



---

## **Book Review: Good to Great**

why some companies make the leap...  
and others don't

inspired by  
Jim C. Collins

---

**Systemic Excellence Group**

Independent Think Tank for Leading Practice

---

## Contents

- A „Good to Great“ research design
- B The Flywheel
  - I Disciplined People
    - Step 1: Level 5 Leadership
    - Step 2: First Who...Then What
  - II Disciplined Thought
    - Step 3: Confront the Brutal Facts
    - Step 4: The Hedgehog Concept
  - III Disciplined action
    - Step 5: Culture of Discipline
    - Step 6: Technology Accelerator
- C The Flywheel and the Doomloop
- D From „Good to Great“ to Built to Last
  - Models, Methods, Instruments

### Reference

---

## Book Review: Good to Great - why some companies make the leap ... and others don't

Good is the enemy of great. Jim Collins opens his best selling book “Good to Great” with this opening statement. In his book he tries to find the answer to the question why some companies achieve enduring greatness, while others don't. Based on empirical research studies, Collins identifies those companies whose stock exchange quotations surpass the development of the total market threefold, at least over a fifteen year period. From the data collected Collins and his research team identified the determinants of greatness: Success is based on capable people (disciplined people) prepared for ruthless analysis and putting the drawn conclusions (disciplined thought) competently and consequently into practice (disciplined action).

From a systemic view the most fascinating aspect about “Good to Great” is that there is no initial degree of suffering used as the motor of change, as is so often the case. It is not about coping with a crisis or averting disaster. In fact, “Good to Great” leads us to our cultural boundaries. We are not used to developing out of a good situation into an even better one. We prefer to be content. This is not about discontent or greed. It is all about the joy of excellence.

It's about the joy of pursuing excellence

In the following we will try to demonstrate the correlations identified by Collins. Beginning with a short account of the research design used, the abstract then addresses the six steps to greatness identified by Collins, before a summarizing result will be presented. The abstract ends with a discussion on the employed models, methods and instruments out of a systemic perspective.

---

## A. „Good to Great“ research design

In the empirical research on which “Good to Great” is based, Collins identified those companies out of a set of 500, who were able to outperform the market after a drastic turnaround in their company development. To exclude chance, these companies should show a stock exchange development in the market which at best lay within the market trend over a certain time period. After a turning point however - also over a time period of several years – they had shown a rise in shares which surpassed the market trend by at least three-fold. Subsequently a competitor of the same line of business with similar resources and possibilities who, however, could not manage a similar development was then identified for each of these companies for easy comparison. To answer the question of sustainability, a third comparison group was formed comprising seven companies. Unlike the first group of “Good to Great” companies, these were only able to leap from “Good to Great” for a short time.

“Good to Great” is excelling the market

In a next step more than one thousand appropriate articles on these companies were evaluated. The burning question here was what “Good to Great” companies managed to do better than the comparison companies. Particularly illuminating however, proved to be what - contrary to a popular belief - was not found: no superstar CEO; no special management compensation systems; no particular strategy focus; no special technology reference; irrelevance of mergers and take-overs; no particular efforts in employee motivation or change management; no official programme announcing this change; no specific line of business and no one-sided focus on what had to be done (equally important were the things which had to be refrained from in the future). In conclusion the team filtered a concept from the apparently chaotic results, formulating the model of the flywheel.

“Good to Great” companies need no superstars, no frills

The “Good to Great” Flywheel is a symbol for the dynamics of the process of change. Small steps and a continuous effort will lead to a movement that is barely stoppable. Even if it seems inconceivable that an enormous flywheel can be put into motion, one step arises from the next one. Continuity leads to sustainability.

The flywheel dynamics

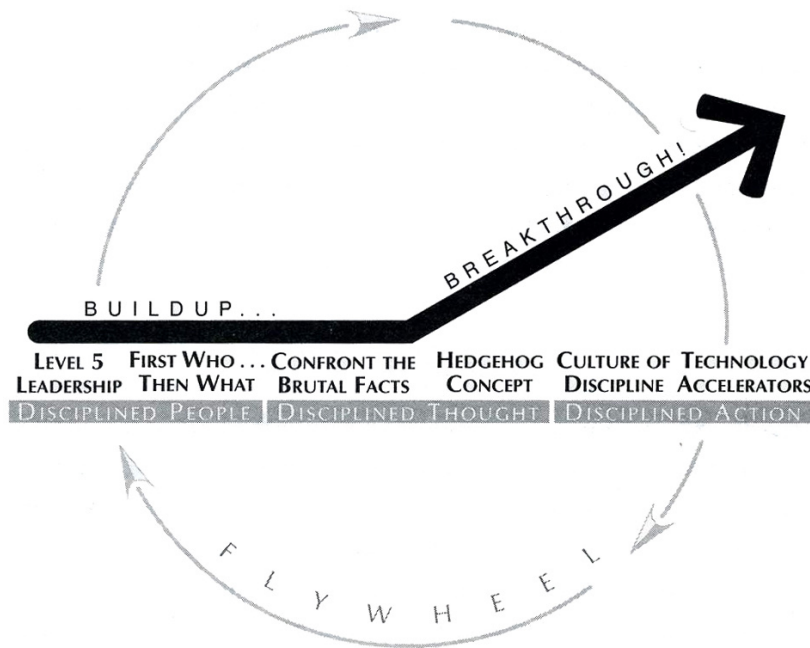


Illustration 1:  
The flywheel,  
Collins, p. 12

---

## B. The Flywheel

### I Disciplined People

#### Step 1: Level 5 Leadership

Crucial for the question of how a good company can become an outstanding one, is a matter of competent leadership. Executives can be assigned to five different levels of competence. The first four steps range from the highly capable individual, the contributing team manager, the competent manager, up to the effective leader. Above all however floats the level 5 executive. While effective leaders - who are in general charismatic personalities – drive everybody working with them to best performance, this proves no longer reproducible with their departure. Level 5 executives stand out due to a different reason: they manage to provide outstanding results beyond their stay in the company. They succeed mainly through an at first seemingly paradoxical personality structure of personal modesty and professional willpower. Characteristic for the latter is that level 5 executives do not focus their needs on their own career but on the creation of a lastingly great company. Another aspect is their foresight to build up a suitable successor in time.

Level 5 Leaders = Humility  
and dedication

With these executives, personal modesty shows through their moderate media presence. In reports published about these companies during the period from “Good to Great”, the head of company was hardly mentioned. In all cases there were very modest people heading these companies, not wanting to be superstars, but simply striving to finish their work as brilliantly as possible. People around them frequently characterized them as quiet, modest, reserved and shy. The heads of the comparison companies however feature much more in the focus of the public, particularly those which presided over companies which only managed to be great for a short period of time. Ten of the eleven CEOs of the “Good to Great” companies worked their way up in their company. Expensive bought in superstars seem therefore negatively correlated with the probability to manage the leap from “Good to Great”. Apart from modesty, the heads of “Good to Great” companies show a certain possession to achieve lasting results. They have only one aim: to create an outstanding company. In their mode of operation they resemble more a cart horse than a show horse. And in case of success, when responsibility is attributed they look out of the

Level 5 Leaders = Cart  
horses rather than show  
horses

window, in case of failure however, into the mirror. With the comparison companies their Level 4 CEOs behave exactly the other way round.<sup>1</sup>



Illustration 2:  
The 5 levels of executives,  
Collins, p. 20

## Step 2: First Who...Then What

Intuitively most people would assume that the first step from “Good to Great” would be the proclamation of a new strategy or something similar. According to Collins, the first step of the level 5 executives however consists of surrounding themselves with the right people and to spending a lot of time choosing not just the staff working closely with them. It has proved itself equally as important to let the wrong kind of people go in time.<sup>2</sup> This is the only way for these CEOs to ensure that they are surrounded by motivated people, who do not need bureaucratic patronizing. After choosing these employees one can still determine where the journey together shall go. It is guaranteed in any case that the trip will not be unpleasant, since the right people are already on board. Collins identified three rules for successful personnel policy of “Good to Great” companies:

Choose people who suit you

01\_ No superstars. Organisations are susceptible to superstars, this is one of their sensitive points, and here a lot can be achieved with little effort. Unfortunately superstars regularly block the organisation’s view of itself. This is counterproductive for organisational development. The ideal situation is when the sensibility of the organisation is used at the top to keep it in good contact with itself and so to start lasting changes.

