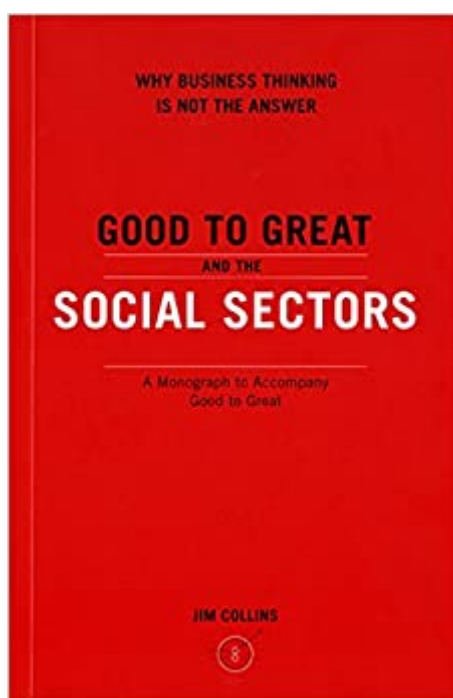


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# Good To Great And The Social Sectors: Why Business Thinking Is Not The Answer



## Synopsis

Jim Collins Answers the Social Sector with a Monograph to Accompany Good to Great. 30-50% of those who bought Good to Great work in the Social Sector. This monograph is a response to questions raised by readers in the social sector. It is not a new book. Jim Collins wants to avoid any confusion about the monograph being a book by limiting its distribution to online retailers. Based on interviews and workshops with over 100 social sector leaders. The difference between successful organizations is not between the business and the social sector, the difference is between good organizations and great ones.

## Book Information

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## Customer Reviews

Jim Collins is author or coauthor of six books that have sold in total more than ten million copies worldwide, including the bestsellers Good to Great, Built to Last, and How the Mighty Fall. Jim began his research and teaching career on the faculty at Stanford Graduate School of Business, where he received the Distinguished Teaching Award in 1992. He now operates a management laboratory in Boulder, Colorado, where he conducts research, teaches, and consults with executives from the corporate and social sectors.

Collins provides a rigorous analysis of how to apply business performance principles to the nonprofit sector of the economy. In these social sector organizations, in which the objectives are not primarily monetary, superior results depend on attracting talent and money and creating the brand

momentum these agencies need to create the social good they intend. The author is a natural and perky narrator of this important little book--he's proud, enthusiastic, urgent, yet he charms his listeners rather than preaching or pushing them to buy into his ideas. This is a thinking person's piece that delivers new insights as well as gives clarity to well-known principles of organizational performance. As an audio experience, it's an expertly performed, indispensable lesson for anyone involved in running a nonprofit organization. T.W. © AudioFile 2008, Portland, Maine-- Copyright © AudioFile, Portland, Maine --This text refers to an out of print or unavailable edition of this title.

As Collins says early in this monograph, "When you compare great companies with good ones, many widely practiced business norms turn out to correlate with mediocrity, not greatness. So, then, why would we want to import the practices of mediocrity into the social sectors?" Collins spends the 40 pages of this monograph (yes, it's only 40 pages) on how you calibrate success without standard business measures, getting things done within a diffuse power structure, getting the right people on the bus, rethinking the economics of the organization without a profit motive, and how to build the brand. Note that this little booklet is available for free on the web if you do a little digging.

As someone who is finishing his undergraduate career, I found this monologue not only to be inspiring, but also helpful as I prepare to enter the workforce. I am interested in becoming involved in or starting a nonprofit, and I don't think I could've gotten the concepts offered in this book anywhere else. In short, I felt empowered. In the monograph, Collins wrote that over the years he recognized that many business leaders entered into the social sector only to encounter failure. Seeking to solve this, he researched and compared successful businesses and social sector institutions to see what common elements made them survive and where they fell. He outlines the steps these institutions took to separate them from the good and made them truly great. This research birthed *Good to Great*, and the monologue stands as a piece addressed to the hopeful social sector leaders amongst its readers. Its overall message seems to read, "Greatness isn't what you might think it is, and here is how to achieve it." Jim Collins's writing is at once entertaining and clear. Even a junior high schooler could pick up his piece and follow his logical and fluid wiring. His natural language and purposeful strut drew me in from the first page. Even though this was an accompanying monologue to *Good to Great*, he quickly caught me up to the concepts presented in the book, relating them directly to the plight of the social sector. I was stunned by the clear comparisons in thinking that he drew between successful social sector institutions and businesses. In five very clear sections, Collins

addresses separate issues that social sector leaders must address to form a successful social sector institution. They are as follows:

