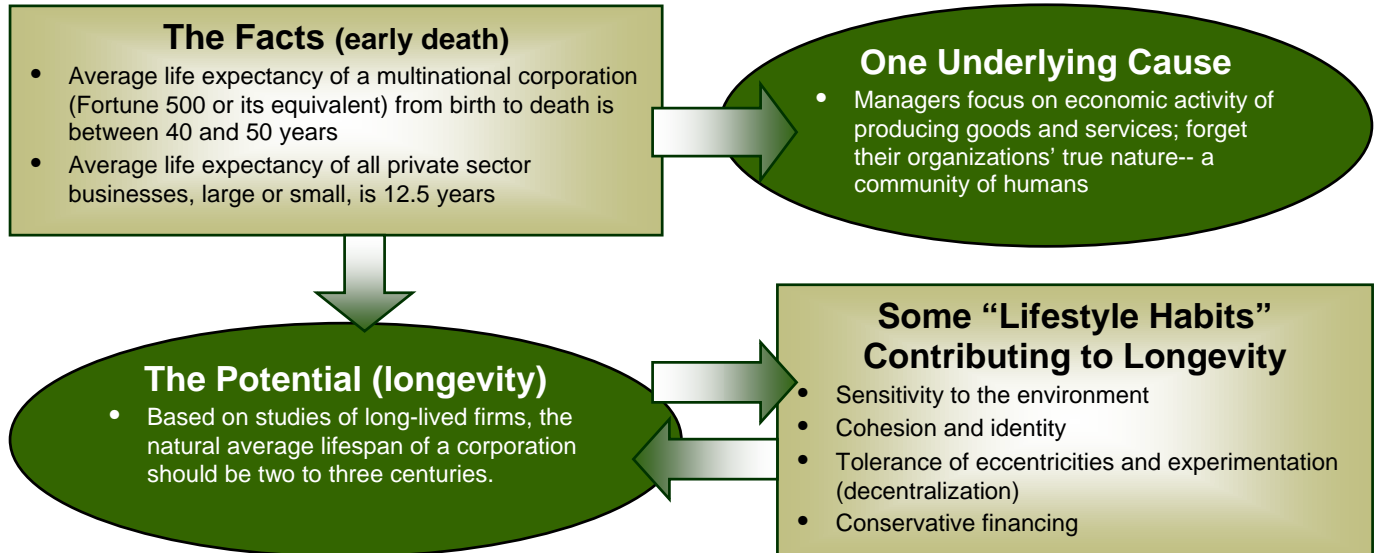


Great Organizations Quick Reference (1)

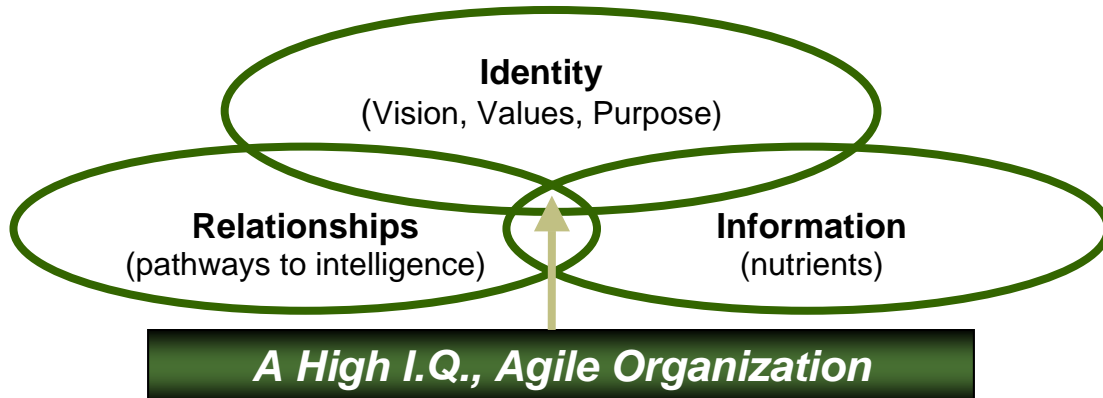
The “Living” Company Outsurvives Competitors

“Like all organisms, the living company exists primarily for its own survival and improvement: to fulfil its potential and to become as great as it can be.” (p.11)



Source: A. DeGeus. (1997) **The Living Company: Habits for Survival in a Turbulent Business Environment**, Boston: Harvard Business School Press.

An Enabling Environment is Key to Performance Success



Source: M.J. Wheatley and M. Kellner-Rogers (July/August 1996). “The irresistible future of organizing”, **Strategy & Leadership**.

