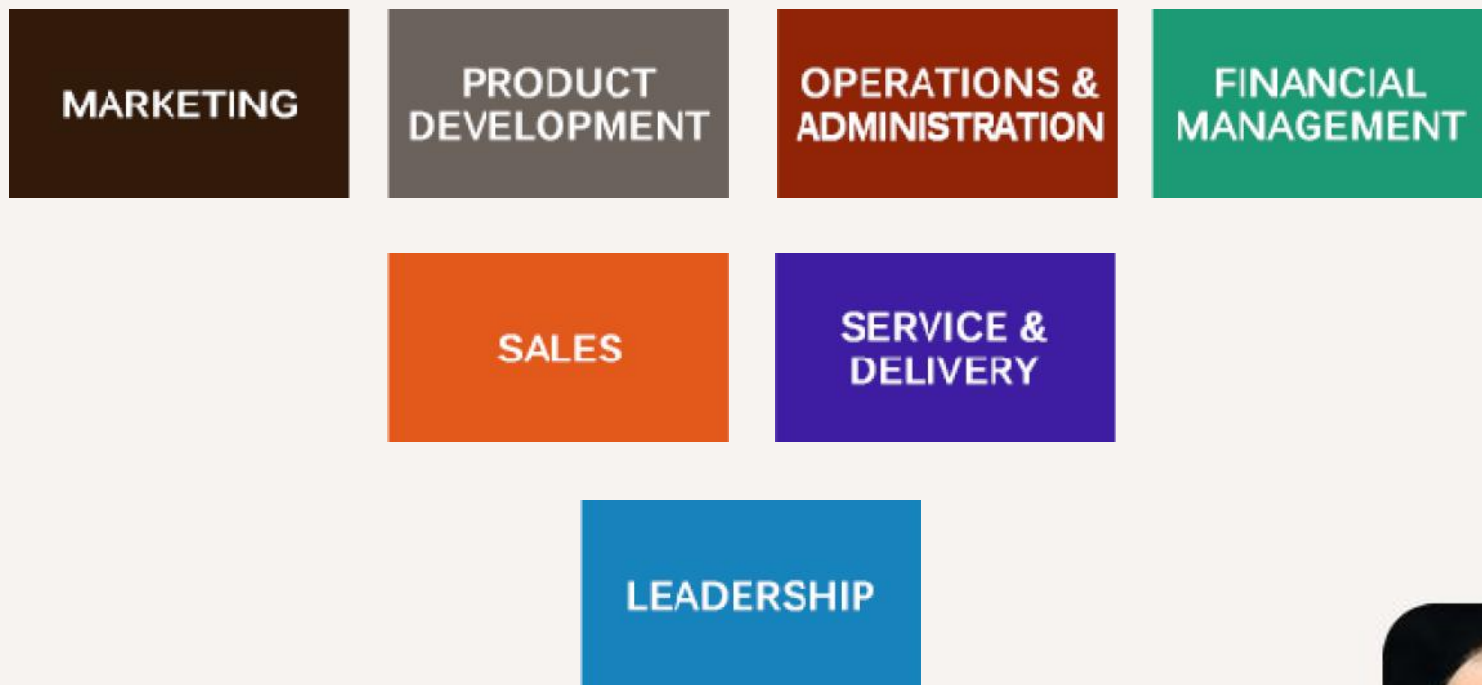
Today's Topic:

Achieving and Maintaining
Greatness! –
Lessons from Good to Great

Inspired by “Good to Great”
By Jim Collins



The Key Performance Areas



The Key Performance Areas



Agenda

- Good to Great Overview
- The Seven Good to Great Principles
- Getting from Good to Great
- Some Words of Caution
- The Bottom Line



Good to Great Overview

- One of the top business books of all time, published in 2001
- By the author of “Built to Last” (1994)
- Timeless principles discovered from a five year study of Fortune 500 companies that outperformed competitors in the stock market 3x over 15 years
- Had to have 30 years of moderate performance followed by 30 years of superior performance



The Companies

- Abbott Labs
- Circuit City
- Fannie Mae
- Gillette
- Kimberly-Clark
- Kroger
- Nucor
- Philip Morris
- Pitney Bowes
- Walgreens
- Wells Fargo



“Good to Great” Principles

- Level 5 Leadership
- First Who... then What
- Confront the Brutal Facts,
but Never Lose Faith
- The Hedgehog Concept
- A Culture of Discipline
- Technology Accelerators
- The Flywheel and the Doom Loop



Level 5 Leadership

- “You can accomplish anything in life, provided you don’t mind who gets the credit.”

