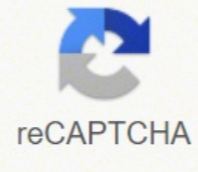




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The original VW Beetle was a cheerful symbol of freedom and a simple, carefree life. And their challenging the status quo is a pattern repeating in all they say and do, which is the reason why people perceive Apple as authentic. We'll assume you're ok with this, but you can opt-out if you wish.Accept Reject Read MorePrivacy & Cookies Policy In 2009, author Simon Sinek gave a TED called "How Great Leaders Inspire Action." This 18 and a half minute long viral TED talk called on business leaders to "Start With Why." "Why" isn't just a word, it's a powerful concept. There are two types of leaders: those who decide to manipulate to get to the end result, and those who start with the end result in mind and let everything else naturally fall into place. When companies start with "Why", with what they believe, they will tap into our innate drive to include those products as symbols of our values and beliefs. But they marketed their offering as a "5GB mp3 player", more like a "What." Instead, Apple marketed the iPod as "1000 songs in your pocket" giving us the "Why" that we need. It comes from looking in the completely opposite direction from where you are right now. This area of the brain is responsible for all human behavior and all our decision making. So all those focus groups and questionnaires are probably of little value. Pricing and promotions are the most commonly identified forms of sales manipulation, but fear, aspirations, peer pressure, and novelty tend to be more discrete. They tend to be optimists who believe that everything they can imagine can be accomplished and they tend to be focused on things most people can't see, like the future. Chapter 11: When Why goes Fuzzy In this chapter, Sinek talks about companies which have lost sight of their original "Why." Take the example of Volkswagen and Walmart. Apple also makes iPads and iPhones. How: Some people and companies know how they do what they do. "What" and differentiation Companies that act like commodity producers have a constant challenge to differentiate themselves from the competition. Such employees are more productive and innovative, and the feeling they bring to work attracts other people eager to work there as well. The symbol is no longer about Harley Davidson. Dell does computers, so consumers don't feel comfortable buying anything else from them like say, a tablet or a smartphone. Most companies generally start with "Whats" and "Hows" because that's what their customers ask for. Bill Gates, in spite of being shy and awkward, is charismatic. Regardless of the type of manipulation, it is important to understand these are short-term solutions which end up leading to a cycle of repeated manipulation. Chapter 3: The Golden Circle The core of Simon Sinek's "Start With Why" is his discovery of The Golden Circle. The goal of a business then is to be crystal clear about their "Why" and find people who believe what you believe. The Celery Test What's good for your competition is not good for you and vice-versa. Chapter 13: The Origin of a Why You've probably heard that before you start a business, market research is key. They make us feel special like we belong to something bigger, and we feel a sense of tribe affiliation with all the others buying the same products. Businesses say their customers choose them because they offer the best products or services at the right price. Quoting Henry Ford, "If I had asked people what they wanted they would have said a faster horse." Chapter 5: Clarity, Discipline, and Consistency Chapter five continues down the path of explaining how the Golden Circle is important, but ONLY in the right order. When we as human beings struggle to put emotions into word, we rely on metaphors, imagery, and analogies in an attempt to communicate how we feel. Samuel Pierpont Langley was an educated, well-connected Harvard math professor with wealthy friends and a \$50,000 government grant. They remember those lessons for weeks, months or even years. Walmart was started by Sam Walton with the idea of helping people and communities by providing products at low prices. And once you find and know your "Why", the hardest part is to remain true to it. They follow their passion and have a vision they can articulate. Great companies do not hire skilled people and motivate them; they hire already motivated people and inspire them. That very compelling emotion that sometimes causes us to do irrational things. The hardest part is the discipline to trust one's gut over outside advice and to stay true to your cause or belief. "Why" is the reason to buy and the "Whats" merely represent the tangible products as a proof of that belief. Chapter 9: Know Why. What you do is to filter everything through your "Why." So, if your "Why" is to lead a healthy lifestyle, you'd probably pick only the fruits and/or the celery. You do your market research, know your customer and then build your niche. The curve outlines the percentage of the market who adopt your product, beginning with the Innovators (2.5%), followed by Early Adopters (13.5%), Early Majority (34%), Late Majority (34%) and Laggards (16%). The ones who queued up for hours, or days outside an Apple store to buy the latest iPhone are all early adopters and belong to the left side of the curve. Simon Sinek cites the example of Apple. It ended up becoming a cutthroat business towards its suppliers, employees and the communities it was a part of. But when you compete against yourself, everyone wants to help you. "Why" types are the visionaries with overactive imaginations. Sinek gives examples of scenarios where looking at the bigger picture can shape your behavior towards driving long-term results. Instead, the logo embodies an entire value set—their own. For a business, it would be prudent to get to know the far right side of this curve better, so that you don't waste time and money in trying to convert them. Chapter 4: This Is Not Opinion, This Is Biology Chapter four begins by focusing on human nature's desire to belong. "Whats" exist in the part of the brain that controls rational thought and language. Sinek cites the example of Bill Gates and Steve Ballmer. And