

<Factor Ten> Ferocious Symmetry

"*Great by Choice*" (2011) represents the latest sequel in the progression of superb business achievement observations fostered by Jim Collins. Previously, most business people probably would have encountered at least some of the notions from "*Good to Great*" (2001), which generated more vigorous attention than usual among publications of this type. This newest venture was undertaken in cooperation with Morten Hansen, who is a business research scholar and professor currently situated at Berkeley.

For the sake of comparison, seven pairings of companies are drawn together, where one unit of the pair might seem to thrive advantageously, while the other might seem to languish and falter – in spite of largely equivalent circumstances. Substantial effort went into the disciplined evaluation of extensive background information involving a wide variety of sources. Out of all of the filtering, sifting, and qualifying, an overarching selection of four principles emerges as determinant of endurance, resilience, and prosperity.

Each of the four principles is given an inventive slogan: *Fanatic Discipline, Empirical Creativity, Productive Paranoia, and Level 5 Ambition*. So, the intention enforcing each principle becomes a separate chapter section (Three, Four, Five, and Six) within "*Great by Choice*." The first chapter section (One) explains the overall approach, stressing the methodology of comparing similar firms over an extended period of time. The second chapter section (Two) introduces the designation of the <10Xer>, including instructions on pronunciation as "ten-EX-er." This means that certain highly accomplished companies have total stock market returns at more than ten times the original investment, far outpacing the respective comparison companies. The terminology seems awkward, so here this writing will arbitrarily substitute <Factor Ten Trouper> in place of <10Xer>. It just resonates better. The 10X <Factor Ten> enterprises are characterized by a decisive awareness of the four critical principles. The final chapter section (Seven) concerns a rigorous reflection on good luck and bad luck. Astute responsiveness to instances of challenge and opportunity emphatically differentiates the 10Xer <Factor Ten Trouper>.

Framework

The "*Great by Choice*" constellation has been carefully constructed, with over one hundred pages of comments, notes and explanations, following upon the somewhat under two hundred pages describing the workings of the principles in practice. Through a lengthy process of discovery covering a period of nine years, a series of restrictions became established by agreement, isolating the seven pairings of companies. If someone is not versed in academic pursuits, the justifications for multiple-case design, cross-pair analysis, or event-history analysis may seem excessively intellectualized. Many books leave out this level of detail. The time frame for the observations ranged between 1970 and 2002. United States companies were selected which grew up from fledgling exploits to substantial enterprises. Stock market price was chosen as a meaningful measure of achievement and recognition. These considerations would naturally exclude companies which were merged or acquired by other companies.

Only industry groups conveying an unusually high degree of uncertainty or turmoil would be included. Overall, the logical boundaries justify some limitations of scope for the effort. Clearly there could be other definitions of great intentions which these particular rulings would not address.

Completely apart from the engineering of the research mechanisms, a few relevant adventure stories dramatize the discussion. There were two competing exploration teams, each attempting to be the first group to reach the South Pole, about a hundred years ago. One group succeeded brilliantly, while the other group perished tragically. There was an expedition to carry movie cameras to the height of Mount Everest almost twenty years ago. The film team anticipated potential problems on the way up, and cautiously retreated in their timing, while another different climbing team on the mountain brashly proceeded ahead to meet misfortune and fatality. Then, about ten years ago there was a two person crew scaling a high peak in Alaska in a manner not previously attempted. An unpredictable accident at the very top resulted in a long fall of two hundred feet, almost killing and stranding the one victim. In this instance, however, a heroic rescue came together, ultimately based on an improbable coherence of circumstances. While these narratives may illustrate the point, an implication of direct head-to-head competition often accompanies the examples, as with high profile athletic sporting events. It may be questioned whether that is really all that is meant by authentic greatness. While a Leonardo da Vinci may be seen as being a great person, was his accomplishment based on opposition in comparison with an antagonist? Were his discoveries based on immediate challenges from other people or on factors of an inner conviction? The drama risks bending the ultimate meaning to some degree.

There is an imaginary trek on foot from the Pacific coast of southern California to the Atlantic coast of northern Maine. There is a quick analogy regarding two enemy ships aggressively engaged in a sea battle, shooting cannons with gunpowder. Again, some alternate dimensions of greatness may not involve a show of physical strength. The various stories might demonstrate certain aspects of the four critical principles having a broad human application, going well beyond just making more money than a different company in the same commercial activity. The principles were derived first, and the introduction of the stories into the discussion would have followed later as a rhetorical technique.