02\_ A number of conscious organisational transformation processes showed that normally approx. 20% of employees do not support the change or development. However, it also showed that this group is looking for new tasks outside the company. An active out-placement or an appraisal of the individual employees is rarely necessary when it is clear early on which paths are pursued and which determination stands behind it.

- \_\_\_ Firstly: No candidate is taken on if there are any doubts.
- \_\_\_ Secondly: Immediate questioning of people who do not meet the requirements (and who are not just simply working at the wrong place in the company).
- \_\_\_ Thirdly: The best employees shall not solve the biggest problems of the company but work on the most promising business opportunities.

Management teams of “Good to Great” companies consist of members, who engage in fierce debates to reach the best possible solution and who represent the once taken decision unanimously. Ingenious compensation systems for these teams however do not influence the change from “Good to Great”. The purpose of pay cannot be to promote the right behaviour in the wrong people, but to get the right people in the first place and to keep them. Ultimately the question of whether somebody is the right person has more to do with their characteristics and innate abilities than with specific knowledge, background or acquired ability

## II Disciplined Thought

### Step 3: Confront the brutal facts

An evaluation of the real situation precedes action. This is often the crucial difference between “Good to Great” companies and the comparison group. The purpose of such an analysis is to look closely at what is happening<sup>3</sup> even and especially when it hurts, and when the company reality is miles away from what was envisaged, dreamt of or formulated in strategies. It is important to note here, that charismatic leadership personalities often stand in the way of this truth finding process. The former can too easily run the risk of creating de-facto realities in the company, which are readily accepted by employees as the given truth. In this way charisma can become a problem for the CEO, especially when Potemkin-façades are constructed to create a world which does not resemble reality. Therefore it is imperative to create a culture of truth in the company. In his book Collins illustrates four recommendations of action:

Face reality - it may hurt

- \_\_\_ Firstly, CEOs should lead with questions and not with answers. This way they should learn from their employees to assess situations better.
- \_\_\_ Secondly, Collins recommends that the CEO takes part in dialogues and debates and should not exercise any pressure. People feel taken seriously and can support the taken decisions from an inner conviction having been involved in the decision-making process.
- \_\_\_ Thirdly, wrong decisions should be examined closely. However, the aim and purpose of this exercise is not to assign liability to employees. Instead this should be used to learn as much as possible from the wrong decisions. The person responsible will then take on the responsibility for it automatically (which will normally be the CEO).
- \_\_\_ Fourthly, it is advisable - especially for not yet fully fledged Level 5 executives - to implement an early warning mechanism.

Establish a culture of truth

---

03\_ One has to be able to look and to look closely. What one can observe, what one can look closer at can be dealt with and be improved. Practice shows that in these aspects of self-observation lie the greatest potential of goal orientated organisational development towards organisational mastery or even organisational excellence.

“Good to Great” companies have to live within the same framework conditions as their competitors. But instead of moaning, (about imports, hostile take-overs, deregulation, loss of a monopoly) as so frequently happened with competitors, this reality is accepted and stood up to. Collins illustrates the ideal attitude for this with the Stockdale-Paradox<sup>4</sup>. The paradox consists of holding on to the belief of success independently of current difficulties, at the same time facing reality - irrespective of how brutal it is.

The key to motivation lies in how reality is dealt with. Nothing seems to be more discouraging than consistent denial of reality. Therefore it is not important to think up ways of motivating employees; this is a waste of time. If a company has the right employees they do not need to be motivated; they motivate themselves.

