WHY SOME COMPANIES BUILD MOMENTUM
... AND OTHERS DON'T

TURNING
THE
FLYWHEEL

A Monograph to Accompany
Good to Great

JIM COLLINS
Flywheel
Grow
Revenues per Fixed Costs
Increase Customer Visits
Expand the Store, Extend Distribution
Attract Third-Party Sellers

Amazon.com

Flywheel

Grow
More Offerings

Lower Prices on

Flywheel

Grow

Revenues per

Flywheel

Lower-Cost

Flywheel

Mutual Funds

Grow

Assets under Management

Flywheel

Build

Strong Client Loyalty

Flywheel

Deliver Superior Long-Term Returns for Clients

Flywheel

Generate Economies of Scale

Flywheel

Offer Lower-Cost Mutual Funds

Flywheel

Grow

Flywheel

DIAGRAMS FROM TURNING THE FLYWHEEL: A MONOGRAPH TO ACCOMPANY GOOD TO GREAT BY JIM COLLINS
Diagrams from *Turning the Flywheel: A Monograph to Accompany Good to Great* by Jim Collins
Fuel the Resource Engine

Attract Patients from around the World

Invest in the Best Facilities, Research, and People

Cultivate a Collaborative Patient-Centered Culture

Work across Specialties for Best Health Outcomes

Get the Right Medical Professionals

Cleveland Clinic Flywheel

Get the Right Medical Professionals

Cultivate a Collaborative Patient-Centered Culture

Work across Specialties for Best Health Outcomes

Fuel the Resource Engine

Attract Patients from around the World

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FIVE STAGES OF DECLINE

STAGE 1
Hubris Born of Success

STAGE 2
Undisciplined Pursuit of More

STAGE 3
Denial of Risk and Peril

STAGE 4
Grasping for Salvation

STAGE 5
Capitulation to Irrelevance or Death

THE GOOD-TO-GREAT MATCHED-PAIR RESEARCH METHOD

Good, not Great

Inflection Point

Good, not Great

Matched-Pair Selection

Good to Great Cases

Comparison Cases

What principles explain the difference?