Each chapter section concludes with a short summary of key points, unexpected findings, and at least one key question. The chapter sections are spiked with as many as forty grey boxes, conveying points of emphasis along the course of progress.

A variety of charts, graphs, diagrams, and tables of facts, helps to make the delivery more palatable.

Logically, the structured research was conducted first, and then the exhaustive investigation of the business entities meeting the qualifications would follow. Doing crossover comparisons against the findings would precede the distillation of the four critical principles: *Fanatic Discipline, Empirical Creativity, Productive Paranoia, and Level 5 Ambition*. The four principles are indicated by four qualities: *20 Mile March, Bullets with Cannonballs, Death Line Avoidance, and Systematic Methodical and Consistent Behavior*.

SEVEN – What has luck got to do with it?

If Jim Collins and Morten Hansen decide to examine the topic of luck, one could expect this to be approached in an orderly way. For the purposes of the study, luck is given a strident definition. An event occurs, and some significant aspect is outside the control of those affected. The event potentially has significant consequences. The timing and occurrence of the event is largely unpredictable in advance. These three conditions all taken together characterize an impact, whether the consequences may carry good fortune or bad fortune. Probably the definition doesn't take into account certain more subtle possibilities, on an individualized basis, but it appears to be a decent starting point. Exhaustive case histories of those fourteen companies comprising the research group can be probed for situations respecting the defined criteria. The situations can be registered as good or bad, and the extent of the impact can be ranked as low, medium, or high in importance. The series of vignettes can be subjected to a summary census. These are essentially qualitative in nature, since no precise dollar-quantified benefit or impairment is tracked and reported immediately right here.

Next, the individualized response to the luck event will characterize return on luck <ROL>, seeming to carry an implied heftiness, which again may not really be dollar-wise comparable. A four quadrant charting is shown, to situate an advantageousness to be found repeatedly in luck responsiveness over time. Bad luck can often yield poor returns, but bad luck can sometimes yield good returns. Good luck can yield good returns, but even good luck can often yield poor returns. Obviously there are optimal and suboptimal positions on the chart. Good luck having good returns is desirable. Bad luck having poor returns is not desirable. Subsequently, examples taken from the accumulation of case histories demonstrate instances falling into the various positions of the Return on Luck Quadrant.

Not surprisingly, perhaps, the 10X <Factor Ten> companies display more positive responsiveness to both good and bad luck instances, in comparison against the particular paired twin companion within the population of the research group.

AMD persistently created superior computer chips, in concept, between 1990 and 2002, but AMD frequently failed to override Intel's manufacturing and delivery advantages.

Southwest Airlines essentially cloned the business strategy of predecessor Pacific Southwest Airlines. Operating in different geographical territories between 1970 and 2002, Southwest Airlines succeeded due to focus of purpose, while PSA faltered.

In 1988 the voters of the State of California passed a proposition by referendum imposing punitive penalties on car insurance companies, requiring price reductions and refunds to customers. Progressive Insurance rose to the occasion and modified business modes to be friendlier toward consumers.

For the authors of *"Great by Choice,"* the decision to try to incorporate observations about luck was adopted rather late in the nine year duration of the study.

It is even eventually claimed that the entire study could be reframed around the notion of return on luck <ROL>. "Getting a high return on luck requires throwing yourself at the luck event with ferocious intensity, disrupting your life, and not letting up." (GBC P. 165) The means to achieve the most beneficial return on luck would be to maintain vigilance regarding all of the principles and behaviors implied *with Fanatic Discipline, Empirical Creativity, Productive Paranoia, and Level 5 Ambition*.

. . . People are disciplined fanatics. People are creative. People are productively paranoid. People lead. People build teams. People build organizations. People build culture. People exemplify values, pursue purpose, and achieve hairy audacious goals. Of all the luck we can get, people luck – the luck of finding the right mentor, partner, teammate, leader, friend – is one of the most important. (GBC P. 161)

Throughout everything brought out about luck in this context, perhaps the most striking realization is the notion that luck is essentially a people factor. Still, very much of the discussion with "*Great by Choice*" emphasizes the perceptiveness and the conduct of a Chief Executive Officer, and relatively little is amplified on the dynamics and the interpersonal alchemy of social teamwork.

For my own purposes, I have been maintaining three *Relational Integration Prisms* (RIPs), in trying to situate what I do in view of larger circumstances. A <Comprehension RIP> would describe subtle, interpersonal interactions. A <Progression RIP> would distinguish effective collaboration factors. A <Motivation RIP> would recognize aspects of traditional values and virtues, applied in practice.

Drawing from psychology, philosophy, and history – apart from more specific business-oriented disciplines – it is not unusual to find that other styles of expression, such as analogies and metaphors, would be common and acceptable at other times and in other places, even though these forms of understanding are not in fashion just now. Still, there may be surprisingly valuable meanings and insights, if one cares to look or listen.

"I see climbing metaphors almost everywhere," Collins answers. The financial collapse is one example, he explains. Investment banks thought they had magic formulas to beat gravity and took fantastic risks so they could climb faster, failing to use common safety mechanisms like anchors. When they slipped, nothing was there to stop their fall. "People took risks that were lethal to their enterprises," Collins says. "It's hard for me not to take my climbing brain and look at this stuff." (CNN Money Dot Com, June 2, 2009)

One impressive consonance emerges about the precise themes involving *Fanatic Discipline, Empirical Creativity, Productive Paranoia, and Level 5 Ambition*. Each is a singular quality, yet also conditioned and nuanced in actualization. Psychologically, *Discipline* is related to the cognitive function of Sensation, *Creativity* to Intuition, *Productivity* to Thinking, and *Ambition* to Feeling.

Of course, these four cognitive functions have all been conventionally formalized as general personal capabilities with the well-established Myers-Briggs MBTI framework. When all four different considerations can become combined rather than independent, however, then a meaningful balance and coherence can become apparent. The dynamics of Introversion and Extroversion would appear to be relevant here as well.

“No human enterprise can succeed at the highest levels without consistency; if you bring no coherent unifying concept and disciplined methodology to your endeavors, you’ll be whipsawed by changes and cede your fate to forces outside your control.” (GBC P. 145)

“Every Good-to-Great transition in that research began with the emergence of a Level 5 Leader, who deflected attention from himself, maintaining a low profile, and led with inspiring standards rather than inspiring personality.” (GBC P. 32)

In this manner, characteristic descriptions from “*Great by Choice*” actually resonate well in comparison with a much older, historical understanding of the classical virtue of Prudence, especially as known in Italian Humanist circles going back to the time of the Renaissance. So “*Great by Choice*” may constitute an exacting re-statement of principles that were well-regarded previously in certain special settings. Such convictions may have faded against more prevalent cultural norms and circumstances over time. “*Great by Choice*” achieves the clearest, most practical modern day re-interpretation, to have been brought forward most recently. Even so, an acknowledgement of applicable material from alternate sources would invite greater richness of possibility and greater relatedness of purpose. Depth Psychology would be one field where additional meaningful interconnections could be established.

In the traditional depictions of the virtues from the Middle Ages, a primary figure would often be seen accompanied by associate figures. If “*Great by Choice*” exemplifies and redefines the principle of Prudence in meaningful contemporary terms, the figure of *Empirical Creativity* may be seen as standing for Wisdom. The accompanying constituent figures of *Fanatic Discipline*, *Productive Paranoia*, and *Level 5 Ambition* may be seen to reflect practical aspects of the traditional values of Faith, Hope, and Charity. An alignment between *Productive Paranoia* and an aspect of Hope may seem instinctive and natural. One highly regarded academic economist, Deidre McCloskey, with the University of Illinois at Chicago, has been dealing with these general kinds of ideas at great length in contemporary terms, throughout an intensive and ambitious, ongoing series called “The Bourgeois Era.” The newly emerging emphasis of the Positive Psychology movement has become focused upon on these types of understandings as well.

When proper intentions become well related, outcomes and results are naturally better. An intrinsic enforcement encourages positive motivation toward interconnectedness. So, that is also what is meant to be conveyed through the concept of a <Motivation RIP>.

