

# Great By Choice Uncertainty Chaos And Luck Why Some Thrive Despite Them All

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the new question ten years after the worldwide bestseller good to great jim collins returns with another groundbreaking work this time to ask why do some companies thrive in uncertainty even chaos and others do not based on nine years of research buttressed by rigorous analysis and infused with engaging stories collins and his colleague morten hansen enumerate the principles for building a truly great enterprise in unpredictable tumultuous and fast moving times the new study great by choice distinguishes itself from collins s prior work by its focus not just on

performance but also on the type of unstable environments faced by leaders today with a team of more than twenty researchers collins and hansen studied companies that rose to greatness beating their industry indexes by a minimum of ten times over fifteen years in environments characterized by big forces and rapid shifts that leaders could not predict or control the research team then contrasted these 10x companies to a carefully selected set of comparison companies that failed to achieve greatness in similarly extreme environments the new findings the study results were full of provocative surprises such as the best leaders were not more risk taking more visionary and more creative than the comparisons they were more disciplined more empirical and more paranoid innovation by itself turns out not to be the trump card in a chaotic and uncertain world more important is the ability to scale innovation to blend creativity with discipline following the belief that leading in a fast world always requires fast decisions and fast action is a good way to get killed the great companies changed less in reaction to a radically changing world than the comparison companies the authors challenge conventional wisdom with thought provoking sticky and supremely practical concepts they include 10xers the 20 mile march fire bullets then cannonballs leading above the death line zoom out then zoom in and the smac recipe finally in the last chapter collins and hansen present their most provocative and original analysis defining quantifying and studying the role of luck the great companies and the leaders who built them were not luckier than the comparisons but they did get a higher return on luck this book is classic collins contrarian data driven and uplifting he and hansen show convincingly that even in a chaotic and uncertain world greatness happens by choice not by chance

drawing on global empirical evidence li offers a novel explanation to the age old puzzle of why some countries thrive despite corruption

embrace connectivity increase empowerment and achieve better work life blending we live in a new age of global companies hyper access to information and accessibility to tools that enable us to bring any idea life strangely our workplaces are lagging behind the promise of this open and collaborative world most organizations are rule based top down dreary environments optimized for conformity and little else the work revolution creates a compelling portrait of a different kind of work i believe that freedom in the workplace is worth fighting for and that every person and every organization can be excellent julie clow articulates the rules we follow today in our work force the reasons they no longer work and what we can do instead the work revolution deconstructs the magic behind thriving liberated organizations such as google into clear

principles that any individual leader and organization can adopt to create sustainable and engaging lives provides actionable changes anyone can make regardless of where they work to create a more sustainable work life blend details concrete ways to influence existing organizations to change guides leaders to make tangible changes in their teams to enable greater autonomy and impact outlines organizational culture principles that support and nurture high performance and healthy environments providing clear options for instituting cultural change based on specific organizational challenges rejecting productivity band aids and quick fixes the work revolution conceptualizes a completely new workplace that embraces the always connected reality to create organizations in which high achievers can sustainably thrive

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