





# Start With Why



**AN ALTERNATIVE PERSPECTIVE**

**LEADERS NEED A FOLLOWING**

**HOW TO RALLY THOSE WHO BELIEVE**

**THE BIGGEST CHALLENGE IS SUCCESS**

**DISCOVER WHY**



# An Alternative Perspective



## THE GOLDEN CIRCLE

- This book is not a course of action instead it is a learning of the causes of action.
- When you start with why, those who believe what you believe are drawn to you for very personal reasons. It is those who share your values and beliefs, not the quality of your product that will cause the system to tip.
- Your role in the process is to be crystal clear about what cause, purpose, or belief you exist to champion and to show how your product and services help advance that cause.
- The why is just a belief, how's are the actions we take to realize that belief, and what are the results of those actions.
- No matter how charismatic or inspiring the leader is, if there are not people in the organization inspired to bring that vision to reality, to build an infrastructure with systems and processes, then at best inefficiency reigns and at worst, failure results.

## HOW CAN WE HAVE 20/20 FORESIGHT?

- If we start with the wrong questions or if we don't understand the cause, then even the right answers will steer us wrong eventually.
- Genius of great leadership is they are good at seeing what most of us can't see. They're good at giving us the things we would never think to ask for.
- "If I would've asked what people wanted, they would've said 'a faster horse.'" - Henry Ford
- Energy motivates but charisma inspires. Energy is easy to see, easy to measure, and easy to copy. Charisma is hard to define, near impossible to measure, and to elusive a copy. All great leaders have charisma because they have clarity of why.
- Those that never lose sight of why and also achieve the milestones that keep everyone focused in the right direction, those are the great leaders.

# Leaders Need a Following



## SPEAK CLEARLY AND YE SHALL BE CLEARLY UNDERSTOOD

- Great leaders are able to inspire people to act. Those that are able to inspire, give people a sense of purpose or belonging.
- “The pessimists are usually right, but it is the optimists who change the world.” - Tom Freedman
- Everything you say and everything you do has to prove what you believe.
- Authenticity cannot be achieved without clarity of “why” and authenticity is a requirement for long-term success.
- Inspire others to do what inspires them and together, change the world.
- “What’s” don’t drive decision making. “What’s” should be used as proof of “why.”
- The “why” is the belief that drives the decision and it provides a way to rationalize the appeal of the product.

## THE EMERGENCE OF TRUST

- We follow those who lead, not because we have to but because we want to.
- If there was no trust, then no one would take risks. No risks would mean no exploration, no experimentation, no advancement as a society as a whole.
- If people aren’t looking out for the community then the benefits of a community erode.
- Even though the outcome may look the same, great leaders understand the value of the things we cannot see.
- Trust is the bedrock for the advancement of our own lives, our families, our companies, our society and our species.
- Only when individuals can trust the cultural organization will they take personal risks in order to advance that culture or organization as a whole.
- Great organizations become great because the people inside the organization feel protected. The strong sense of cultural creates a sense of belonging.



# How to Rally Those Who Believe



## PEOPLE DON'T BUY WHAT YOU DO, THEY BUY WHY YOU DO IT

- A novelty or feature can differentiate but not reinvent. They can drive short-term sales but the impact does not last.
- Addicted to the short-term results, businesses today have become a series of quick fixes added one after the other after the other.
- Good quality and features matter but they are not enough to produce dogged loyalty. It is the cause that is represented by the company, and the brand, or the leader that inspires loyalty.
- Products are not just symbols of what the company believes; they also serve as symbols of what the buyers believe.
- When we are inspired, the decisions we make have more to do with who we are and less to do with the companies or products we are buying.
- Find the people who believe what you believe and they will happily pay a premium or suffer an inconvenience to be a part of your cause.

## START WITH WHY BUT KNOW HOW

- Passion without structure has a high probability of failure but for structure to grow it needs passion.
- The majority will not try something until someone else has tried it first. They need the trusted personal recommendation from others that have sampled the product or service.
- You cannot convince consumers with just features and benefits. Not even with the best quality product in the right market conditions.
- Features and rational benefits should serve as tangible proof of why the product/service exists in the first place and not the reasons to buy per-se.