20 MILE MARCH – Fanatic Discipline

The metaphor of the *20 Mile March* is used to explain the operative idea enforcing *Fanatic Discipline*. Having a rigorous, measured, stepwise program of progress yields results far better than chasing potentially spectacular opportunities impulsively. Dramatic surprises or disruptions in circumstances can occur at almost any time. It is more advantageous in the long run to hold back and pace activity during good conditions, and also to move forward and persist deliberately under bad conditions.

Stryker manufactures medical devices and medical equipment. John Brown became CEO of Stryker in 1977, and he would institute a policy absolutely requiring 20 percent net income growth annually. The necessity became enforced and ingrained within the entire culture of the company. As adversarial marketplace participants introduced various new products, Stryker was able to make competitive adjustments while others could not.

Southwest Airlines systematically delivered a positive profit each year from 1973 to 2003, holding back, showing restraint through especially positive market conditions and showing surprising success through especially negative market conditions.

Progressive Insurance, under CEO Peter Lewis, initiated a standard of keeping a strict 96 percent combined ratio, of insurance premium income against payout and overhead expense.

The factors comprising a good measured, stepwise program of progress: Lower-Limit Boundary Performance Markers, Upper-Limit Boundary Constraints, Measures Tailored to the Enterprise, Standards Largely within Control to Achieve, Appropriately Tuned Time Pace, Self-Imposed by the Enterprise, and Achieved with Great Consistency. These determinations have also been successfully applied to educational programs to measure and improve student learning achievement. Three reasons for success entail confidence under adversity, preparation for disaster, and practiced self-control.

As CEO of Genentech after 1995, Arthur Levinson began to direct the company to avoid random pursuit of radical breakthrough innovation and to focus on incremental efforts in those product categories in which the company could be the best. Previously, Genentech had failed to gain much traction, regularly outpaced by Amgen.

It appears that informed confidence, practiced readiness, and internalized self-control make up the qualities that instill *Fanatic Discipline*. These same qualities – related to confidence, preparedness, and self-control – are also recognizable aspects of the notion of faithfulness or fidelity, as may be generally understood. The entire understanding is based on internalized standards factored on demonstrable achievement. Material and physical impacts will be displayed, falling also into agreement with the psychological category of Sensation, particularly of an Introverted manner. This is not taken in isolation, but fundamentally interrelated with other contributory influences, within the “*Great by Choice*” formulation.

BULLETS with CANNONBALLS – Empirical Creativity

The metaphor of *Bullets with Cannonballs* is used to explain the operative idea enforcing *Empirical Creativity*. The challenge of proper respect for the role of innovation is confronted with objective care. Creativity for the sake of pure creativity may be impressive in and of itself, but creativity may present difficulties for the purpose gaining traction based on newness or novelty all alone.

Not surprisingly, the authors of *Great by Choice* have devised an orderly analysis to conduct the inquiry. The accumulation of corporate case histories provided source material for counting and ranking almost 300 events, which could be rated as incremental, medium, or major innovations. The conclusion emerges that 10X <Factor Ten> companies did not necessarily produce more raw innovation, but 10X <Factor Ten> companies made better use of the new discoveries they had found.

The manner of testing an innovative discovery can be treated in a controlled way. Initially an initiative can be low cost, low risk, and low distraction for the overall organization. That is what is meant as a bullet. The analogy requires both a distinctive individual element, but also a purposeful utilization. Where *20 Mile March* involves a physical cadence, *Bullets with Cannonballs* involves direction and magnitude. (Yet, *Empirical* implies observable judgment, while *Fanatic* implies magnitude. So the interplay of apparent opposites is what becomes significant.) Calibrations are to be adjusted for evaluation of purposefulness. Resources should never be expended before adequate testing has been conducted to prove out promise. A large allocation of resources is what is meant as a cannonball. It is unwise to become committed without demonstrated evidence of practical success.

Some irony is intrinsic here, since sometimes a big win coming from a big risk can occur. “Good process doesn’t guarantee good outcomes, and bad process doesn’t guarantee bad results, but good outcomes with bad process” . . . reinforce bad process. “Would you advise a friend or relative to go to Las Vegas and bet half of his entire net worth on a single spin of the roulette table?” (GBC P. 86) Pragmatic testing suggests discretionary avoidance of ultimately unpromising undertakings at a dramatic scale. A big unknown should be approached only with fair caution.

