



present the

Good to Great **Principles in Action**

Lessons Learned 8 Years into the Journey

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3:15 – 4:30 p.m.

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NOTE: Handed out at the presentation will be KRM's *Good to Great* chart that sets forth how KRM attempts to apply the principles in its business. A copy of this handout can be obtained by contacting Rick Olson, KRM's CEO at rolson@krm.com.

Jim Collins' books:

- *Built to Last: Successful Habits of Visionary Companies*
 - James C. Collins & Jerry I. Porras
 - ©1994
 - Publisher: HarperBusiness, a division of Happer-Collins Publishing
- *Good to Great: Why Some Companies Make the Leap and Others Don't*
 - Jim Collins
 - ©2001
 - Publisher: HarperBusiness, a division of Happer-Collins Publishing
- *How the Mighty Fall and Why Some Companies Never Give In*
 - Jim Collins
 - ©2009
 - Publisher: HarperBusiness, a division of Happer-Collins Publishing

How the Mighty Fall – 5 Stages of Decline:

- Stage 1: Hubris Born of Success
- Stage 2: Undisciplined Pursuit of More
- Stage 3: Denial of Risk & Peril
- Stage 4: Grasping for Salvation
- Stage 5: Capitulation to Irrelevance or Death

Good to Great principles:

- First who, then what
- Confront the brutal facts
- Hedgehog concept
- Culture of discipline
- Technology accelerators

First, Break all the Rules, What the World's Greatest Managers Do Differently

- Marcus Buckingham & Curt Coffman
- ©1999, The Gallup Organization
- Publisher: Simon & Schuster

Myers-Briggs Type Indicator (MBTI)

- There are 16 types based on the various combinations of the following preferences (e.g.: ISTJ, ENTP, ENTJ, ISFJ, etc.).
 - **Extraversion -- Introversion:** Ways of gaining and using energy.
 - If you prefer extraversion (E) you focus on the outside world to get energy through interacting with people and/or doing things.
 - If you prefer introversion (I) you focus on your world to get energy through reflecting on information, ideas and/or concepts.
 - **Sensing -- Intuition:** Ways of gathering information.
 - If you prefer sensing (S) you notice and trust facts, details and present realities.
 - If you prefer intuition (N) you attend to and trust interrelationships, theories and future possibilities.
 - **Thinking -- Feeling:** Ways of making decisions.
 - If you prefer thinking (T) you make decisions using logical, objective analysis.
 - If you prefer feeling (F) you make decisions by applying person-centered values.
 - **Judging -- Perceiving:** Styles of relating to the outside world.
 - If you prefer judging (J) you tend to be organized and orderly, and to make decisions quickly.
 - If you prefer perceiving (P) you tend to be flexible and adaptable, and to keep you options open as long as possible.
- Great source of information and resources on MBTI: [CPP, www.cpp.com](http://www.cpp.com)
- *Type Talk at Work, How the 16 Personality Types Determine Your Success on the Job*
 - Otto Kroeger with Janet M. Thuesen and Hile Rutledge
 - ©2002
 - Publisher: Dell Publishing a division of Random House, Inc.
- *The Art of Speedreading People, How to Size People Up and Speak Their Language*
 - Paul D. Tieger & Barbara Barron-Tieger
 - ©1998
 - Publisher: Little, Brown and Company
- *The Introvert Advantage, How to Thrive in an Extrovert World*
 - Marti Olsen Laney, Psy.D.
 - ©2002
 - Workman Publishing

Strategy Map & Balanced Scorecard

- Website: www.thepalladiumgroup.com
- *The Balanced Scorecard, Translating Strategy into Action*
 - Robert S. Kaplan & David P. Norton
 - ©1996
 - Publisher: Harvard Business School Press
- *The Strategy-Focused Organization, How Balanced Scorecard Companies Thrive in the New Business Environment*
 - Robert S. Kaplan & David P. Norton
 - ©2001
 - Publisher: Harvard Business School Press
- *Strategy Maps, Converting Intangible Assets into Tangible Outcomes*
 - Robert S. Kaplan & David P. Norton
 - ©2004
 - Publisher: Harvard Business School Press
- *Alignment, Using the Balanced Scorecard to Create Corporate Synergies*
 - Robert S. Kaplan & David P. Norton
 - ©2006
 - Publisher: Harvard Business School Press
- *The Execution Premium, Linking Strategy to Operations for Competitive Advantage*
 - Robert S. Kaplan & David P. Norton
 - ©2008
 - Publisher: Harvard Business School Press

KRM's Strategy Map:

