



Good to Great - Bus Concept Workshop

Goal-Create a process to identify and develop the “who’s” in your organization.

I. **The Bus Concept**

Disciplined people: “Who” before “what”

You are a bus driver. The bus, your company, is at a standstill, and it’s your job to get it going. You have to decide where you’re going, how you’re going to get there, and who’s going with you.

Most people assume that great bus drivers (read: business leaders) immediately start the journey by announcing to the people on the bus where they’re going—by setting a new direction or by articulating a fresh corporate vision.

In fact, leaders of companies that go from good to great start not with “where” but with “who.” They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats. And they stick with that discipline—first the people, then the direction—no matter how dire the circumstances. Will you build your unit (minibus) into a pocket of greatness?

- a. People need to come first to a great leader- #1
 - Don’t take care of your career- take care of your people
- b. Nobody likes “climbers”
- c. Key decisions should be about who should be on what seats on the bus
- d. Be rigorous not ruthless about your people

Discussion Questions-

- How might you tell if someone is the right person on the bus?
- How might you tell if someone is simply in the wrong seat as distinct from being the wrong person on the bus entirely?
- How do you get people on and off the bus in your organization?
- Think of a case where you had doubts, but your organization hired anyway. What was the outcome?
- Why did the organization hire anyway, and what do you learn from the situation?
- If compensation is not the primary driver for the right people on the bus, then what are the primary elements in getting and keeping the right people on the bus? What role does compensation play?
- What is an example of how you put people first in your organization?