Amgen was started from scratch in 1980 with the purpose of utilizing DNA recombinant research. The firm would generate a number of hypothetical possibilities before focusing on the products most promising for the marketplace, avoiding debt and risk until assured of success.

PSA had created a suitable business model for a low-cost regional airline, but the firm became distracted by trying to acquire hotels, by purchasing oversize jumbo jets, and by attempting to explore for gas and oil. Southwest Airlines avoided these kinds of sidewise adventures.

Progressive Insurance invested in trying to underwrite trucking insurance, in addition to car insurance, but the firm discovered that claims by big company fleets were managed differently than automobile claims by individuals. Later, Progressive adopted its practiced operating methods to approach standard good-driver insurance, in addition to non-standard bad-driver insurance.

... Interlude on Apple

During the time period in question, ending about 2002, Microsoft was in a much better position than Apple. Microsoft is cited as a 10X<Factor Ten> champion, while Apple is cited as a laggard. (It is explained that the review of candidate companies is conditioned according to approximate dynastic eras, apart from whatever may occur before or after the determined time frame.) In 1987 the Bill Gates enterprise would become existentially threatened by the introduction of IBM OS/2 against MS DOS. And, while OS/2 was in many ways a superior system, Microsoft would proceed with MS Windows and Windows 3.0 and Windows 95. Bill Gates retained a dominant marketplace advantage. Of course by now, ten years later, Apple has changed course in an astonishing manner, becoming one of the most admired companies in the world. This poses a quandary for the “*Great by Choice*” proposition.

Steve Jobs left Apple in 1985, and he wandered in the wilderness of Silicon Valley until returning in 1997, according to Jim Collins and Morten Hansen. Apple almost went under as a company, surprisingly reviving to greatness after a near-death experience. In the view of the authors of “*Great by Choice*,” Steve Jobs came to realize the true importance of rigorous internal discipline. “In the 12 years away from Apple, Jobs had turned himself from a creative entrepreneur into a disciplined, creative company builder. Jobs always knew how to build insanely great products, but he had to learn how to build an insanely great company.” (GBC P. 95) The manner in which he personally may have re-discovered himself deserves more attention, going further than the assertion that standing 10X<Factor Ten> realizations are available at hand for anyone who is astute enough to perceive them. An inspirational factoring of some kind might seem needed, to augment observable principles or heartfelt ideals.

Tim Cook brought an expertise in product distribution to Apple in 1998, leaving a stable situation with Compaq. “I wanted to throw caution and logic to the wind and join Apple. My intuition already knew that joining Apple was a once in a lifetime opportunity to work for the creative genius, and to be on the executive team that could resurrect a great American company.” (Tim Cook, Commencement Address at Auburn University, 2010) At first, the iPod and iTunes initiatives were Apple’s modest, exploratory responses to MP3 digital music and Napster-style file sharing. These represented relatively small experiments in view of established market categories. Later, more enhancements and variations would be continually brought forward, in an incremental fashion.

In the same way that *Fanatic Discipline* may be aligned with the cognitive function of Sensation, *Empirical Creativity* may be aligned with Intuition. Informed Intuition should be understood to be different than blind instinctiveness or personal impulsiveness. Intuitive insight can be deliberate, without being rational, where an innocent inkling can be reinforced with other experiential qualifications. But there is another odd aspect here, lingering with the expression of wandering in the wilderness, as that wording carries direct or indirect mythical and religious connotations. Similarly, the familiar Apple corporate logo might seem reflective of the story of creation to be found in Genesis, particularly since a bite has been taken out. A larger than life sense of knowing seems implied. Is it fate or is it foresight? Finding memorable imaginal coherence suggests an Introverted manner of cognition.

DEATH-LINE Avoidance – Productive Paranoia

Death-Line avoidance is used to explain the operative idea enforcing *Productive Paranoia*. A proper respect for risk is to be qualified in three ways: Building Reserves and Buffers, Bounding Risk, and Adjusting Overview – Zoom Out/Zoom In. A retelling of the expedition at Mount Everest in 1996, led by David Breashears, conveys notions about having expectations and building preparedness. The authors conducted a systematic analysis of corporate balance sheet numbers, revealing that 10X <Factor Ten> companies almost always carried high cash-to-assets ratios and high cash-to-liabilities ratios. These firms demonstrated a strong apprehension for the potential impact of adverse circumstances.

