

## ***GREAT BY CHOICE* by Jim Collins and Morton T. Hansen**



*Great by Choice* focuses on the performance of key leaders in uncertain, chaotic business environments. Companies who beat their indexes by a minimum of ten times over fifteen years were studied and contrasted with a set of companion companies that failed to achieve greatness in similar, business environments.

The research results contain some surprises:

- The most effective leaders were *not* more risk-taking, more visionary, and more creative than the comparison group. Instead, they were more disciplined and paranoid, and relied heavily on empirical data. They also had the fortitude to make difficult decisions during tough times, and planned for survival during tough times.
- Innovation was not the major trump card in a chaotic and uncertain world; more important is the ability to scale innovation to blend creativity with discipline.
- People who make fast decisions and took action quickly in a chaotic environment tended to make more mistakes that hurt and sometimes destroyed their companies.
- The great companies changed less in reaction to a rapidly changing world than the comparison companies.

*Great by Choice* is an excellent book that contains a number of provocative thoughts to help leaders enhance their own performance. The book was written by Jim Collins and Morton Hansen. Collins received critical acclaim for his earlier book, *Good to Great*.

