Planning –

Good To Great description of a Level 5 Leader –

1. Chapter 3 –
   1. Summarization –
      1. Get the right people first, then figure out what to do/where to take the company (sources section 3a-c)
      2. Getting the ‘right people’ means not making compromises in the hiring process (3d)
      3. When you need new people within a job, act, but first make sure you cannot just shuffle your current people around (3d-e)
      4. Put your best people on your biggest opportunities, not your biggest problems (3d)
      5. Debate in search of the best answer is a good thing (3f)
2. Chapter 4 –
   1. “A primary task in taking a company from good to great is to create a culture wherein people have a tremendous opportunity to be heard and, ultimately, for the truth to be heard.” – p122
   2. “Creating a climate where the truth is heard involves four basic practices: 1. Lead with questions, not answers. 2. Engage in dialogue and debate, not coercion. 3. Conduct autopsies, without blame. 4. Build red flag mechanisms that turn information into information that cannot be ignored.” – p122
   3. “A key psychology for leading from good to great is the Stockdale Paradox: Retain absolute faith that you can and will prevail in the end, regardless of the difficulties, AND at the same time confront the most brutal facts of your current reality, whatever they might be.” – p123
   4. “Charisma can be as much a liability as an asset, as the strength of your leadership personality can deter people from bringing you the brutal facts.” – p123
   5. “Leadership does not begin just with vision. It begins with getting people to confront the brutal facts and to act on the implications.” – p123
   6. “Spending time and energy trying to “motivate” people is a waste of effort. The real question is not, “How do we motivate our people?” If you have the right people, they will be self-motivated. The key is to not de-motivate them. One of the primary ways to de¬ motivate people is to ignore the brutal facts of reality.” – p123
3. Chapter 5 –
   1. “The key is to understand what your organization can be the best in the world at, and equally important what it cannot be the best at— not what it “wants" to be the best at. The Hedgehog Concept is not a goal, strategy, or intention; it is an understanding.” – p158
   2. “If you cannot be the best in the world at your core business, then your core business cannot form the basis of your Hedgehog Concept.” – p158
   3. “The ‘best in the world’ understanding is a much more severe standard than a core competence. You might have a competence but not necessarily have the capacity to be truly the best in the world at that competence. Conversely, there may be activities at which you could become the best in the world, but at which you have no current competence.” – p158
   4. “To get insight into the drivers of your economic engine, search for the one denominator (profit per x or, in the social sector, cash flow per x) that has the single greatest impact.” – p158
   5. “Good-to-great companies set their goals and strategies based on understanding; comparison companies set their goals and strategies based on bravado.” – p158
   6. “The good-to-great companies are more like hedgehogs—simple, dowdy creatures that know “one big thing" and stick to it. The comparison companies are more like foxes—crafty, cunning creatures that know many things yet lack consistency.” – p158
   7. “Strategy per se did not separate the good-to-great companies from the comparison companies. Both sets had strategies, and there is no evidence that the good-to-great companies spent more time on strategic planning than the comparison companies.” – p160
   8. “You absolutely do not need to be in a great industry to produce sustained great results. No matter how bad the industry, every good-to-great company figured out how to produce truly superior economic returns.” – p160

Good To Great Sources –

1. Chapter 3 –
   1. “The good-to-great leaders began the transformation by first getting the right people on the bus (and the wrong people off the bus) and then figured out where to drive it.” – p88
   2. “The key point of this chapter is *not* just the idea of getting the right people on the team. The key point is that “who” questions come before “what” decisions— before vision, before strategy, before organization structure, before tactics. First who, then what—as a rigorous discipline, consistently applied.” – p88
   3. “The old adage "People are your most important asset" is wrong. People are not your most important asset. The *right* people are.” – p90
   4. “We uncovered three practical disciplines for being rigorous in people decisions: 1. When in doubt, don't hire—keep looking. {Corollary: A company should limit its growth based on its ability to attract enough of the right people.) 2. When you know you need to make a people change, act. {Corollary. First be sure you don't simply have someone in the wrong seat.) 3. Put your best people on your biggest opportunities, not your biggest problems. {*Corollary*: If you sell off your problems, don't sell off your best people.)” – p90
   5. “The good-to-great leaders were rigorous, not ruthless, in people decisions. They did not rely on layoffs and restructuring as a primary strategy for improving performance. The comparison companies used layoffs to a much greater extent.” – p88
   6. “Good-to-great management teams consist of people who debate vigorously in search of the best answers, yet who unify behind decisions, regardless of parochial interests.” – p90

Other Leadership Literature – Likely need to reference at least two, I’d think

1. Forbes.com – “Four Important Qualities Of A Good Leader,” Dr. Kyle Elliott, MPA, CHES, Forbes Councils Member, Oct. 17, 2023 - <https://www.forbes.com/sites/forbescoachescouncil/2023/10/17/four-important-qualities-of-a-good-leader/>
   1. 1. A Clear Vision
      1. “For starters, good leaders are clear on their vision and maintain a strategy and accompanying goals to turn that vision into reality. Moreover, they can concisely and confidently communicate their plan. At the same time, the most effective leaders remain flexible along the journey, because they know the road to success is bumpy, and trust their vision.”
   2. 2. The Ability To Empower A Team
      1. “Speaking of which, good leaders also know how to rally a team behind their vision and goals. Rather than micromanage or withdraw, they inspire and motivate a trusted team toward a shared vision.”
      2. “Moreover, good leaders are not afraid to delegate and empower other people, because they know they’re stronger with a team on their side.”
   3. 3. Active Listening Skills
      1. “This includes being present with colleagues, listening to hear rather than to respond and paying attention to nonverbal communication and body language. Good leaders know when to stay quiet versus when to speak up and stand their ground, which is a fine line.”
      2. “I’ve found some of the most effective leaders I work with listen and analyze far more than they talk, and sometimes they only ask one or two high-impact questions in a meeting to move the conversation forward.”
   4. 4. A Healthy Dose Of Humility
      1. “While some leaders try to turn their weaknesses into strengths, I’ve found the most successful ones instead focus on owning and honing their natural talents. Rather than try to be an expert in everything, they become a specialist in a select few areas and then empower others to own their own fabulousness.”
      2. “Moreover, successful executives build a network of peers and mentors who have been in their shoes and can provide them with shortcuts, recognition and commiseration as they strive to become the best leaders possible.”
2. Gov.uk – “What makes a good leader” –
   1. “Understand how you as an individual can best have positive impact and influence with others and try to understand how they perceive you. Always be clear in communicating your values, what you care about and what you stand for – through your behaviour as well as your words.”
   2. “If you want to be a leader you have to be prepared to lead. It does require self-confidence. You have to be able to judge when to listen, when to think and when to decide. When you make decisions you need to stick with them through adversity if you are sure they are right, and to see them through.”
      1. “People like continuity. If at some point you conclude that you were wrong, you need to be big enough to change and to explain why. The best solution is to make the right decisions! It is more important to make good decisions than fast decisions.”
   3. “A leader has to have a strong rapport with, and understanding of, the organisation and the people he or she is leading: what they want, and what they will accept if they can’t have what they want. Emotional intelligence and intuition are important in forming these links.”
   4. “In leadership, people and relationships are more important than tasks. Tasks do matter, but the main role of a good leader is to motivate and inspire other people to do the tasks well. You need to know how to delegate and be the leader of other leaders. The leader is the conductor of the orchestra, not the first violin.”
      1. “But you also need to know when to step in and take responsibility. Don’t be afraid to say ‘stop’ or ‘no’ if you think things are going wrong. And don’t let other people push you into a decision which you are not comfortable with.”
   5. “You have to set a vision. That requires a clear sense of purpose, a clear sense of direction and a clear picture of the destination. You need to be able to explain in terms that people understand and support what you want to achieve, why you want to achieve it, how you will go about it and how everyone will know when you get there.”
   6. “It’s important to communicate in a way other people can relate to and engage with. And you have to make it easy for people to remember what you are saying: make it simple, clear and coherent.”
   7. “Learn to recognise when you are tired or stressed, and how that makes you behave. Watch out for the signs. Learn also to recognise where your positive energy comes from and what takes it away.”
   8. “A good leader will put a lot of effort into building the right team around him or her. You need people you trust, who are on your side, who challenge and are honest with you and whose judgement you respect. You need to be able to depend on their support when the going gets tough. Being a leader can feel lonely and exposed: so you need to have your support systems in place to help you through the harder times.”
   9. “Trust your instinct. If it doesn’t feel right, the chances are it isn’t right. I’m a great believer in the power of the subconscious, given time, to steer us to the right answers. That’s why I often prefer to have a couple of discussions before taking a difficult decision, even if that slows down the process. It helps give me certainty about what I think, and it helps the wider leadership group understand each other’s point of view and build consensus. The end result is a better decision with better buy-in.”
   10. “Finally, accept that we all make mistakes. Nobody is perfect. When you do, try to learn the lessons, but don’t be destabilised.”