Building Reserves and Buffers – Southwest Airlines had maintained an extremely conservative balance sheet, at the time of September 11, 2001, with \$1 billion in cash on hand and the highest credit rating in the industry. “It had nurtured a culture of fierce, caring, and defiant people for thirty years, creating a reciprocal ‘we’ll take care of each other’ relationship that proved strong and resilient.” (GBC P. 106) Southwest persisted to show profitability, to grow market share, and to build a robust market capitalization, while other major airlines were floundering.

A Black Swan is a low-probability disruption, an event that almost no one can foresee, a concept popularized by the writer and financier Nassim Nicholas Taleb. Almost no one can predict a *particular* Black Swan before it hits, not even our 10Xers, but it is possible to predict that there will be *some* Black Swan, as yet unspecified. (GBC P. 105)

Bounding Risk – Risk is anticipated according to three practices: Death-Line Risk, Asymmetric Risk, and Uncontrollable Risk. A Death-Line Risk can terminate an enterprise. An Asymmetric Risk bears a substantial downside potential with a less substantial upside potential. An Uncontrollable Risk is an externalized threat outside from an ability to influence the occurrence. Any actual situation might possibly have an impact in all three categories.

Again drawing upon the accumulation of corporate case histories, over one hundred risk decisions could be analyzed according to the three practice categories and could be classified as low medium or high. The 10X<Factor Ten> companies were found to be better at avoiding potentially risky situations. The additional concept of *time-based risk* receives further clarification, in terms of quick recognition and responsiveness for events, as soon as critical conditions are perceived to be changing. When it became clear that consolidation would be necessary for survival in the medical devices industry, during the late 1990s, Stryker was well prepared to act on important acquisition and integration decisions expediently.

Adjusting Overview – As factors influencing the corporate environment are seen to be shifting, it is important to be capable of re-assessing the circumstances quickly and executing on changed plans.

Productive Paranoia can be aligned with the cognitive function of Thinking, understood in an Introverted manner, where having viable alternate modes of action is demonstrated. The related stance is Hope.

SYSTEMATIC METHODOICAL AND CONSISTENT Behavior – Level 5 Ambition

The practice of *SMaC* is used to explain the operative idea enforcing *Level 5 Ambition*.

The word ‘SMaC’ stands for Specific, Methodical, and Consistent. You can use the term ‘SMaC’ as a descriptor in any number of ways: as an adjective (‘Let’s build a SMaC system’), as a noun (‘SMaC lowers risk’), and as a verb (Let’s SMaC this project”). A solid SMaC recipe is the operating code for turning strategic concepts into reality, a set of practices more enduring than mere tactics. Tactics change from situation to situation, whereas SMaC practices can last for decades and apply across a wide range of circumstances. (GBC P. 128)

While this moniker may seem provocative enough, any acronym can become confused in context. <SMAC> is also promoted otherwise, as the awareness of Social, Mobility, Analytics, and Cloud – the newly emerging dynamics for digital computing and digital information. If the intention is admirable here, in encouraging memorability, clarity may be sacrificed. Avoid simplistic acronyms.

Level 5 leadership was explored through the earlier effort, “*Good to Great*.” It is characterized as an extraordinary degree of ambition, conducted with personal detachment and humility. The first and foremost concern will be for the cause, the company, the work, and not for individual aggrandizement. *SMaC* is shown to be the pragmatic means of emphasizing goals and principles in practice.

The 10X<Factor Ten> companies could all display a relatively small number of well-articulated, explicit, actionable standards. The standards are meant to be understood by everybody, and these will weather the test of time. Vague generalities and lofty ideals are not precise enough. Anyone who has flown on Southwest Airlines will realize that the experience is carefully reliable, predictable, and orderly in an assuring way. “We’ve found in all our research studies *that the signature of mediocrity is not an unwillingness to change; the signature of mediocrity is chronic inconsistency.*” (GBC P. 138) Still, when some element of the recipe needs to be modified, this can be performed smoothly and systematically.

An extended correlation is drawn using The Declaration of Independence and the Constitution of the United States. One document represents an annunciation of ideals, while the other document represents an actionable collection of enduring guidelines –complete with a well-determined mechanism for applying amendments, as the times may require.