no one wants to help us. And it's all scientifically sounding because it's based on data. Most of the sales tactics used by businesses today involve manipulation. Then What? Better quality. To do this, Sinek proposes The Celery Test. And they won't be working hard and looking for an innovative solution for you, they will be doing it for themselves. Companies with a strong sense of "Why" are able to inspire their employees. The Law of Diffusion of Innovations stated by Everett M. Those who forget "Why" they were founded show up to the race every day to outdo someone else instead of outdoing themselves. When you know your "Why", the highest level of confidence you can offer is: "I know it's right." When you know the decision is right, not only does it feel right, but you can also rationalize it and easily put it into words. At the beginning, ideas are fueled by passion. For no better reason than to want to leave the organization in a better state than we found it? The vision is the founder's intent, "Why" the company was founded. Rogers pertains to the bell curve of product adoption. Should you get them all? We'd love to know what book we should summarize next. Walmart was a more serious case. Walmart got into serious trouble when it lost its initial "Why." Sinek says that gaining a clarity of "Why" is not the hardest part. And oddly enough, the Golden Circle matches the way our brain operates. Dell, on the other hand, is defined by "What" they do. "Why" and "How" Types Behind every "Why" type of leader, is a "How" type of leader who brings the "Why" to life. Once that is established, only then should their skillset and experience be evaluated. When you filter your decisions through your "Why" you save money, time and, most importantly, you stay true to your cause. It is not born out of market research or for that matter even extensive interviews with customers or employees. Volkswagen literally means "car of the people" and its image has always been that of reliable, affordable cars for everyone. In American car factories, workers on the assembly line apply final fixes on doors using a rubber mallet, whereas in Japan the doors are engineered to fit perfectly from the start. Chasing the competition, trying to match them feature-for-feature only deepens the "What" culture. We're always competing against someone else. The goal is to hire those who are passionate about your "Why", your purpose, cause or belief, and who have the attitude that fits your culture. It should be to focus on the people who believe what you believe. As it grows the leader's role changes. While some of them might end up doing business with you, they'll probably switch to one of your competitors at the drop of a hat if they get a better deal. Finding the "Why" is a process of discovery, not invention. The goal of business should not be to do business with anyone who simply wants what you have. Such manipulation harvests short-term transactions, but it doesn't earn long-term customer loyalty. This allows us to look through vast amounts of facts and figures, but it doesn't drive behavior. What the company says and does represent the rational thought and language of the neocortex. Imagine if people told you that to grow you need cookies, Nutella, celery, fruits and ice cream. Wilbur and Orville Wright had no education, no high-end connections and limited finances. "Manipulation Versus Inspiration" Most sellers manipulate rather than inspire. "How" types instead are more practical and more realist and tend to be focused on the things most people can see and tend to be better at building them. These include price, promotions, fear, aspirations, peer pressure, and novelty. Energy is easy to see, measure and copy. Apple makes computers. About Simon Sinek Simon Sinek is a British-American author and motivational speaker, and organizational consultant. Take the example of Harley Davidson: Harley Davidson embodies the values and lifestyle of the people wearing it. Limbic Brain: The middle two sections make up our limbic brain and are responsible for all of our feelings, like trust and loyalty. Better service. There are three parts of The Golden Circle: Why, How, and What. When Bill Gates speaks people listen with bated breath. "There are leaders and those who lead." Those who lead are more common, but real leaders motivate and inspire you. This roughly corresponds with the "Why" level. This is true no matter how big or small the company is, or no matter what industry they belong to. Know How. We use symbols. A logo can only become a symbol when it inspires people to use it to say something about who they are. So when they introduced the super-expensive, \$70,000 VW Phaeton, that flew against their own "Why" and sold nothing. In reality... They ask for great quality, low price, 24-hour service and lots of features. Chapter 14: The New Competition When you're up against the world, competing with everyone else, no one wants to help you. Chapter 7: How a Tipping Point Tips How do you differentiate between a fad and an idea that can change lives forever? The leader is the inspiration, the symbol of the reason we do what we do. Liked it? Chapter 2: Carrots and Sticks According to Sinek, there are two ways to attract customers: inspiring the carrots or manipulating the sticks. Why is all about your purpose. Now let's think about how we do business. The "Why" is within you. Sinek, however, disagrees. The people on the far right instead are never content and never loyal. The ability to put a "Why" into words provides the emotional context for decisions. Why does your company exist? Charisma commands loyalty while energy doesn't. They tried expanding into different verticals but quickly retreated to "focus on their core business". Creative was far more capable of producing an mp3 player, and they were the first. In this telling book, Simon Sinek demonstrates why organizations guided by this concept will succeed more often than those which don't. What if we showed up to work every single day to be better than ourselves? Whether you call them a "differentiating value proposition" or a "unique selling proposition," HOWs are often given to explain how something is different or better. And why should anyone care? When a company