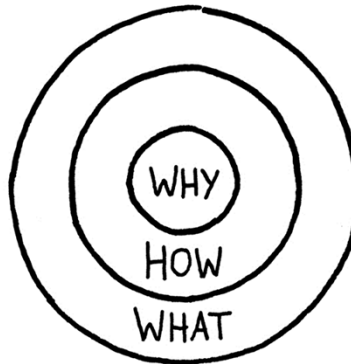


# The Golden Circle



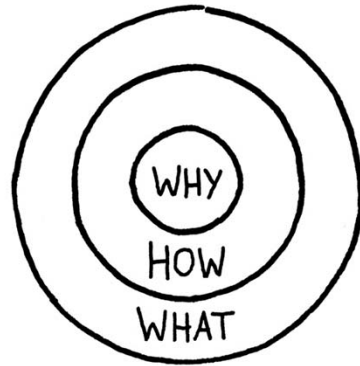
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Every single organization on the planet, even our own careers, always function on three levels. What we do, How we do it and Why we do it.

When all those pieces are aligned, it gives us a filter through which to make decisions. It provides a foundation for innovation. When all three pieces are in balance, others will say, with absolute clarity and certainty, "We know who you are," "We know what you stand for."

Whether they realize it or not, all great and inspiring leaders and organizations think, act and communicate just like each other...and it's the complete opposite from everyone else.

# The Golden Circle



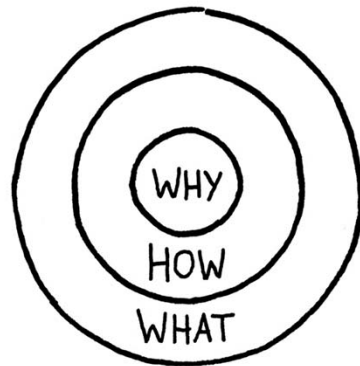
## What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

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Every company or organization knows WHAT they do. These are the products we sell or the services we provide.

# The Golden Circle



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## What

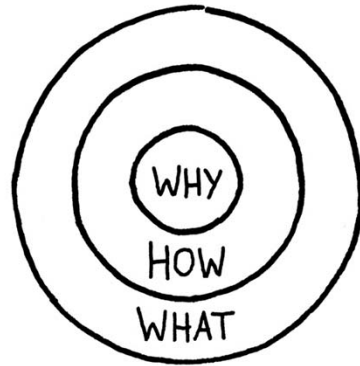
Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

## How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Some companies and organizations know HOW they do what they do. The “differentiating value proposition” or “proprietary process” or “USP,” these are the things that set us apart from our competition; the things we think make us special or different from everyone else.

# The Golden Circle



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## What

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## How

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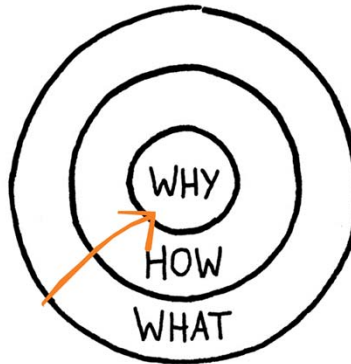
## Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

Very few people and organizations can clearly articulate WHY they do what they do. Why is a purpose, a cause or a belief. It provides a clear answer to Why we get out of bed in the morning, Why our company even exists and why that should matter to anyone else.

Making money is NOT a Why. Revenues, profits, salaries and other monetary measurements are simply results of what we do. The Why inspires us.

# The Golden Circle

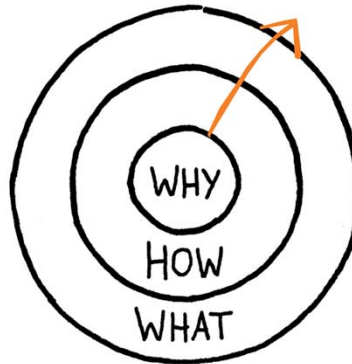


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We naturally communicate from the outside-in, we go from the clearest thing to the fuzziest thing. We tell people WHAT we do, we tell them HOW we're different or special and then we expect a behavior like a purchase, a vote or support.

The problem is that WHAT and HOW do not inspire action. Facts and figures make rational sense, but we don't make decisions purely based on facts and figures. Starting with What is what commodities do. Starting with Why is what leaders do. Leaders inspire.

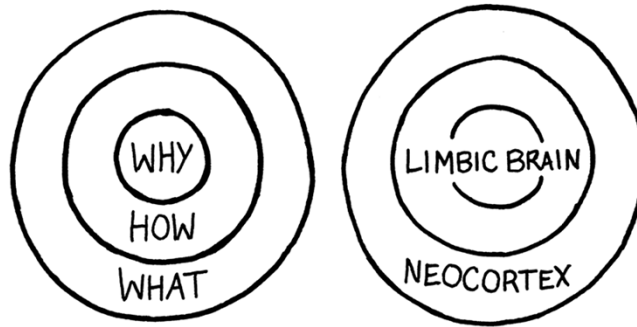
# The Golden Circle



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Leaders and organizations with the capacity to inspire think, act and communicate from the inside-out. They start with Why. When we communicate our purpose or cause first, we communicate in a way that drives decision-making and behavior. It literally taps the part of the brain that inspires behavior.