The right people motivate themselves

#### Step 4: The Hedgehog Concept

Central for the appreciation of the leap from “Good to Great” is the Hedgehog Concept<sup>5</sup>, which is based on three perspectives of self-observation overlapping in the core. Every circle represents a question: Which activity do I follow passionately? What can I be really excellent in? Which one is economically the most effective lever for my company? The aim of this concept is to reduce an extremely complex world to clarity by constructing an easily comprehensible frame, enabling an action leading self-image.<sup>6</sup>

Explore your excellence

Under no circumstances should this concept be mistaken for strategy<sup>7</sup>, which of course exists also among the comparison companies. Strategy often takes first place among comparing companies and is realized with great effort, before it is even checked whether it is the right strategy for the company. The Hedgehog Concept does not necessarily have anything to do with the core business of a company. If one cannot be or become excellent in the core business, then this cannot form the basis of a Hedgehog Concept.

— The first question tries to discover which area one can truly be excellent in and should focus all energy on. In extreme cases this may mean parting medium term with 99% of one’s former activities - as happened with some “Good to Great” companies.

— The second circle covers the search for the indicator which has the greatest influence on cash-flow or profit. The greatest use of such an indicator however is, that it helps management to understand its own business better and so to concentrate on the essentials.

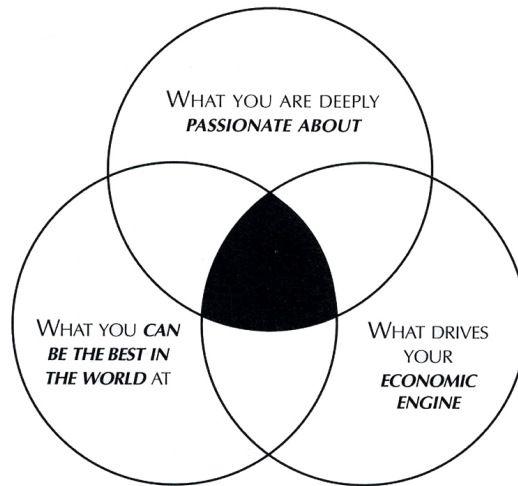
---

04\_ The so called Stockdale-Paradox goes back to an imprisoned and tormented Vietnam War general. His unshakeable faith in his own release made it possible for him to develop an ingenious system to withstand these tortures.

05\_ Collins chooses the term Hedgehog Concept to illustrate the simple defence strategy of the hedgehog - rolling up into a ball and putting out the quills - unlike the strategies of attack of a fox - even using a variety of strategies foxes are not able to slay hedgehogs.

06\_ Reference to developing an action leading self-image can already be found in the Greek oracle cult: gnóthi seautón - recognize yourself! The one, who knows himself and is in close contact with himself, is able to use his strengths determinedly and purposefully.

07\_ This also applies to Best Practice approaches. The observation of others seldom helps to discover one’s own abilities and to make good use of them. Organisations are usually able to do more and other things, than can be observed in others.



**THREE CIRCLES OF THE HEDGEHOG CONCEPT**

Illustration 3:  
The three circles of the  
“Hedgehog Concept”,  
Collins, p. 96

— The third question deals with the things one can really feel enthusiastic and passionate about. Am I deeply convinced of my activity portfolio or do I just want to earn money with it? It is important to note that passion cannot be created. People cannot be motivated into feeling passionately about something. One can only try to find out what it could actually be.

Collins locates the BHAG (B-Hag = big hairy audacious goal) in the centre of the intersections. The BHAG is model, company core, motivator and fixed star all in one. For everything else the BHAG is the reference point. According to Collins the best way to establish a Hedgehog Concept is a council. The council should consist of five to twelve recognised members from different areas of the company of which they have in depth knowledge. The council should be a permanent arrangement of informal character, meeting at regular intervals. The search for this concept is an interactive process, a dialogue free of hierarchy and not just a single event. On average it takes “Good to Great” companies four years to develop a Hedgehog Concept in this way.

