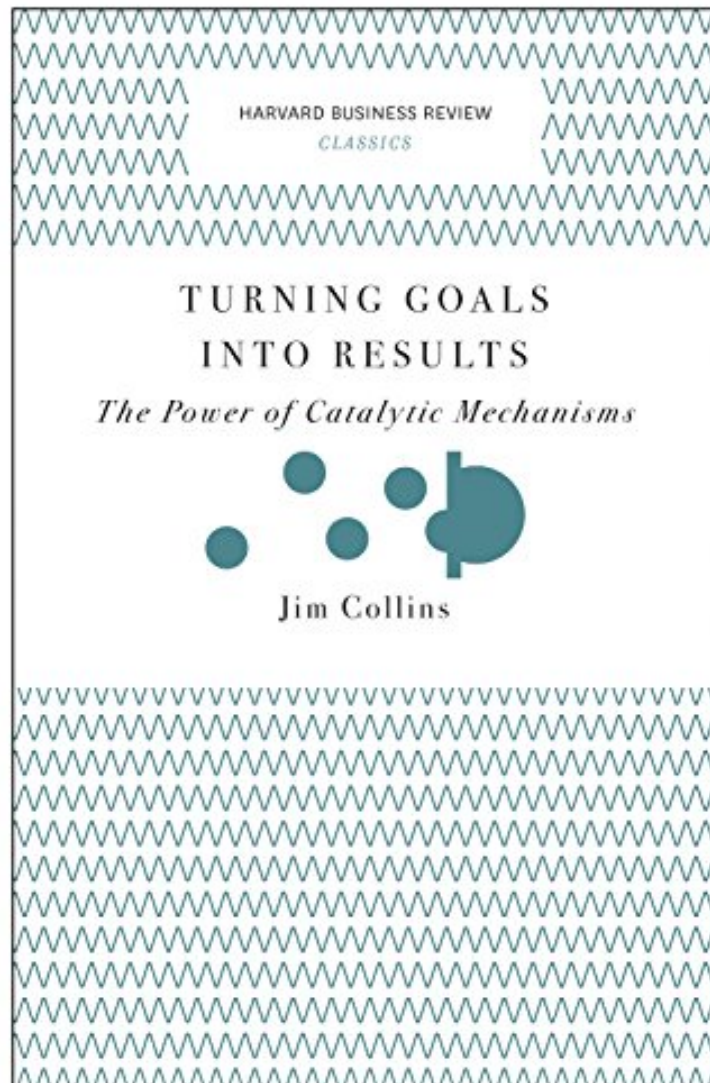


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Most executives have a big, hairy, audacious goal. But they install layers of stultifying bureaucracy that prevent them from realizing it. In this article, Jim Collins introduces the catalytic mechanism, a simple yet powerful managerial tool that helps turn lofty aspirations into reality. The crucial link between objectives and results, this tool is a galvanizing, nonbureaucratic way to turn one into the other. But the same catalytic mechanism that works in one organization won't necessarily work in another. So, to help readers get started, Collins offers some general principles that support the process of building one effectively. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

About the Author Jim Collins is the bestselling author of "Building Your Company's Vision" (Harvard Business article, September-October 1996) and is author or coauthor of six books that have sold in total more than ten million copies worldwide, including the bestsellers Good to Great, Built to Last, and How the Mighty Fall. Jim began his research and teaching career on the faculty at Stanford Graduate School of Business, where he received the Distinguished Teaching Award in 1992. He now operates a management laboratory in Boulder, Colorado, where he conducts research, teaches, and consults with executives from the corporate and social sectors. Author social media/website info: jimcollins.com