People of the Book…Club **November 19, 2026**

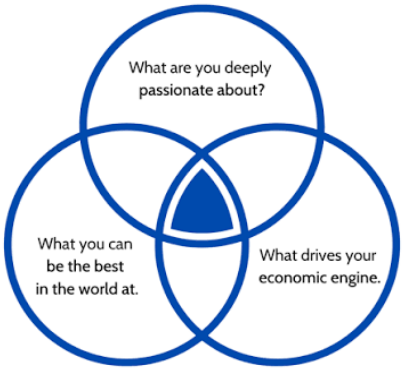
Topic

Built to Last: Organizational Change and Sustainability

What makes an organization successful, and what allows it to remain relevant over time? Drawing on **Jim Collins's *Good to Great and Built to Last,*** this session explores how museums can identify their core strengths, clarify their purpose, and adapt to changing circumstances without losing sight of their mission. Together, we'll consider what organizational excellence and sustainability look like for Jewish museums, particularly as institutions navigate shifting community needs, financial pressures, and evolving expectations.

Focus Reading

The Hedgehog Concept - Jim Collins, *Good to Great* (2001)



Collins introduces a framework for organizational focus built around three intersecting questions: **What are we deeply passionate about? What can we be exceptionally good at? What drives our financial or resource sustainability?** The Hedgehog Concept encourages organizations to identify their distinctive strengths rather than pursue every opportunity. For Jewish museums balancing ambitious missions with limited resources, it offers a practical tool for evaluating priorities, making difficult choices, and aligning institutional purpose with long-term sustainability.

Discussion Questions

1. **What does "greatness" look like for a Jewish museum?** How do we define success beyond attendance, revenue, and institutional growth?
2. **How do we balance staying true to our mission with adapting to change?** When have you seen an organization successfully evolve - or struggle to let go of something that no longer serves it?
3. **What should Jewish museums prioritize to ensure long-term sustainability?** How do we distinguish between what we do well, what our communities need, and what we have the resources to sustain?

Additional Reading

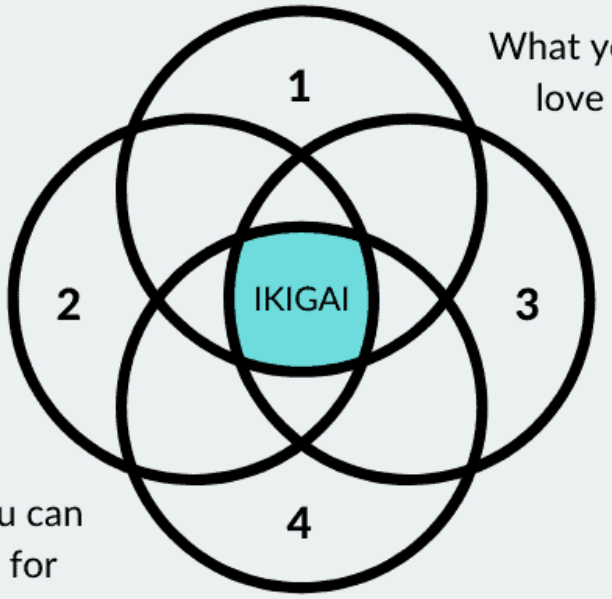
Good to Great, Jim Collins, Article, 2001

Collins explores what distinguishes organizations that achieve sustained excellence from those that remain merely successful. Introducing concepts including disciplined leadership, organizational focus, and the importance of getting the right people involved, the article provides a broader context for the Hedgehog Concept. For Jewish museums, it offers an opportunity to examine how leadership, institutional culture, and strategic decision-making contribute to long-term sustainability—and what it means to pursue greatness in a mission-driven organization.

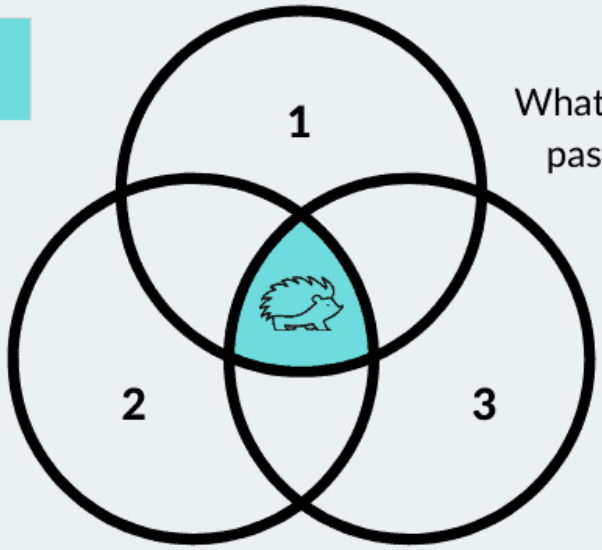
LIFE PURPOSE SHOWDOWN

IKIGAI vs HEDGEHOG

IKIGAI



HEDGEHOG



Sources: Ikigai is the Japanese "reason for being" / Hedgehog Concept by Jim Collins