Harry S. Truman

- Celebrity CEOs correlated negatively to making a good company great **in the long run**



Level 5 Leadership

- Level 1: Highly Capable Individual
- Level 2: Contributing Team Member
- Level 3: Competent Manager
- Level 4: Effective Leader
- Level 5: Executive



Level 5 Leadership

- “Builds enduring greatness through a paradoxical blend of personal humility and professional will.”
- Has a plow horse mentality
- Takes responsibility for problems – gives others the credit for achievements
- Sets up his/her successor for success
- Has a “servant / leader” mindset



First Who... then What

- Get the right people on the bus
- Share core values, collaborate on strategy, then set direction
- Hire people you don't need to manage – but can guide and teach instead



First Who... then What

- Put the Right People in the Right Seat
- Pick those who could become the best
- People who know responsibility vs. job
- Put the best people on best opportunities, not biggest problems



First Who... then What

- “Whether someone is the right person has more to do with character traits and innate abilities than with specific knowledge, background, or skills”



Confront the Brutal Facts

- Create a climate where the truth is heard
- Honor the messenger instead of shooting them
- Engage in dialogue and debate, not coercion and blame
- Lead with questions, not answers



Confront the Brutal Facts

- Conduct autopsies, not inquisitions
- Maintain faith that you will prevail
- Build red flag mechanisms that turns data into information that cannot be ignored

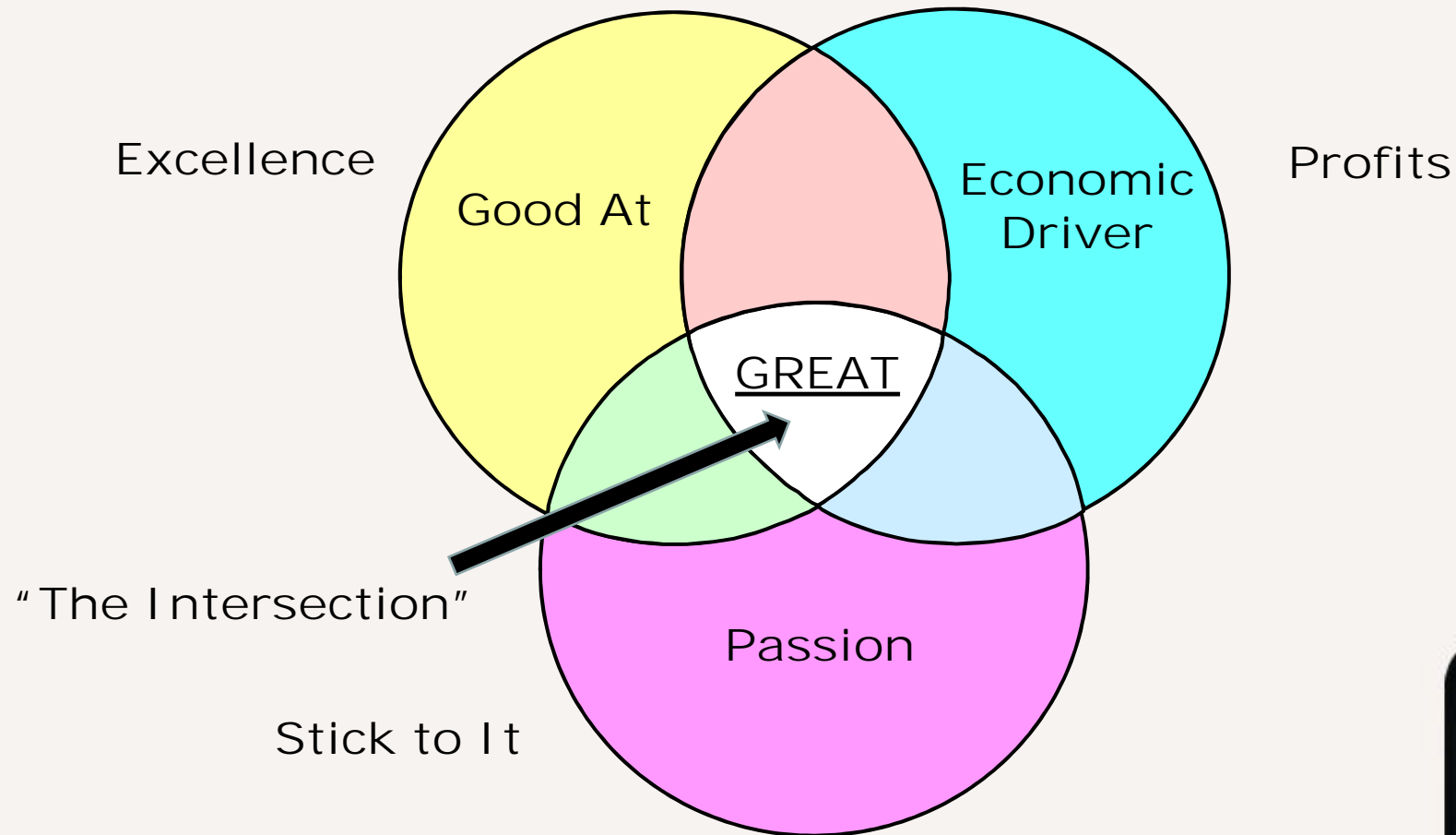


The Hedgehog Concept

- The concept is drawn from a Greek poem in which a cunning fox tries and continually fails to eat a hedgehog who was always able to roll into a ball at the key moment.
- Collins speculated that if companies were more like the hedgehog — that is, focusing on one thing and doing it well — all the cunning and brilliance out there would not be a threat to success.



The Hedgehog Concept



A Culture of Self Discipline

- Fanatical adherence to The Intersection
- Eliminate unnecessary bureaucracy
- Shun opportunities outside The Intersection
- Budget for best fit to The Intersection
- “Stop doing” lists - no budget for them



Technology Accelerators

- Avoid fads and bandwagons – no technology for technology's sake
- Must fit The Intersection
- Momentum accelerator
- Turn unrealized potential into results
- Carefully adopted: Crawl, walk, run
- Marketing programs, too!



The Flywheel and the Doom Loop

- Consistent effort and direction over time, building flywheel momentum
- Continuous improvement – focused on the hedgehog concept
- Requires people disciplined in thought and action
- Let the momentum become infectious
- Let results do the talking
- Changing directions can put you into a “Doom Loop” (e.g., “Death Spiral”)



“Good to Great” Principles

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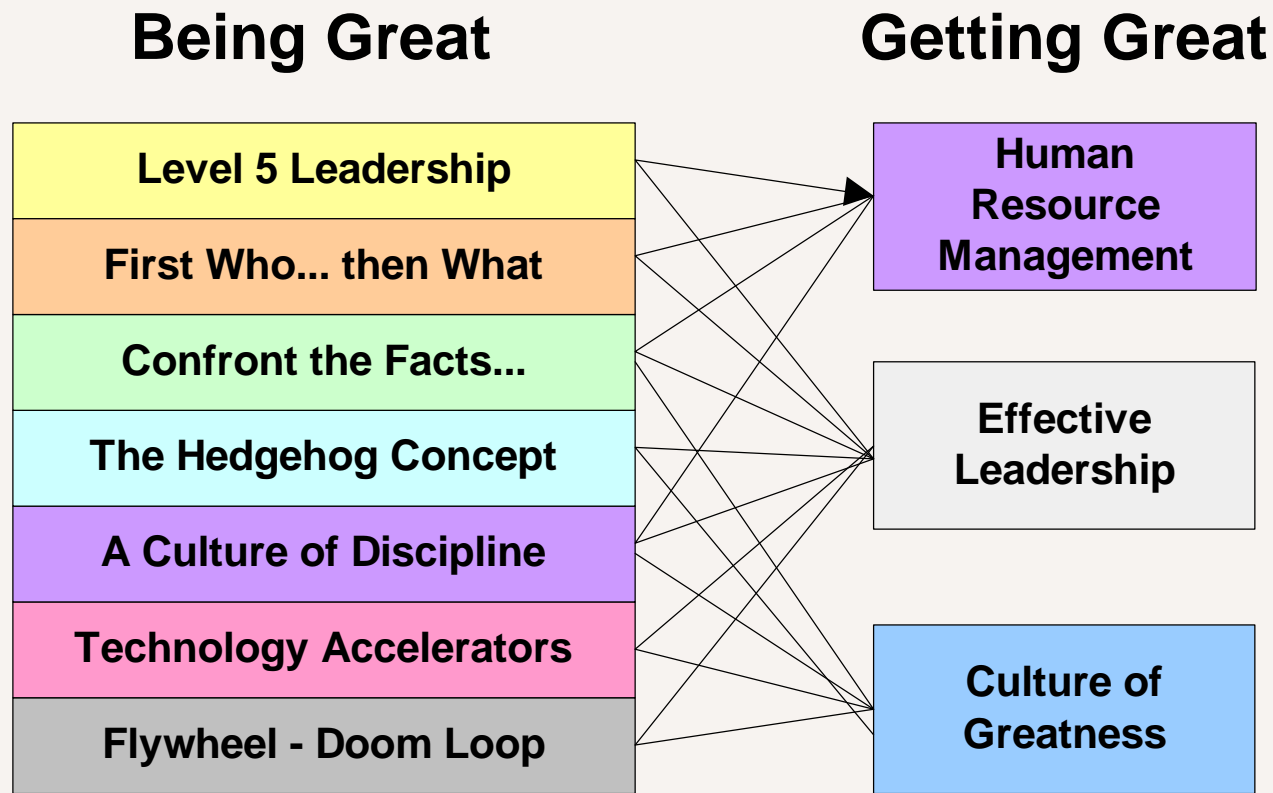


