

There are leaders and there are those who lead. Leaders hold a position of power or influence. Those who lead inspire us.

Whether individuals or organizations, we follow those who lead not because we have to, but because we want to. We follow those who lead not for them, but for ourselves.

This is a book for those who want to inspire others and for those who want to find someone to inspire them.

Introduction

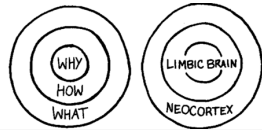
There are a few leaders who choose to inspire rather than manipulate in order to motivate people.

Whether individuals or organizations, every single one of these inspiring leaders thinks, acts and communicates exactly the same way.

And it's the complete opposite of the rest of us. Consciously or not, how they do it is by following a naturally occurring pattern that I call The Golden Circle.

WHAT: Every single company and organization on the planet knows WHAT they do. This is true no matter how big or small, no matter what industry. Everyone is easily able to describe the products or services a company sells or the job function they have within that system. WHATs are easy to identify.

HOW: Some companies and people know HOW they do WHAT they do. Whether you call them a "differentiating value proposition," "proprietary process" or "unique selling proposition," HOWs are often given to explain how something is different or better. Not as obvious as WHATs, many think these are the differentiating or motivating factors in a decision. It would be false to assume that's all that is required.



WHY: Very few people or companies can clearly articulate WHY they do WHAT they do. When I say WHY, I don't mean to make money—that's a result. By WHY I mean what is your purpose, cause or belief? WHY does your company exist? WHY do you get out of bed every morning? And WHY should anyone care?

Everything you say and everything you do has to prove what you believe. A WHY is just a belief. That's all it is. HOWs are the actions you take to realize that belief. And WHATs are the results of those actions—everything you say and do: your products, services, marketing, PR, culture and whom you hire. If people don't buy WHAT you do but WHY you do it, then all these things must be consistent

Ask the best salesmen what it takes to be a great salesman. They will always tell you that it helps when you really believe in the product you're selling. What does belief have to do with a sales job? Simple. When salesmen actually believe in the thing they are selling, then the words that come out of their mouths are authentic.

Being authentic is not a requirement for success, but it is if you want that success to be a lasting success.

Our limbic brain is powerful, powerful enough to drive behavior that sometimes contradicts our rational and analytical understanding of a situation. We often trust our gut even if the decision flies in the face of all the facts and figures. Richard Restak, a well-known neuroscientist, talks about this in his book The Naked Brain. When you force people to make decisions with only the rational part of their brain, they almost invariably end up "overthinking."

The amount of market research that reveals that people want to do business with the company that offers them the best-quality products, with the most features, the best service and all at a good price is astounding. But consider the companies with the greatest loyalty—they rarely have all those things. If you wanted to buy a custom Harley-Davidson, you used to wait six months for delivery (to give them credit, they've got it down from a year).

The goal of business should not be to do business with anyone who simply wants what you have. It should be to focus on the people who believe what you believe. When we are selective about doing business only with those who believe in our WHY, trust emerges.

No Why:

"Our company is extremely successful."
 "We have beautiful offices, you should stop by and check them out sometime."
 "We do business with all the biggest companies and brands." "I'm sure you've seen our advertising."
 "We're actually doing pretty well."

With why:

"You know what I love about our company? Every single one of us comes to work every day to do something we love. We get to inspire people to do the things that inspire them. It's the most wonderful thing in the world. In fact, the fun part is trying to figure out all the different ways we can do that. It really is amazing. The best part is, it is also good for business. We do really well. We have beautiful offices, you should stop by sometime to see. We work with some of the biggest companies. I'm sure you've seen our ads. We're actually doing pretty well."

Business Example

There are only two ways to influence human behavior: you can manipulate it or you can inspire it.

- Cialdini's 6 principles of persuasion
- Reciprocity
 - Scarcity
 - Authority
 - Commitment & Consistency
 - Liking
 - Social Proof

Typical manipulations include: dropping the price; running a promotion; using fear, peer pressure or aspirational messages; and promising innovation to influence behavior—be it a purchase, a vote or support.

