

DISCOVERING YOUR FLYWHEEL

Adapted from Jim Collin's *Turning The Flywheel*

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IN CREATING A GOOD-TO-GREAT TRANSFORMATION, THERE'S NO SINGLE DEFINING ACTION, NO GRAND PROGRAM, NO SINGLE KILLER INNOVATION, NO SOLITARY LUCKY BREAK, AND NO MIRACLE MOMENT. INSTEAD, IT FEELS LIKE TURNING A GIANT, HEAVY FLYWHEEL.



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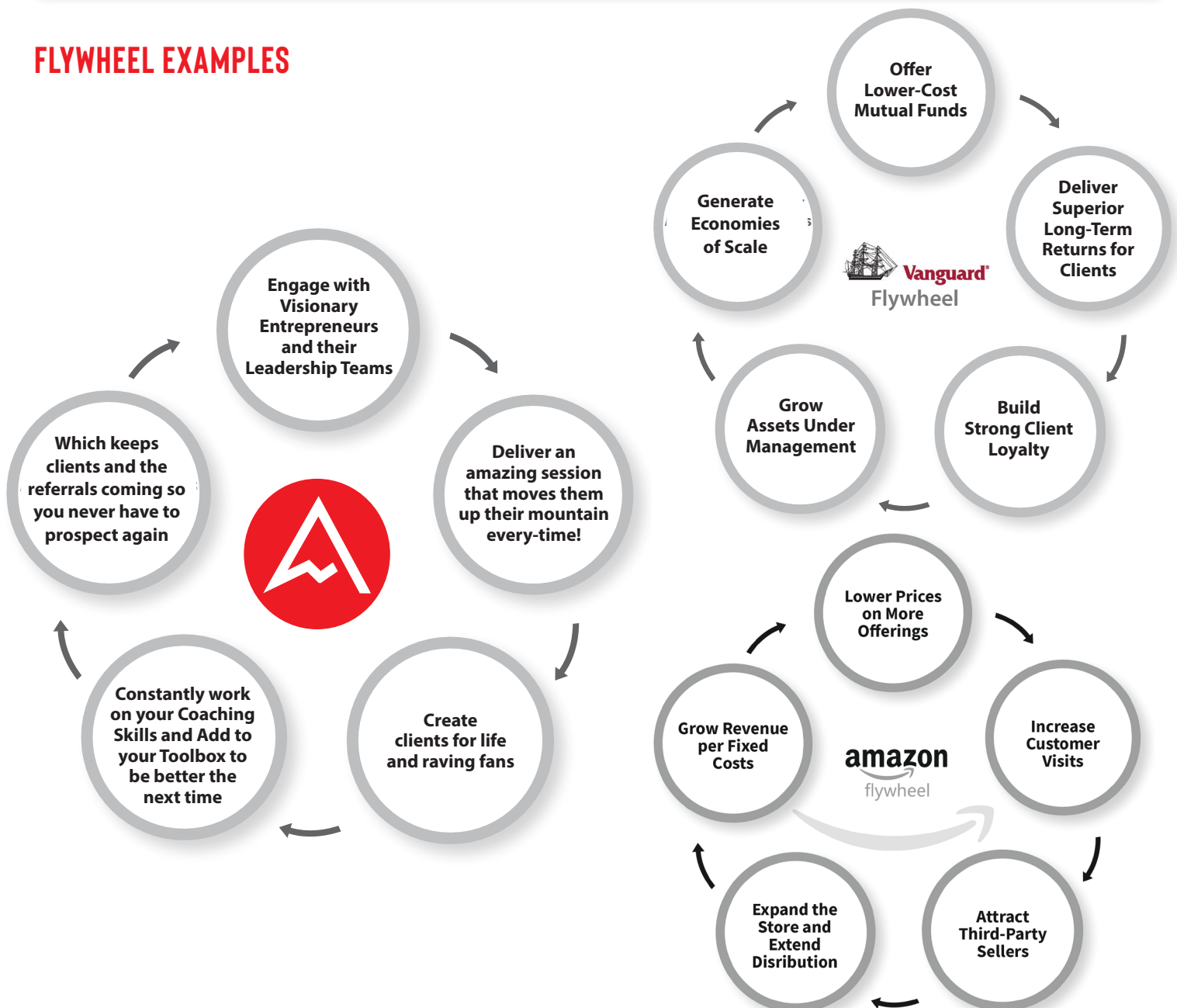
INTRODUCTION

In creating a good-to-great transformation, there's no single defining action, no grand program, no single killer innovation, no solitary lucky break and no miracle moment. Instead, it feels like turning a giant, heavy flywheel. Pushing with great effort, you get the flywheel to inch forward. You keep pushing, and with persistent effort, you get the flywheel to complete one entire turn. You don't stop. You keep pushing. The flywheel moves a bit faster. Two turns... then four... then eight... the flywheel builds momentum... sixteen... thirty-two... moving faster... a thousand... then ten thousand... a hundred thousand. Then, at some point, breakthrough! The flywheel flies forward with almost unstoppable momentum.

Once you fully grasp how to create the flywheel momentum in your specific circumstance and apply that understanding with creativity and discipline, you get the power of strategic compounding. Each turn builds upon previous work as you make a series of good decisions, supremely well executed, that compound the impact of the rest. This is how you build greatness.

"The greatest danger in business and in life lies not in outright failure but in achieving success without understanding why you were successful in the first place." – Robert Burgelman, Stanford Graduate School of Business

FLYWHEEL EXAMPLES



WRITE YOUR 4-6 BIG STEPS

1

2

3

4

5

6

DRAFT YOUR FLYWHEEL





As always, with any new innovations, fire bullets first.

Only after proving you have the right line-of-sight

do you load the big guns and fire the cannonballs.



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FLYWHEELS REPRESENT A CIRCULAR PROCESS WHERE CUSTOMERS FEED GROWTH.