

# **"Becoming a GREAT Agency to Fund"**

**Sponsored by the  
Enhancing Communities Lunch  
Series  
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# “Becoming GREAT”- a 45 minute orientation

During this overview we will:

- List the “4 Stages” from Jim Collin’s book GOOD to GREAT with an overview of why each is critical – think of it as a road map to success!
- Have opportunity to discuss and translate for possible application back at your home agency one of the four principles we will consider.
- Time to discuss: *What did you think of and how can you use any one or all of the four principles about ORGANIZATIONAL DISCIPLINE?*

# Does this work?

**Shelley Brooks**, Director, Women and Children's Shelter, Bethesda Mission, Harrisburg, PA provides a glimpse....

# ORGANIZATIONAL DISCIPLINE Principles

- Stage 1: DISCIPLINED PEOPLE - **First Who, Then What**
- Stage 2: DISCIPLINED THOUGHT -**The Hedgehog Concept**
- Stage 3: DISCIPLINED ACTION - **The Flywheel**
- Stage 4: BUILDING GREATNESS TO LAST -**Clock Building, not Time Telling**

Sources:

GOOD TO GREAT and the SOCAIL SECTORS: Why Business Thinking Is Not the Answer  
<http://www.jimcollins.com/tools/diagnostic-tool.pdf>

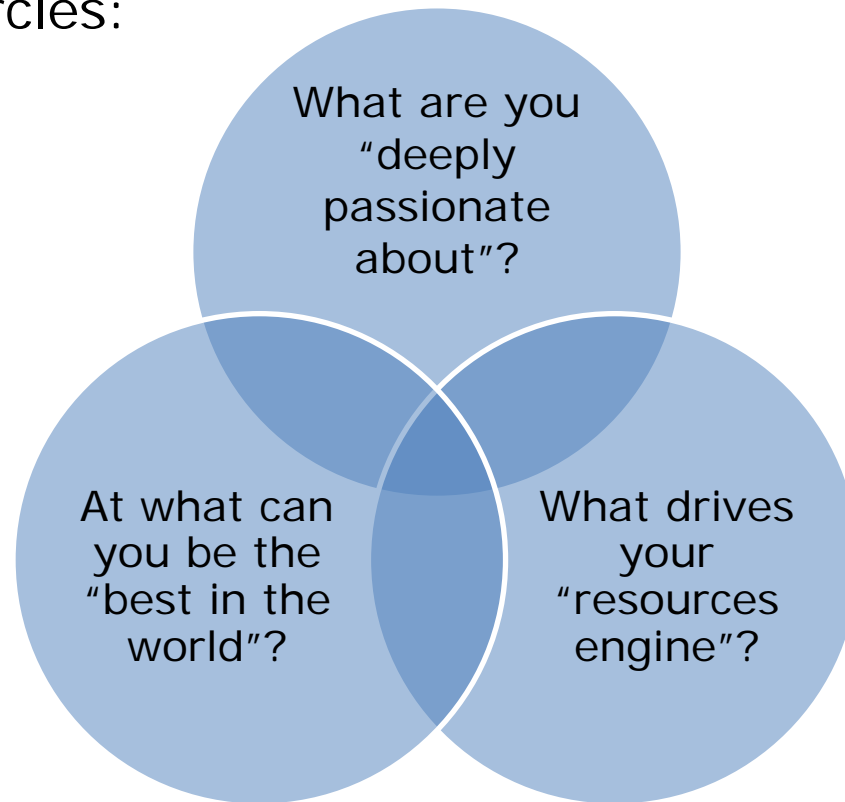
# Video Clip-2 minutes with Jim Collins

- “How being great can happen” – no guarantees...most agencies will not be great. But using the four principles is a start!
- First...WHO do you want on the bus...and WHO wants to stay on the bus?

“The First Who Concept” - source: [http://www.jimcollins.com/media\\_topics/first-who.html#audio=95](http://www.jimcollins.com/media_topics/first-who.html#audio=95)

## The HEDGEHOG – concept of the *Three Circles*

Attain piercing clarity about how to produce the best long-term results...be relentlessly disciplined and able to say *no thank you* to opportunities/funding that fail the “hedgehog test” of three intersecting circles:



# *Picture a huge, heavy FLYWHEEL*

Think of your organization as a massive, metal disk mounted horizontally on an axle...its 100 ft. in diameter, 10 ft. thick, and weighs 25 tons.

The job - get that flywheel to move as fast as possible, because momentum—mass times velocity—is what generates superior performance/results over time.

Generally in most organizations the “flywheel is at a standstill”. Getting it moving requires tremendous effort. Push with all your might and inch it forward. Lots of work - eventually the flywheel makes a second rotation, and a third and a fourth as ALL of you steadily push.

Get it going...and keep it going. You gotta have everyone's oar in the water pulling in the same direction. Its work! And you gotta be aligned - each program and each member of the organization must be accountable. Measuring results is a key.

# CLOCKBUILDING

*The ultimate product is your agency — as a leader be a clock builder, not a time teller*

Imagine you met a remarkable person who could look at the sun or the stars and, amazingly, state the exact time and date. It would be even more amazing if, instead of telling the time, that person built a clock that could tell the time forever, even after he or she were dead and gone?

Having a great idea or being a charismatic visionary leader is “time telling;” building an agency that prospers far beyond the time of any single leader and through multiple years of services is “clock building.” Visionary organizations tend to be clock builders. Its beyond one person . Such an agency’s primary accomplishment is not implementing a great idea by a charismatic personality. Its the agency itself – its brand, its vision and achievement.

So...make the shift from time telling (sometimes, doing some great services) to clock building (creating a great organization). This is a critical step in transforming your agency to a visionary organization that has a GREAT brand and is sustainable.



## **Small group exercise/brief reports**

Discuss/Translate for possible application back at your home agency the 4 principles

*Consider: What did you think of and how can you use any one or all of the following principles about ORGANIZATIONAL DISCIPLINE?*

- 1. DISCIPLINED PEOPLE - First Who, Then What**
- 2. DISCIPLINED THOUGHT - The Hedgehog Concept**
- 3. DISCIPLINED ACTION - The Flywheel**
- 4. BUILDING GREATNESS TO LAST - Clock Building, not Time Telling**

We touched upon 4 concepts for being  
GREAT...*thank you!*

- Services that may help...
- Dauphin County Government – FREE Outcomes Coaching at your agency (see flier)
- For more information about today's topic, contact Skip Brown at website: [www.ConnectSynergy.net](http://www.ConnectSynergy.net)