Manipulation vs. Inspiration

When companies or organizations do not have a clear sense of why their customers are their customers, they tend to rely on a disproportionate number of manipulations to get what they need.

If most companies don't really know why their customers are their customers or why their employees are their employees, then how do they know how to attract more employees and encourage loyalty among those they already have?

The reality is, most businesses today are making decisions based on a set of incomplete or, worse, completely flawed assumptions about what's driving their business.

I cannot dispute that manipulations work. Every one of them can indeed help influence behavior and every one of them can help a company become quite successful. But there are trade-offs.

Not a single one of them breeds loyalty. Over the course of time, they cost more and more. The gains are only short-term. And they increase the level of stress for both the buyer and the seller.

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We are drawn to leaders and organizations that are good at communicating what they believe. Their ability to make us feel like we belong, to make us feel special, safe and not alone is part of what gives them the ability to inspire us.

Those whom we consider great leaders all have an ability to draw us close and to command our loyalty. And we feel a strong bond with those who are also drawn to the same leaders and organizations.

Great leaders and great organizations are good at seeing what most of us can't see. They are good at giving us things we would never think of asking for. When the computer revolution was afoot, computer users couldn't ask for a graphical user interface. But that's what Apple gave us.

In the face of expanding competition in the airline industry, most air travelers would never have thought to ask for less instead of more. But that's what Southwest did.

Energy is easy to see, easy to measure and easy to copy. Charisma is hard to define, nearly impossible to measure and too elusive to copy.

All great leaders have charisma because all great leaders have clarity of WHY; and an undying belief in a purpose or cause bigger than themselves.

Charisma has nothing to do with energy; it comes from a clarity of WHY. It comes from absolute conviction in an ideal bigger than oneself. Energy, in contrast, comes from a good night's sleep or lots of caffeine. Energy can excite. But only charisma can inspire. Charisma commands loyalty. Energy does not.

Energy motivates but charisma inspires

Being seen as powerful means being perceived as able to affect the world around us, whether through influence or authority over others, large amounts of money, expertise, intelligence, sheer physical strength, or high social status. We look for clues of power in someone's appearance, in others' reaction to this person, and, most of all, in the person's body language.

Power

Warmth, simply put, is goodwill toward others. Warmth tells us whether or not people will want to use whatever power they have in our favor. Being seen as warm means being perceived as any of the following: benevolent, altruistic, caring, or willing to impact our world in a positive way

Warmth

The ability to be fully present makes you stand out from the crowd; it makes you memorable. When you're fully present, even a five-minute conversation can create a "wow" effect, as well as an emotional connection.

Presence

Many people are so imprisoned in their minds that the beauty of nature does not really exist for them. They might say, "What a pretty flower," but that's just a mechanical mental labeling. Because they are not still, not present, they don't truly see the flower, don't feel its essence, its holiness -- just as they don't know themselves, don't feel their own essence, their own holiness. - The Power of Now Eckhart Tolle

The Charisma Myth
By Olivia Fox Cabane

Inspirational leaders

Great leaders, in contrast, are able to inspire people to act. Those who are able to inspire give people a sense of purpose or belonging that has little to do with any external incentive or benefit to be gained.

Those who truly lead are able to create a following of people who act not because they were swayed, but because they were inspired.

When a company is small, it revolves around the personality of the founder. There is no debate that the founder's personality is the personality of the company.

Why then do we think things change just because a company is successful?

What's the difference between Steve Jobs the man and Apple the company? Nothing.

What's the difference between Sir Richard Branson's personality and Virgin's personality? Nothing.

As a company grows, the CEO's job is to personify the WHY. To ooze it. To talk about it. To preach it. To be a symbol of what the company believes. They are the intention and WHAT the company says and does is their voice.

Say It Only If You Believe It



