



APPLICATION GUIDE - SEPTEMBER 2015

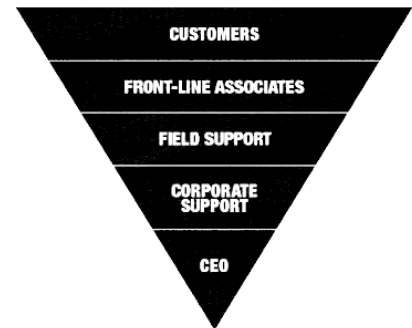
Vision: A Conversation With Frank Blake, Part 1

BOTTOM LINE:

To make vision stick, you have to set the vision, live to the vision, and celebrate the vision.

KEY TAKEAWAYS:

- **The Inverted Pyramid flips the way we look at organizational leadership.**
 - The traditional pyramid has the leadership on top with the customers at the bottom; information, vision, and passion trickle down.
 - With the inverted pyramid, the customers are at the top, while the CEO is at the bottom. This approach requires the CEO, president, and board of directors to push information up through the organization rather than hoping it will trickle down.
- **The inverted pyramid presents three challenges.**
 1. **How to communicate.**
 - This view forces you to think about how you communicate, because you have a lot of people in-between you and your customers.
 - You should be communicating a vision that's simple, portable, and repeatable, so that all the layers in the organization can repeat it.
 2. **How to get things done.**
 - The inverted pyramid puts the burden on those at the bottom—the CEO, president, and board of directors—to then take the mission and vision and push it up through the organization.
 3. **How to listen.**
 - As a leader, you have to put yourself in a position to see and hear the critical events in your organization. For Frank, this happened on the floors of the Home Depot stores.
- **The power of recognition...you get what you celebrate.**
 - People respond to recognition.
 - As a leader, when you celebrate something, you're investing a part of you in that celebration
 - The most powerful way to get people to understand what you want is to celebrate them when you catch them doing it.
 - When you think about leading an organization from the bottom of the pyramid, the best way to get associates at the top of the pyramid to understand the vision is to celebrate.



QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. Are you looking at your organization as the traditional pyramid or the inverted pyramid?
2. Where do the critical events happen in your company? Are you positioning yourself to see these events happen?
3. What do you celebrate on your team? How does your organization celebrate? If you're not already, how can you create a celebratory atmosphere around your company's vision?

RESOURCES MENTIONED:

Making Vision Stick by Andy Stanley