The psychological function of Feeling emphasizes the manner in which people formally agree to organize their conduct. The definition departs from a common, conventional usage, which normally implies expression and emotion. The qualifications for *Level 5 Ambition* align well with the cognitive function of Feeling. The manner in which stress is placed on impersonal detachment and establishment of solid standards in “*Great by Choice*,” would suggest an Introverted attitude with respect to Feeling. Acknowledging an extended community of responsibility, the related stance would be Charity.

Integral Decision Management

For “*Great by Choice*” a careful research methodology was undertaken to examine companies that have achieved stellar performance and continual growth over an extended period of time. Four specific qualities characterize these great companies: *Discipline, Creativity, Productivity, and Ambition*. However, each quality must be nuanced – such that never is one of these, taken alone, sufficient for progress. Discipline must be properly motivated to be *Fanatic* as a useful, driving factor. Creativity must be anchored in purpose, to contribute toward *Empirical* practicality. Productive Paranoia must be conditioned by a desire for endurance and *Positive* accomplishment. Ambition must be qualified in view of greater community of involvement. Always a singular, primary sufficiency is counteracted with an opposing influence, in order to realize the best possible actualization.

Interestingly, these four qualities seem also to correlate convincingly with a motivational- psychological concept model, where Prudence is indicated by a conditional agreement among four traditional, terminal capabilities – as represented through historical and symbolical references, otherwise knowable out of the mists of the past. The conceptualization becomes challenging, since opposing alternatives are often seen as presenting hindrance rather than offering cooperative contribution. The conceptualization becomes challenging, since the deliberately nuanced qualifications can be seen to align with recognized traditional virtues: Faith – as a form of *Discipline*, Hope as a form of *Paranoia* – in a positive way, Charity as a form of *Ambition* –toward better well-being for others as well as oneself. Wisdom as a form of *Creativity* –must produce workable and enduring understandings, *understandings that it would be impoverishing not to know*.^{*} In terms of commercial, business activity, these can be realized in a beneficial manner, even apart from special religious overtones that the words now naturally suggest. The conceptualization becomes challenging, since Prudence has come to be most popularly understood along a limited, narrow view – permitting only pure self-interest and reflecting permissible conventional modes of behavior. The conceptualization becomes challenging, approaching the proposition that a beneficial fortune, Return on Luck <ROL>, is enhanced through integration of all of these various dynamics in an advantageous, even enlightened, spirit of awareness.

Now, my co-mates and brothers in exile,
Hath not old custom made this life more sweet
Than that of painted pomp? Are not these woods
More free from peril than the envious court?
Here feel we but the penalty of Adam,
The seasons' difference; as, the icy fang
And churlish chiding of the winter's wind,
Which, when it bites and blows upon my body,
Even till I shrink with cold, I smile and say
'This is no flattery: these are counsellors
That feelingly persuade me what I am.'

Sweet are the uses of adversity,
Which like the toad, ugly and venomous,
Wears yet a precious jewel in his head;
And this our life exempt from public haunt,
Finds tongues in trees, books in the running brooks,
Sermons in stones, and good in every thing.
I would not change it.*

William Shakespeare, *The Oxford Shakespeare* (1914),
“As You Like It”, Act II. Scene I – The Forest of Arden—
* Reference from Dana Gioia, 12/15/2013, Pasadena, CA

What is apparent is that these kinds of observances have been mostly absent from the discourse about the best way to manage an enterprise during the past twenty or thirty or forty years. “The great leaders we’ve studied throughout our research cared as much about values as victory, as much about purpose as profit, as much about being useful as being successful. Their drive and standards are ultimately internal, rising from somewhere deep inside.” (GBC P. 182-3) The delivery of the message fits well in accordance with current and mainstream conventions for presentation. The conclusions are based on carefully delivered data information and carefully constructed logical arguments. Clearly some sidelights may not seem entirely complete or entirely convincing. That does not detract significantly from the quality of the substance overall. Similar observations have been coming forward recently in other fields as well, from economics to sociology to psychology. “*Great by Choice*” can be seen as an intelligent appeal for those involved with organizational ventures to become more responsible about ultimate impact and lasting contribution.

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