The Big Question...

- How do I apply these principles to my business?



Mapping the Principles



Human Resource Management

- Define, then hire to your target profile
- Assess the gaps between your ideal profiles and the people on board
- Replace, move people when necessary
- Implement developmental programs when appropriate



Effective Leadership

- Install processes for collaborative decision making and direction setting
- Communicate strategic direction, critical success factors, and corporate goals
- Implement processes to facilitate and ensure alignment
- Cultivate successful successors



Culture of Greatness

- Enable continuous improvement
- Insist on (and reward) honest and open feedback
- Implement scorecard systems that fairly report key metrics
- Focus on the core business, with openness to new directions
- Use technology as an optional resource



A Word of Caution...

- Since the book was published, Circuit City and Fannie Mae have gone bankrupt!
- Jim Collins wrote “How the Mighty Fall”
 - Stage 1: Hubris Born of Success
 - Stage 2: Undisciplined Pursuit of “More”
 - Stage 3: Denial of Risk and Peril
 - Stage 4: Grasping for Salvation
 - Stage 5: Capitulation



A Word of Caution...

- No “modern” successes were considered for inclusion
- No Facebook, Google, LinkedIn, Twitter, Oracle, Microsoft, etc.
- No small companies were considered



The Bottom Line

- We can learn a lot by studying successes
- Current success or even long-term success is no guarantee of future success
- Arrogance and over-confidence is more dangerous than anything else
- You have to be ever watchful, diligent, and flexible
- Never apply advice out of context



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Homework / Exercise

- Get Good to Great and read it for yourself
- Search online and read criticisms and cautions
- Decide which of the success principles are right for your company, today
- Get coaching and support to accelerate your growth and progress



Open Q & A – in a minute

- Comments and questions on the topic of the day
- Any other issues
- Tell me what your biggest “take-aways” are and what insights you gained from this presentation
- Tell me what you are going to focus on



My Distinctions

- I focus on the “**whole person**”
- I don’t want a lot of your money. I just want you to get the support you **want**, **need**, can **use**, and can **afford**
- I want you to **learn to swim** before you jump into the deep end
- I believe that Belief and Persistence are necessary, but not sufficient – you also need a **viable business model** and **a lot of support**



Our Support Services

- Education
- Training
- Consulting
- Coaching
- Growth Management
 - A “Do it With You” service!



Our Support Services

Service	Teach You	Do It With You	Do it For You
Education	X		
Training	X		
Coaching	X		
Advising / Mentoring	X	X	
Consulting		X	X
Growth Management		X	X



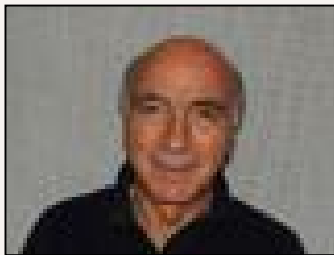
Sign up for our Business Growth Acceleration Kit

- www.PaulHoyt.com/CEOBonus
- “Five Choices of Winning CEOs”
- Article on “10 Things You Should Know about Raising Capital”
- Samples of inspirational works
- Free Business Clarity Session
- Surprise bonuses
- The value is enormous!



Purchase My CEO Training Program

- www.BeyondBusinessSurvival.com
- “What You Need to Know When You’re the CEO!”
- “This program is worth at list 20 times more than the current price. I finally understood what I need to do to succeed.”



Nick Catricala



Next Office Hours: Nov. 24th

- Topic is: **TBD**
- Let me know what topics you would like for me to address: www.PaulsSurvey.com
- Do your homework!



Open Q & A

- Comments & questions on the topic of the day
- Any other issues
- Your take-aways and insights
- Survey: www.PaulsSurvey.com

Contact Me at paul@paulhoyt.com

call or text: 415.997.8001

www.SchedulePaul.com