1. "Defining Great, Calibrating 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"

Each section addresses very important questions. For the social sectors, the first answers how greatness can be defined and pursued, the second helps show what extremely adept and effective leaders look like, the third helps show how to hire the right people, the fourth focuses on both on sustaining longevity and consistency, and the fifth talks about how to build momentum and create a bigger impact within the communities touched by a social sector. In each issue, Collins uses real-world examples of great leaders and the decisions they made to steer their organizations towards greatness. From Tom Morris of the Cleveland Orchestra to William Bratton of the NYPD, a variety of examples edify Collins' concepts. Combined with graphs and empirical data, his narrative walks the reader through the various hurdles faced by social sectors and businesses alike, and shows how a social sector responds to prevail and achieve greatness, from day one. Readers of this book will learn how to lead (and when not to,) how to measure success, how to recruit, how to find corporate purpose, how to rethink resources, and how to overcome crises. I think that calling this book a manual solely for social sector leaders would not do its utility or its masterful breadth of coverage justice, even for its 31 page length. Collins eloquently nails ideas usually learned over years of trial-and-error. The monograph is testament to the genius of Collins and *Good to Great*, and the practical wisdom provided inside is more than worth its time. Jim Collins has provided the missing link for many who seek to venture into nonprofit careers or business. I would recommend this book to students and professionals alike, for the skills presented in this monologue. This book, in short, teaches you how to lead a team of people towards making an impact in a way that ethically utilizes resources and personnel, and sustain performance towards a state of accomplishment aforementioned as great. I would highly recommend this book to you if you plan to run or organize a nonprofit.

While the fuller context that was presented in the book "Good to Great" is not present, "Good to Great and the Social Sectors: A Monograph to Accompany Good to Great", provides a quick and thought-provoking read of critical "Good to Great" concepts. Although it does not provide quick fixes

to challenges non-profits may be facing (especially in the context of the current economic disruption), it frames important questions a non-profit should consider. The book acknowledges that non-profits cannot simply be looked upon as "businesses" and describes parallel conventions to the profit and loss measurement that defines success for profit-making ventures. I have purchased multiple copies of this book for my fellow board members with whom I serve as well as for management of the various non-profits with whom I am involved. I highly recommend this book -- it is a quick read -- one train or plane ride long.

Great book-just the companies used are questionable as to them and their leadership being "Great" and even at the time of the research into these companies, information was already being provided to show-the companies used were not only far from great, the leadership in those companies were not worthy of mentioning, much less being considered as the templates of leading or the milestone setters in leadership or correct business operations, performance or for that matter, ethics. Mr. Collins, has some great ideas and his compiling of his books are really well articulated, but he leaves lots to be desired in the areas of characteristics of sound judgement on leadership capabilities, ethics, holding one's self and his followers responsible as well as accountable for their actions and behavior.

What a happy mistake to receive this monograph book when I thought I was ordering his original Good to Great book! It is very short and easy read that fits the Social Sector and shows how we are different from the business sector. It gave me hope for the Wellness Weavers paradigm. Jim wrote it in a way that would have still made sense to me without reading the main book first. The only thing that will make this book more effective is finding the Core Team for your pure-in-heart mission. I recommend you get it, apply it and together the social sectors, that are used to stretching our money and leveraging our resources, can transform the world. The application of this book can help families, communities, businesses, the social sectors work together to solve water, food, healthy communication and collaboration so people can actually realize there is enough for everyone and live with peaceful security. By doing so we can tap into wise use of the tax dollars we have already spent and shape a government that is working for all people.

My deceased husband would have enjoyed reading this more than me, a 75 year old grandma. I read it because it was a reading assignment. I did learn that level 5 leaders are humble, not with me, myself and I attitudes.

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