## The Golden Circle + Human Brain



None of this is opinion. It's all grounded in the tenets of biology. If you look at a cross-section of the human brain, what you see is that it is actually laid out in three major components that correlate perfectly with The Golden Circle.

Our newest brain, our Homosapien brain, our neo-cortex, corresponds with the What level. The neo-cortex is responsible for all of our rational and analytical thought and language.

The middle two sections make up our limbic brain. Our limbic brain is responsible for all of our feelings, like trust and loyalty. It's also responsible for all human behavior, all decision-making, and it has no capacity for language.

In other words, when we communicate from the outside-in, though people can understand vast amounts of complicated information like features, benefits, facts and figures, it just doesn't drive behavior. When we can communicate from the inside-out, we're talking directly to the part of the brain that controls behavior and decision-making, and then people rationalize their decisions with the neo-cortex. The neo-cortex, the thinking part of the brain, is always trying to understand and make sense of the world. This is the reason we think we're rational beings when we're really not. If we were, we would never buy a product or service simply because of how it makes us feel. We would never be loyal, we'd always just choose

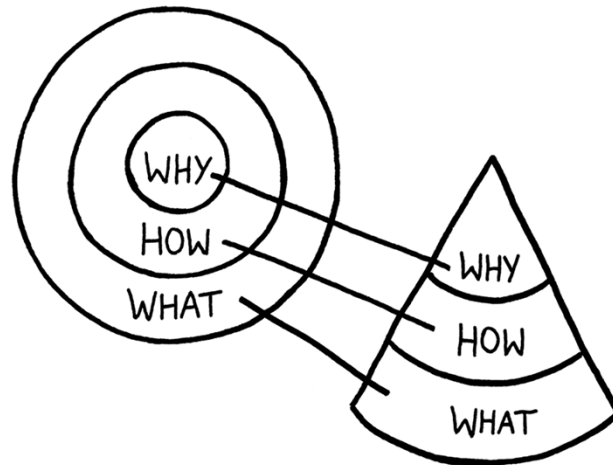
the best deal. We'd never care about trust, we'd only evaluate the numbers. But we don't do that. We do choose one product, service or company over another because we *feel* we can trust them more. We do buy things that we think are worth extra money even though all the facts and figures may indicate there is no significant difference.

This is the reason we can say that people don't buy What you do, they buy Why you do it and What you do simply serves as the tangible proof of what you believe.

For the Golden Circle to work properly, you must have clarity of Why, discipline of How and consistency of What you do. For others to know Why you do what you do, you must be clear first. You must hold yourself and your people accountable to your values and guiding principles. And everything you say and everything you do must be consistent. We live in the tangible world. The only way people will know what we believe is if we say and do what we believe. Again – people don't buy What you do, they buy Why you do it.



## The Golden Circle + The Cone



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The Golden Circle is not just a communication tool; it also provides some insight into how great organizations are organized. If we imagine The Golden Circle as a 3 dimensional model, it's a top down view of a cone...a megaphone.

The megaphone represents a company or an organization - an inherently organized system. At the top of the system, representing the Why, is a leader. The next level down, the How level, typically includes the senior executives who are inspired by the leader's vision and work to bring it to life. The Whats at the bottom of the cone are the things the company says and does that breathe life into the Why. They make it tangible. Through everything they say and do, an organization can clearly communicate its Why to the world; the marketing, the products and services the company provides...everything.

Just like a megaphone, for a message to spread, it must be loud AND clear.

Loud is easy, just drive sales or buy marketing. Clear is harder. When an organization is clear about its purpose or its WHY, everyone, from employees to customers, can understand it. This clarity allows everyone who interacts with the organization to become champions of the cause. Ideally, this clarity starts at the top of the organization and moves through the company and inspires every person, every product, service and piece of marketing that comes out the bottom of the

megaphone. When everything you say and do echoes what you believe, you end up with a message that's loud AND clear.



Inspire someone everyday.

With everything we say,  
and everything we do,  
we can ....

## Start With Why

Resources to learn more about The Golden Circle  
and to live your Why.

- Take steps toward discovering your Why with the [Friends Exercise](#).
- Enrol in the course to [learn your Why](#).
- Read the [books](#).
- Present these concepts to inspire others with the [Speak to Inspire Action Guide](#).
- Watch videos of Simon at [TED](#) or at our [YouTube Channel](#).
- For more inspiration, [follow Simon on Twitter](#) and [sign up for Notes to Inspire](#).

Thank you for sharing the concept of Why and The Golden Circle. Ideas only make a difference when others are inspired to act on them.