# How to Rally Those Who Believe



## INNOVATORS

- The role of a leader is not to come up with all the great ideas, but to create an environment in which great ideas can happen.
- There are smart, innovative thinkers at most companies but great companies give their people a purpose or challenge around which to develop ideas rather than just instructing them to do their job.
- As their name suggests, innovators are the small percentage of the population that challenge the rest of us to see and think of the world a little differently.
- Real innovation changes the course of industries or even society.

## CORPORATE CULTURE

- Articulating our values as verbs gives us a clear idea how to act in any situation. We can hold each other accountable to them, measure them or even build incentives around them.
- Leave a corporate culture so strong that your physical presence is no longer needed. Be replaced by the folklore.
- “Wall Street is in a business of making money between now and next Tuesday. We are in the business of building an organization, an institution that we hope will be here 50 years from now.” - James Sinegal
- When you compete against everyone else, no one wants to help you. When you compete against yourself, everyone wants to help you.
- Successful succession is more than selecting someone with appropriate skill set. It's about finding someone who is in lock step with the original cause around which the company was founded.
- Great 2nd or 3rd CEO's don't take the helm to implement their own vision of the future. They pick up the original banner and lead the company into the next generation. Succession not replacement.





# The Biggest Challenge is Success



## WHEN THE WHY GOES FUZZY

- If the leader of an organization can't clearly articulate why it exists in terms beyond its products or services, then how does he expect his employees to know why to come to work.
- The best chief executives are “why” types, people who wake up every day to lead a cause and not just run a company.
- To alter the course of an industry requires rare and special partnership between one who knows why and those who know how.
- It is the partnership of a vision of the future and the talent to get it done that makes an organization great.
- In the chaotic marketplace, the CEO's responsibility is not to focus on the outside market; it is to focus on the layer directly beneath. The leader must ensure there are people on the team that believe what they believe and know how to build it.

## YOUR PEOPLE MUST BE FIRST

- Too many companies put a disproportionate amount of weight on their products or services. Though products may drive sales, they alone cannot create loyalty.
- There are only two ways to influence human behavior: you can manipulate it or you can inspire it.
- Fear, real or perceived, is the greatest manipulator of all.
- Peer pressure works not because we accept the majority is always right, but because we fear we may be wrong.
- “The time to think of yourself is done. It is not about you, it is about the lieutenants behind you.” - General Laurie Robinson
- Many in management positions operate as if they are in a tree of monkeys; they make sure that everyone at the top of the tree looking down sees only smiles but all too often those at the bottom looking up see only asses.
- “Look after people and people will look after you.” - Sam Walton

# Discover Why



## THIS NOT OPINION, THIS IS BIOLOGY

- When people inside know why they come to work, people outside the company are vastly more likely to understand the organization is special.
- People who love going to work are productive and more creative. They go home happier and have happier families. They treat their colleagues and customers better. Inspired employees make for stronger company and stronger economies.
- You can't have a great product without people who love coming to work. Happy employee's equal happy customers and happy customers equals happy shareholders.

## CLARITY, DISCIPLINE, AND CONSISTENCY

- The company is a culture, a group of people brought together around a common set of values and beliefs.
- It's not products or services that bind a company together; it's not size and might that makes a company strong; it's the culture.
- The goal is not to simply hire people who have the skill set you need; the goal is to hire people who believe what you believe.
- What all great leaders have in common is the ability to find good fits to join their organizations, those who believe what they believe.
- Almost every person on the planet is passionate, we're just not all passionate for the same things.
- Great companies don't hire skilled people and motivate them, they hire people who are already motivated and inspire them.
- The most innovative organizations give their people something to work towards.
- Achievement comes when you pursue and obtain what you want. Success comes when you are clear in pursuit of why you want it. The false assumption that we make is that if we simply achieve more, the feeling of success will follow, but it rarely does.