is small, a founder has plenty of direct contact with the outside world. This isn't about running a profitable company—that's a result. More features. Navigate this post Chapter 1: Assume You Know The first chapter of "Start With Why" dives into the assumptions we make and the impact they have on our actions. Chapter 6: The Emergency of Trust Trust begins to emerge when we see that people and organizations are driven by reasons that go beyond the self-serving. The symbol is no longer about Harley, it's about the people who love Harley Davidsons for what they are. "Why" and hiring When employees belong, they will guarantee your success. And while a "How" type doesn't necessarily need a "Why" type to succeed, a "Why" type always needs a "How" type or they'll end up as starving visionaries. Let us know what you thought of this book summary in the comments section below. Take the case of Creative versus Apple. But for passion to thrive and survive, it also needs structures and "Hows." Most companies fail because both "Hows" and "Whys" need each other. Businesses influence customers by leveraging price, promotions, fear, peer pressure, aspirations and novelty. Once you get enough of the 15-18% on the left side of the bell curve, they will encourage the rest to follow. "Whats" are the reasons we can point to rationalize why we so much like a company over another. Why do you get out of bed in the morning? Take the classic example of American car manufacturers versus the Japanese. According to Sinek, the "Why" does not come from looking ahead at what you want to achieve and then figuring out an appropriate strategy to get there. Aligning Why, How and What is a way to build that trust. Continuing too far down this path will impact long-term profitability, but there is another way which is revealed in chapter three. Vision and Mission Statement The difference between "Why" and "How" types also introduces the difference between the vision and mission statements of an organization. When Steve Ballmer speaks people are energized, but that tends to dissipate quickly. Chapter 10: Communication is about Listening Symbols help us turn the intangible into tangible. They started with their reason Why - their purpose - and inspired those around them. And the only reason symbols have meaning is because we give them a meaning. But how do you know what is good for you and what isn't? We create tangible things for those who believe in what we believe to say. This isn't about running a profitable company—that's a result. More features. Navigate this post Chapter 1: Assume You Know The first chapter of "Start With Why" dives into the assumptions we make and the impact they have on our beliefs. On December 17, 1903, the Wright brothers made their dream come true. In the early 1900s, several Americans wanted to be the first person to fly an airplane. Why: Very few people or companies can clearly articulate why they do what they do. However, after the death of its founders, the company focused only on low prices, forgetting about helping people and the communities they entered. But Apple communicates from the "Why." Apple's "Why" is to challenge the status quo and empower the individual. But according to Simon Sinek, that's a load of baloney. Neocortex: Our neocortex, corresponds with the "What" level. He is the author of four books, including "Start With Why." He is also a contributor writer to such publications as The New York Times, The Washington Post, Wall Street Journal, FastCompany, BusinessWeek, and NPR. Most companies struggle to differentiate or communicate their true value to the outside world. This is also a metaphor for leadership. When we start with "Why", we go from the inside out of the circle. 3 Regardless of size or industry, great leaders know the reasons that they do whatever they do. Take the example of Apple and Dell. This desire drives us to pursue others who share the same "Why" as us. The three degrees of certainty: When we can only point to tangible elements or rational measurements, the highest level of the confidence we can give is: "I think this is the right decision." When we make gut decisions, the highest level of confidence we can offer is: the decision feels right, even if it flies in the face of all the facts and figures. He/she will no longer be the loudest part of the megaphone; he/she will become the source of the message that is to flow through the megaphone. You are your best competition. Simon Sinek also cites the First Mover Advantage when "Why" is in the picture. This is responsible for all our rational and analytical thought and language. This website uses cookies to improve your experience. Interestingly, Simon Sinek says that "How" types can be very successful but rarely do they build billion dollar businesses that change the world. Everyone can easily describe the products or services their company sells or the job function they have within the company. They represent the emotional limbic brain. That's probably where every company starts. In his opinion, Apple is technically no different from its competitors. All organizations start with "Why", but only the great ones keep their "Why" clear year after year. No, because it's time-consuming, expensive and scatterbrained. When both are clear, it will help the "Why" and the "How" type of leaders to have clearly defined roles in the partnership. The "Why" exists in the part of the brain that control feelings and decision making but not language. Steve Ballmer was energetic. All great leaders have charisma because all great leaders have clarity of "Why"; an undying belief in a purpose or cause bigger than themselves. Chapter 8: Start With Why But Know How Energy motivates but charisma inspires. "Why" and flexibility Because consumers are inspired by "Why" you do what you do, companies that begin communicating with the "Why" have a greater flexibility in the market. The mission is a description of "How" the company will create that future. Chapter 12: Split Happens An Idea. What. Every single company on the planet knows what they do. If done properly, that's what marketing products and services are: a way for organizations to communicate to the world outside.

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