

## **TURNING YOUR ORGANISATION FROM GOOD TO GREAT THROUGH YOUR PEOPLE**

**Most business leaders would consider that their organisations are good but are they 'great'? Of course, 'great' is a subjective term meaning different things to different people. Too many of us are happy to settle for being 'good' and that, in itself, places a significant barrier in our organisations achieving 'greatness'. Are Welsh businesses 'great'? First Minister, Rhodri Morgan seems to believe so. Speaking recently at an international conference in Cardiff, he indicated what he felt made Welsh businesses great. He described Wales as "a small clever country" with people who are good at constructing business networks, cutting red tape and getting things decided quickly in order to achieve business growth.**

Management guru, Jim Collins spent 5 years' researching what made businesses great. He saw 'great' businesses as ones who could demonstrate a period of growth and sustained success that far outpaced the market or industry average. They are seen as the best in their field and their businesses are not over complicated by attempting to diversify into areas where they are not market leaders. They deliver what they do best with a passion and dedication far exceeding that demonstrated by their competitors.

At the helm of our businesses are our leaders. For organisations to be great, they must be led by individuals capable not only of competently supervising subordinates but of strategic executive decision making. Great leaders in Collins' study demonstrated a long-term personal sense of investment in the success of their organisations and were often those who had developed their career rising through the ranks. Their focus was not on their own individual gain and personal achievements but the long-term benefit of the teams and the company they worked for. Indeed, before any steps towards greatness can be achieved, within any organisation, the right people must to be in place in the right positions. This obviously means that recruitment decisions are a key investment and great leaders should not be afraid to take

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action against those who are not performing whether it involves transferring them to more suitable positions or managing them out of the business.

Great organisations are determined to be the best and strive for it on each occasion. A 'no blame' culture exists and employees are empowered and actively encouraged to go the extra mile to achieve corporate objectives. Leaders recognise that success quickly breeds more success and they actively communicate achievements, energising staff and stimulating them to produce further business growth.

As businesses in Wales enter an economically uncertain period, it's more important than ever not to lose sight of what makes businesses great – their people. By focusing on what your organisation does well, doing it better than your competitors through a culture of 'one team with a common purpose', this will most definitely put you on the path to a greater and more successful organisation.

**For further information please contact Mark Glinwood, Managing Director, Insight on 07712 132970 or 01403 892922.**

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