

**UNCERTAINTY, CHAOS, AND LUCK—  
WHY SOME THRIVE DESPITE THEM ALL**

**GREAT BY**  
**CHOICE**

**Jim Collins**

**AUTHOR OF *GOOD TO GREAT***

**4 MILLION COPIES SOLD**

**Morten T. Hansen**



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## THE NEW QUESTION

Ten years after the worldwide bestseller *Good to Great*, Jim Collins returns with another groundbreaking work, this time to ask: *Why do some companies thrive in uncertainty, even chaos, and others do not?* Based on nine years of research, buttressed by rigorous analysis and infused with engaging stories, Collins and his colleague, Morten Hansen, enumerate the principles for building a truly great enterprise in unpredictable, tumultuous, and fast-moving times.

## THE NEW STUDY

*Great by Choice* distinguishes itself from Collins's prior work by its focus not just on performance, but also on the type of unstable environments faced by leaders today.

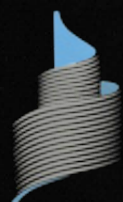
With a team of more than twenty researchers, Collins and Hansen studied companies that rose to greatness—beating their industry indexes by a minimum of ten times over fifteen years—in environments characterized by big forces and rapid shifts that leaders could not predict or control. The research team then contrasted these “10X companies” to a carefully selected set of comparison companies that failed to achieve greatness in similarly extreme environments.

## THE NEW FINDINGS

The study results were full of provocative surprises. Such as:

- The best leaders were not more risk taking, more visionary, and more creative than the comparisons; they were more disciplined, more empirical, and more paranoid.
- Innovation by itself turns out not to be the trump card in a chaotic and uncertain world; more important is the ability to scale innovation, to blend creativity with discipline.
- Following the belief that leading in a “fast world” always requires “fast decisions” and “fast action” is a good way to get killed.
- The great companies changed less in reaction to a radically changing world than the comparison companies.

The authors challenge conventional wisdom with thought-provoking, sticky, and supremely practical concepts. They include: **10Xers**; the **20 Mile March**; **Fire Bullets, Then Cannonballs**; **Leading above the Death Line**; **Zoom Out, Then Zoom In**; and the **SMaC Recipe**.



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TUN DR. MAHATHIR MOHAMAD

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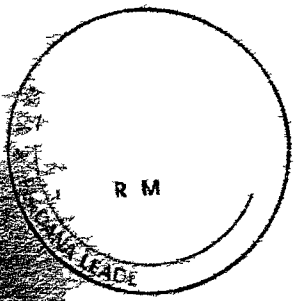
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AND  
Morten T. Hansen

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**FROM JIM:**

*To my grandmother Delores,  
who at age 97 still had big dreams and audacious goals.*

**FROM MORTEN:**

*To my daughters, Alexandra and Julia,  
whose generation will create the future.*



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