



APPLICATION GUIDE - OCTOBER 2015

Vision: A Conversation With Frank Blake, Part 2

BOTTOM LINE:

Leadership is not about getting things done right. Leadership is about getting things done through other people.

KEY TAKEAWAYS:

- **The job of a leader isn't just about making decisions.**
 - There is a leadership myth that the more decisions you make, the better job you're doing.
 - Organizations can only handle so many decisions from the CEO.
 - The CEO can only handle so many decisions effectively.
- **There's a formula for idea effectiveness.**
 - $\text{Quality (Q)} \times \text{Acceptance (A)} = \text{Effectiveness (E)}$.
 - The quality of an idea times the acceptance of the idea equals its effectiveness. If an idea is heavily accepted, you have a much better chance of things being easily implemented.
 - Giving people the opportunity to buy into the idea can take time and patience, but it's worth it.
 - Leadership is about getting things done through other people, so spend your time getting people onboard with the vision.
- **A leader's job is to effectively assign responsibilities, not tasks.**
 - In an inverted pyramid environment, you have to empower other people to make things happen.
 - You're dependent on somebody else, so the more effectively you can empower them with and reinforce that vision, the more effective you'll be.
- **Leaders who don't listen will eventually be surrounded by people who have nothing to say.**
 - To create a safe environment for honest feedback, ensure that the things people tell you will not come back to haunt them.
 - When you genuinely listen, it's amazing what people are willing to say and share.
 - As a leader, you must effectively respond to what you hear.
 - If you're only hearing the information that is comfortable for people to share, you won't have an accurate view of what's going on, which will lead to one bad decision after another.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. Think through your average day at the office. Are you spending your time assigning tasks or responsibilities?
2. What mechanisms can you put in place to proactively listen to the people and customers in your organization?

RESOURCES MENTIONED:

Making Vision Stick by Andy Stanley