Develop your Big Hairy  
Audacious Goal (BHAG)

### III Disciplined Action

#### Step 5: Culture of Discipline

“Good to Great” companies manage to create a framework which establishes clear action and decision orientation, according to Collins. Within this framework responsibility and freedom are allocated to the individual<sup>8</sup>. By employing “disciplined people” companies are able to establish a culture of self-regulation and self-responsibility. The aim is to manage the system instead of the people<sup>9</sup>. Considerable savings can be made through a consistent reduction in bureaucracy. Herein lies a basic difference to the comparison companies wanting to start using the measures explained in this chapter. Without the right employees however this move is not sustainable, and without a ruthless analysis this process does not come to a good ending. It is important for management to lead by example regarding discipline. Company-wide cuts seem particularly credible when they start in a drastic way at executive level, analogue to their action in case of success. Manner is paramount, in particular that of the CEO. A tyrant head of company may manage to discipline the organisation by his pure presence. With his departure however, all comparison companies show a lack in sustainability. Without exception, an organisation which is self-disciplined and lead by a level 5 executive achieves better results. It also manages to adhere strictly to the Hedgehog Concept outlined. All considered measures which do not fit into the concept are ceased. While this stringency is prevalent with all „Good to Great“ companies, the comparison companies either do not have such a concept and so act accordingly without direction, or do not adhere consistently enough - for example from lack of self-discipline - to the three circles. Self-discipline is particularly needed when unique opportunities need to be declined because they do not fit the Hedgehog Concept, despite their promising nature. A critical check of previous business activities is also of great importance in this context. All areas of business and activities which move outside the Hedgehog Concept should be put on a “stop doing”-list. It requires a lot of self-discipline to refrain in the future from things you have grown fond of in the past. But this is exactly what distinguishes a “Good to Great” company.

Be a role model in what you do and what you don't

---

08\_ This recommendation by Collins corresponds to the local autonomy approaches of management cybernetics and the approach of decentralised context control of system theoretical control theory. Both concepts break with directives and managerial control fantasies. People cannot be steered through directives. It is only possible to manage frameworks and to enable self-regulation of the protagonists.

09\_ The managing of the system should be understood as a reference to a learning organisation. The intelligence of an organisation lies in its structures and processes. In good production, business and management processes, averagely talented people are also able to deliver best performances. Only when the structure and process landscape of a company is brittle, if a company is ignorant, this deficit has to be compensated by a highly qualified, highly endowed, so-called A player.

## Step 6: Technology Accelerators

The attitude of excellent companies towards technological innovations is fundamentally different from the attitude of their competitors. While the latter - often out of fear of being left behind - introduce new technologies unsystematically and over hastily, “Good to Great” companies display a certain placidity. Only after a thorough examination to what extent this technological innovation is in agreement with the Hedgehog Concept and which new synergies can arise from a systematic integration into this concept, the so validated technology comes into use. Within a great company technology can become an accelerator within a tackled development process, never however the driver. The numerous interviews with heads of company also indicate this fact. Technology was not mentioned by 80% when asked about the five most important factors in their transformation process from „Good to Great“. For Collins it is a widespread heretical belief that a change in technology is the main cause for the decline of once excellent companies. The presented research results indicate that the real reasons are perpetuated mediocrity and decline in management areas.

Support your BHAG with  
adequate technologies

---

## C. The Flywheel and the Doomloop

The change from “Good to Great” often seems dramatic in its results. Without exception observers draw the wrong conclusions regarding the nature of the transformation processes that are underlying this development<sup>10</sup>. In reality these are characterised by their organic and calculative characters. According to Collins all eleven companies examined lacked any flashy announcement for the initiation of such a transformation. Such a process was also never converted in one fell swoop. In fact, lasting transformations follow an easily comprehensible pattern of construction and breakthrough. Collins compares this with a colossal flywheel. At some point the flywheel has to be put into motion with great exertion. And only a constant movement in the same direction makes it possible to achieve the required motion or breakthrough. Interestingly the ones involved within the companies often were not at all conscious of the dimension of this transformation. According to Collins there was never a title, a starting event or something similar which marked this change. The level 5 executives also never needed special efforts to unite the employees behind such a programme. Instead the “Good to Great” companies let the results speak for themselves. These were so convincing that the employees pivoted onto the preset course by themselves.

