

Jim Collins Views

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Jim Collins , author of ‘Good to Great’ speaks about companies and leaders in turbulent times.

If there is anything
that destroys
resilience in a
company , **it is hope
dashed again and
again.**

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**Circumstances really
do not cause outcomes.**

**People cause
outcomes.**

**Circumstance is simply
the stage on which a
company happens to
play.**

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There is one kind of
resilience that I
would say is the
hardest to achieve,
and that is the
**resilience to
transcend mediocrity.**

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**Mediocrity is an
enormously
oppressive force in
any type of
organization and **it
needs resilience to
overcome it.****

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One factor that holds
good companies
together in a crisis is
**that they already had
their values in place
before the crisis.**

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In turbulent times, all kinds of things will come under pressure. **If a company waits to create the values that will hold it together** when feeling the pressure, it is going to blow it apart.

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Values are considered soft assets. They are not. They are the **real tensile strength** that allows the organization to survive a crises intact.

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**There are more
ways to fail than
there are to be
great.**

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**There are five stages
of decline. The truth
is that most
companies are not
aware that they are
failing till stage 4.**

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Stage 1 is hubris, born of success. This stage happens when people think they are successful and that their success is deserved. People lose sight of the factors that made them successful.

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Stage 2 follows from stage 1. Stage 2 is the undisciplined pursuit of more. **Its too much of everything,** acquisitions, etc etc.

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**Taking bets puts
your enterprise at
risk. If the bets
don't turn out, then
you can be in real
trouble.**

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No company can consistently grow revenues faster **than its ability to get enough of the right people** to implement that growth.

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**Stage 3 is
denial of
risk and
peril**

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**Like irritated
customers who never
were irritated before,
like irritated
stakeholders who are
giving you a message.**

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Maybe the most important sign of this stage is the erosion of a healthy team dynamic. **There is a marked decline in the quality and amount of dialogue and debate.** Instead, there is blame or push back or dictatorial statements.



**Stage 4 is
grasping
for
salvation.**

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The erosion of cultural capital is another worry. **All the good will and the incredible creative ardor that people bring into the enterprise begin to get dissipated** the longer the company stays in grasping for salvation mode.

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**Stage 5 is
catapulting
to
irrelevance
or death.**

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**I don't believe a
single leader makes
a great enterprise but
I think a single wrong
leader can destroy
one.**

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In truly great companies, the **leaders display specific characteristics** that have a lot to do with resilience.

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One central question concerns the personal motivation of the leader. **If the top manager places his or her energy , ambition and personality at the service of the company, then it has a huge effect.**

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If the leader is willing to suffer for the sake of the company, **then this motivation is channeled outward into something bigger than the person, and hence more enduring for the company.**

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I don't believe in
resilient companies
, **but I do believe in**
resilient people. People
have to go through
calamity times together.

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Its more than just about leaders, its about all of those who are the right people to be engaged in the struggle. **Because it is ultimately about the company and its work, so everybody has to be involved.**

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You need multiple
people who **have the
will and the humility**
and the
competencies to win
through.

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A company that comes out of a crisis will have good times and bad times, **but never stable times.** Leaders in the firm must be prepared for that.

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How do you get people to have confidence in difficult times? **The answer is to build in small steps**, and you point to empirical success. That is a really crucial step.

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Excessive optimism is dangerous. According to the late Admiral James Stockdale, it was the optimists among the prisoners of war who were the first to go under.

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In my view we are heading into a time when **young people are going to need extraordinary resilience**, even more than we did.

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The right leader in the crisis is not the one who will impress you with his external personality, but **they are going to be the most effective.**

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Finally, it is absolutely clear that people make the difference, not circumstances. **Whether you prevail or fail, do or die, depends more on what you do to yourself than what the world does to you.**

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Thank you

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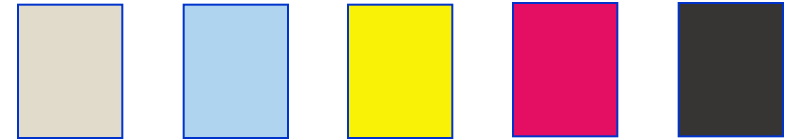
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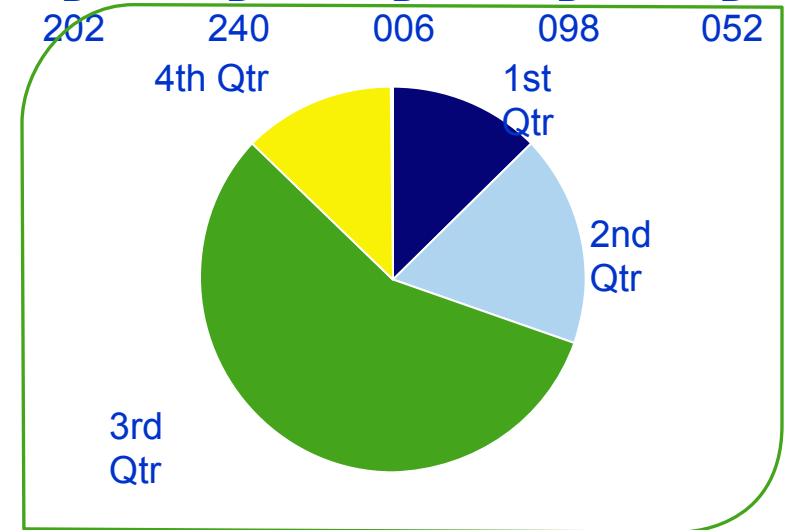
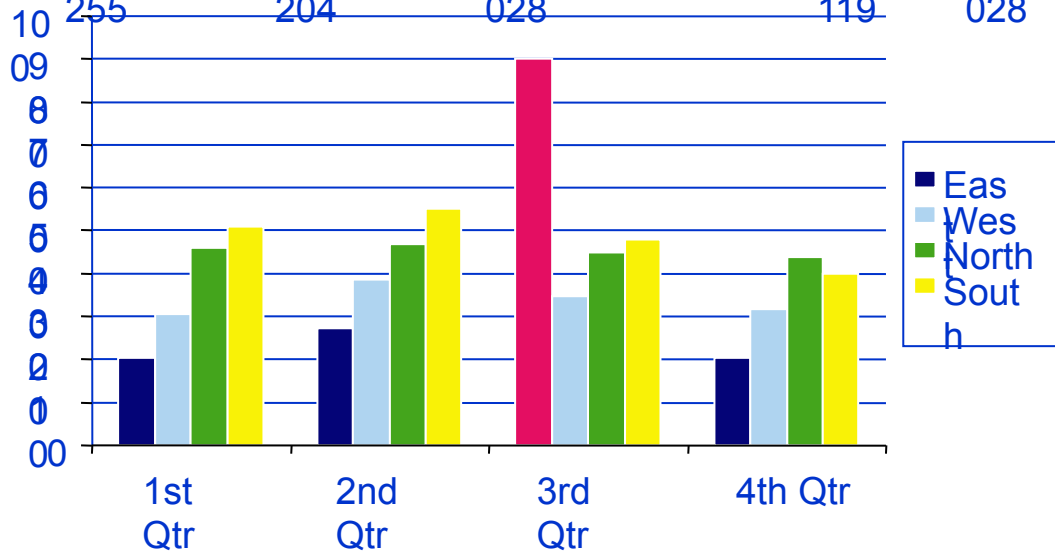


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G	G	G	G	G
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Accent colours



R	R	R	R	R
224	175	249	228	054
G	G	G	G	G
219	212	242	014	053
B	B	B	B	B
202	240	006	098	052



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