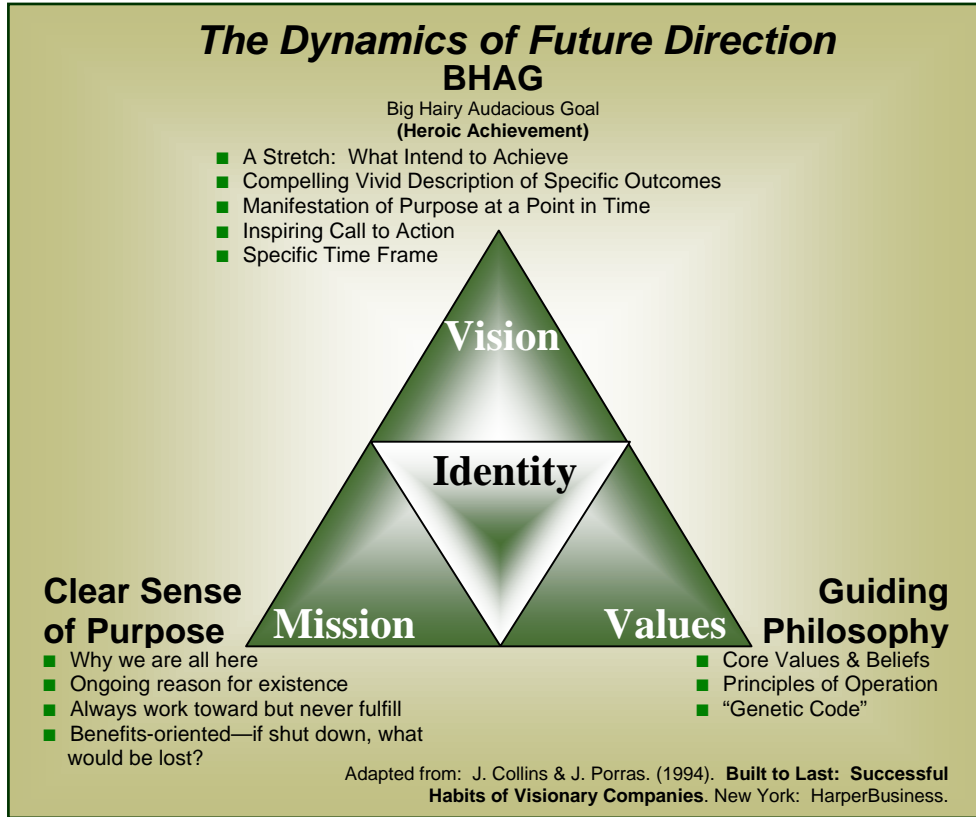
The Many are Smarter than the Few

Ask a hundred people to answer a question or solve a problem, and the average answer will often be as good as the smartest member. With most things, the average is mediocrity. With decision making, it's often excellence. You could say it's as if we've been programmed to be collectively smart.

Source: Surowiecki, J. (2004). **The Wisdom of Crowds**. New York: Doubleday, p. 11.

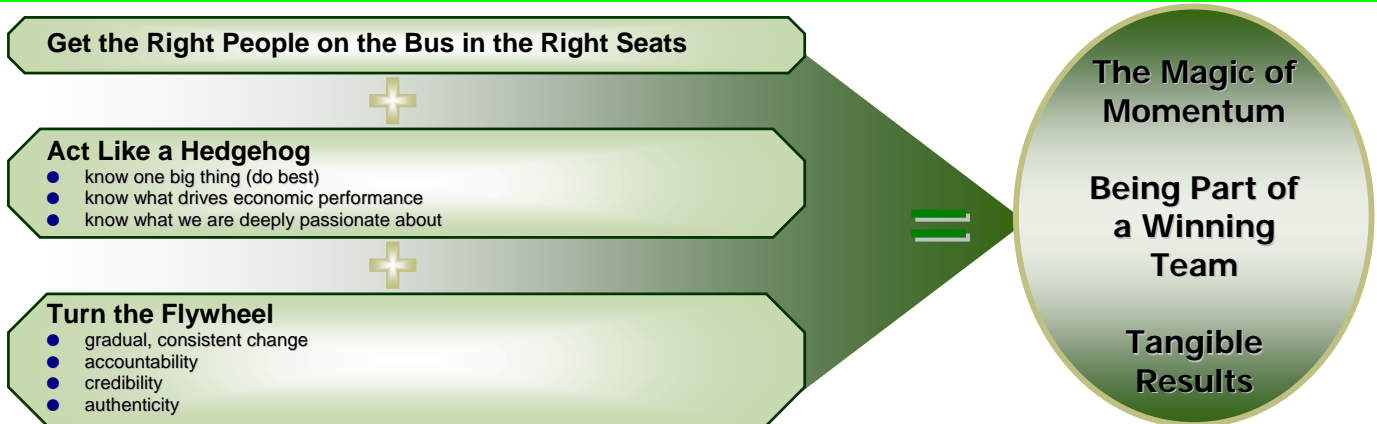
Great Organizations Quick Reference (2)

Great Organizations Know Who They Are and Where They Are Going



In Swedish, the oldest term for "business" is *nårings liv* meaning "nourishment for life".

Going From Good to Great



Source: Collins, J. (October 2001). "Good to great." **Fast Company**, pp. 90-104.

Getting Rid of Habitual Ways of Interpreting a Situation

When people who are actually creating a system start to see themselves as the source of their problem, they invariably discover a new capacity to create results they truly desire.

Source: Senge, P. et al. (2004). **Presence: Human Purpose and the Field of the Future**. Cambridge: Society for Organizational Learning, p. 45.