Little steps mount the strength for sustainable change

The circle identified by Collins does not inevitably have to take the shape of a flywheel. An inconsistent compliance or contrary measures can transform it into a downwards spiral. The pattern of the comparison companies was approximately the following: A newly appointed CEO with a lot of fuss puts a new programme into place and celebrates himself as a leader. The time consuming and self-discipline requiring development phase is abandoned; the movement necessary for further development is not generated at all. If the results then fail to appear, a rash decision is taken. After further failures the top management is replaced, leading to a further downwards spiral. Another method often used by comparison companies to achieve the breakthrough were take-overs<sup>11</sup>. Frequently however, in great regularity, these went wrong in the above described pattern, since a Hedgehog Concept did

Not show, but continuity and discipline make the difference

---

10\_ With the here outlined approach to change processes, Collins dissociates himself from the classic change management instrument. At the core this reflects once again the difference between a crisis reacting to change management and an active transformation from “Good to Great” as shown at the beginning.

11\_ Please refer to the book review “Wi (e)der das Fusionfieber”. Only companies that are in contact with themselves have a chance to grow healthily and to perform successfully further through mergers and take-overs.

not exist. “Good to Great” companies however, were particularly successful with take-over projects, since they tackled these only after their breakthrough and therefore could increase the already existing movement ever further.

Collins also manages in this chapter to disprove a widespread argument against long-term strategies: the short-term pressure of investors and analysts. All companies are exposed to this pressure. Excellent companies especially, showed intelligent strategies in dealing with that. It proved to be extremely helpful to judge the future prospects in the quarterly reports conservatively, but to set more ambitious growth rate targets internally. In an ideal case scenario both the internal targets and the external targets could be surpassed and the reaction at the stock exchanges was appropriately euphoric. An intelligent management of these anticipations proved to be central for the change from “Good to Great”.

Manage expectations

---

## D. From „Good to Great“ to „Built to Last“<sup>12</sup>

From the beginning of his research Collins decided to leave aside the knowledge he acquired from “Built to Last”. When reviewing his research Collins noticed that those companies, who had been in the category of great companies for a long time and which he researched in “Built to Last” were directed in their first years by personalities who followed the “Good to Great” scheme. Ironically “Good to Great” therefore seems not to be the successor of “Built to Last” but the precursor. According to Collins those companies who want to make the change from sustainably good results to a real icon of the economy must in a second step use the concepts of “Built to Last”. Only those who can determine their basic values and their real purpose for making money and are able to combine this knowledge with the dynamics that arise through adjusting a business strategy to an ever changing world have a chance. For these companies the gaining of dividends which are distributed to shareholders is a necessary but not a sufficient drive.

There is value beyond money

Finally Collins looks at the philosophical question of why one should strive at all for excellence. Essentially he gives three answers to this question:

- \_\_\_ The first advantage of something excellent is that it is not more difficult to achieve than something good. Although statistically it is rarer, it does not seem more exhausting than perpetual mediocrity. The research of “Good to Great” companies even leads Collins to believe that it takes less effort to achieve something great. The results of “Good to Great” are concepts which simplify life in a dramatic way and at the same time are able to increase the effectiveness of actions.
- \_\_\_ A further argument for excellence is due to the simple fact that people, may it be employees, the customers or the public, would like to participate in it. It can give people job satisfaction.
- \_\_\_ And this leads Collins to a last reason, which is linked to the previous ones. It is the search for meaningful work. It is much more sensible to achieve something great everyday than to perpetuate mediocrity.

People want to be part of something great

---

12\_ “Built to Last” was Collins first best seller before he started work on “Good to Great”. Business icons and their formation to icons form the core of this research. Collins, Jim C./Porras, Jerry I. (1994): Built to Last, HarperCollins, New York

The real question which then arises is no longer why one should accomplish something excellent. The question of how to achieve this rather imposes itself. This is exactly what “Good to Great” is about.

### Models, methods, instruments

From a systemic perspective “Good to Great” reads like a manual for organisational mastery. With the six steps outlined it is possible to give an active direction to the normally reactive crisis management approach of organisational development and change management. “Good to Great” formulates a transition from self-awareness to self-creation.

From self-recognition to self-creation

Collins’ six steps can be reformulated as a process architecture of a transformation, where the empirically essential drivers of the development are compiled in three blocks.

### I Disciplined People

The first block focuses on the people actually involved and creates role clarity. The approach pays tribute to those who carry the transformation in the end.

#### \_\_\_ Step 1: Level 5 Leadership

According to the Myers-Briggs-Type-Indicator (MBTI) it is true that: anybody can lead, however everybody does it in their own way. It is important however to clarify leadership self-consciously with everyone involved. - How can I and would I like to lead as an executive? What do my employees need? What can I give them? What do I need of my employees to do justice to my leading role?

Leadership

#### \_\_\_ Step 2: First Who...Then What

The second step looks at the team concerning the negotiating of models of cooperation based on goals, rolls, processes and human relations (GRPI) -- Who are we as a team? How do we want to cooperate as a team? Who does not suit our team and why?

People

### II Disciplined Thought: Self-awareness

From a systemic perspective the second block is the central step for any transformation. It focuses on organisational self-awareness. It is all about identifying one’s possibilities and one’s own identity.

#### \_\_\_ Step 3: Confront the brutal facts

On the one hand, the third step is all about getting to know the status quo and getting familiar with the actual situation. Figures, data and facts take centre stage. On the other hand and systemically speaking this is the more important point; it is all about seeing what can be seen and what can not be seen. Key is the review of the self-observation instruments. Since only what can be seen and judged can be improved. Where do we stand? What do we have in view? Where are our blind spots? How and with which instrument can we learn more about ourselves?

Truth

\_\_\_ Step 4: The Hedgehog Concept

The most efficient instrument recommended for transformation in “Good to Great” is the Hedgehog Concept. Developing the BHAG creates, as the practice has shown, on the one hand awareness and releases astonishing energies. On the other hand, the Hedgehog Concept provides a clear self image which serves as reference point for all further decision making processes and behaviour as the primary decisive orientation. One wonders, how control used to be possible and has to realise regularly that what was regarded as control before, can only be described as suboptimal now. - What is our passion and what is not? What is our economic denominator? What do we need to focus on and to optimize accordingly? Do we think we are able to do better than anyone else in the world? And which BHAG arises in the intersection of the three perspectives?

Clarity

**III Disciplined action: Challenge and support**

In the third block “Good to Great” illustrates the opposite side of the challenge formulated by the transformation, the support.

\_\_\_ Step 5: Culture of Discipline

The culture of discipline focuses less on what has to be done. What can not be done is focussed on and in turn actual and important activities are supported. This could be described as project gardening (garden care in the project landscape). High yield bearing crops are cared for, possibly cut back or nourished. Low yield bearing crops are weeded. And time and time again one is confronted with new growth and weeds. - What should be focussed on and be equipped with new resources? What can be ceased, to release resources which are needed elsewhere?

Discipline

\_\_\_ Step 6: Technology accelerator

The last step looks at supporting technology and techniques. The focus of attention is not just on the different communication technologies. It also does not just centre on technology in a more comprehensive understanding. It comprises anything which can be systematized or made into routine operations to support the actual process of creating value. This comprises social techniques, management methods or team building instruments. It is all about relieving the business activity and making the organisation more intelligent. - What are the possibilities of unburdening our work and support our business model?

Support

---

## Reference

### Book Reviews:

Book reviews are intended to analyse best selling management literature systemically. The seminal working hypothesis is that a large part of the success of such books can be attributed to the fact, that they answer one of their time's urgent questions satisfactorily for a large audience. The theses put forward seem to work. The Systemic Excellence Group provides an explanation taken from systemic practice and from sociological, system theoretical reflection. Furthermore we would like to translate models, methods and instruments into their practical usability.

### Credits

English:

Collins, Jim C. (2001): Good to Great: why some companies make the leap...and others don't, HarperCollins, New York

German:

Collins, Jim C. (2003): Der Weg zu den Besten, dtv, Munich

### Contact

Should you have any questions regarding Book reviews and for further support implementing the listed models, methods and instruments:

Systemic Excellence Group

Independent Think Tank for Leading Practice

Marienstraße 20

10117 Berlin

T. +49 30 71 57 49 71

office@SEgroup.de

www.SEgroup.de