

Final Session

Communicating Direction Commitment & Character

جلسه پایانی: بیان جهت‌گیری، تعهد و شخصیت

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Strategy · Innovation · Business Ecosystems

From Beacon to Catalyst

از روشنگر تا کاتالیزور

1

Beacon

روشنگر

Direction — the light that shows where the rocks are.

✓ covered

2

Architect

معمار

Alignment — structure that turns direction into coordinated movement.

✓ covered

3

Catalyst

کاتالیزور

Commitment — sustained energy and ownership. Today's terrain.

→ today

Today closes the loop: how direction is communicated so it lands, and how commitment is built — and held — through character.

امروز حلقه را می‌بندیم: جهت چگونه بیان می‌شود تا اثر بگذارد، و تعهد چگونه از طریق شخصیت ساخته و حفظ می‌شود.

SESSION OBJECTIVES

By the End of Today

اهداف امروز

1

Make direction communicable

قابل بیان کردن جهت

Apply a framework for direction that survives retelling, not just the first announcement.

2

Diagnose the say-do gap

شناخت شکاف گفتار و کردار

See how small inconsistencies between word and action quietly dissolve commitment.

3

Close the course with a synthesis

جمع بندی پایانی دوره

Connect Beacon, Architect, and Catalyst into one working model you can use Monday morning.

“People don’t commit to what they don’t believe you meant.”

PART ONE

Communicating Direction

بیان و انتقال جهت‌گیری

Setting a direction and having it land are two different achievements.

تعیین جهت و رساندن آن به مخاطب، دو دستاورد متفاوتند.

Setting Direction Isn't Communicating It

تعیین جهت با انتقال آن یکی نیست

A direction stated once, in one room, reaches almost no one twice. Leaders overestimate how much of what they say survives the retelling — this is the single most common execution failure in strategy.

Said once

فقط یکبار گفته می‌شود

Treated as an announcement, not a campaign.
No repetition built in.

به جای کارزار، اعلامیه تلقی می‌شود. بدون تکرار.

Said in jargon

با زبان تخصصی بیان می‌شود

Precise to the leadership team, meaningless
three layers down.

برای تیم رهبری دقیق است، اما سه لایه پایین‌تر بی‌معناست.

Said without a story

بدون روایت بیان می‌شود

Abstractions don't travel. Stories and images do.

مفاهیم انتزاعی منتقل نمی‌شوند؛ روایت و تصویر منتقل می‌شوند.

Four Principles That Make Direction Travel

چهار اصل برای ماندگاری جهت

Simple

ساده

One core idea, not five. If everything is a priority, nothing is.

Concrete

لمس

Sensory and specific — people repeat images, not abstractions.

Credible

معتبر

Backed by a source or test people trust — not just authority.

Storied

روایت محور

Wrapped in a narrative people can retell in their own words.

CASE IN POINT

Microsoft: “Growth Mindset,” Repeated for a Decade

مایکروسافت: «ذهنیت رشد»، تکرار شده در طول یک دهه

In 2014, Satya Nadella took over a company known internally for turf wars between product groups. The direction he set was simple to the point of being almost bare:

“Learn-it-all, not know-it-all.”

He didn’t say it once. He repeated it in every keynote, tied it to a concrete book (Dweck’s Mindset), and changed performance reviews to reward it — the words and the system reinforced each other.

او یکبار نگفت. در هر سخنرانی تکرار کرد، آن را به کتابی مشخص پیوند داد و ارزیابی عملکرد را نیز بر همان اساس تغییر داد.

What made it stick

Repetition

Same phrase, every venue, for years.

System alignment

Reviews and incentives matched the words.

PART TWO

Commitment & Character

تعهد و شخصیت

Commitment isn't earned by the speech. It's earned — or lost — in what happens after it.

تعهد با سخنرانی به دست نمی آید؛ بعد از آن، به دست می آید یا از دست می رود.

Character Is What Commitment Is Made Of

شخصیت، ماده سازنده تعهد است

Alignment gets people pointed the same way. Commitment is what keeps them there when it's inconvenient — and commitment is built almost entirely on whether the leader's actions match their words.

The say-do gap

شکاف گفتار و کردار

The distance between what a leader announces and what they actually reward, tolerate, or punish.

فاصله میان آنچه رهبر اعلام می‌کند و آنچه واقعاً پاداش یا تنبیه می‌کند.

Consistency under pressure

پایداری در فشار

Character isn't tested in the easy decisions — it's tested when direction is costly to honor.

شخصیت نه در تصمیمات آسان، بلکه زمانی که پایبندی به جهت هزینه‌بر است آزموده می‌شود.

Trust Is Built in Small, Watched Moments

اعتماد در لحظات کوچک و زیر نظر گرفته شده ساخته می شود

● The hard hire

استخدام دشوار

Do skills win, or does loyalty to the stated direction win?

● The bad news meeting

جلسه خبر بد

Does the leader shoot the messenger, or reward the warning?

● The budget cut

کاهش بودجه

Does spending still match the direction when money is tight?

● The exception request

درخواست استثنا

Does the leader bend the stated direction for a favored person?

CAUTIONARY CASE

Wells Fargo: When the System Contradicts the Words

ولز فارگو: وقتی سیستم با کلمات در تضاد است

The stated direction was customer trust and “ethical banking.” The incentive system quietly rewarded account-opening volume above everything else — and character was overridden by what got measured.

The words

Public-facing values statements emphasized integrity and the customer relationship.

The system

Aggressive cross-sell quotas rewarded volume, with real consequences for missing them.

The result

Employees opened millions of unauthorized accounts — commitment followed the incentive, not the speech.

The lesson isn't about one bank — it's that any misaligned incentive will beat any well-written values statement.

Audit Your Own Say-Do Gap

شکاف گفتار و کردار خودتان را بررسی کنید

Think of the direction you (or your client) currently state most often. Answer honestly, on paper, not aloud.

What do you actually reward?

واقعاً به چه چیزی پاداش می‌دهید؟

List the last three promotions or bonuses. Do they match the stated direction?

What do you quietly tolerate?

چه چیزی را بی‌سروصدا تحمل می‌کنید؟

Name a behavior that contradicts the direction but goes unaddressed.

When did it cost you?

کی برایتان هزینه داشت؟

Recall the last time honoring the stated direction was genuinely expensive — did you hold it?

The Lighthouse, Full Circle

فانوس دریایی، دایره کامل

SESSION 2

Beacon

روشنگر

Sets Direction. Answers “where are the rocks?” and knows when to re-signal.

SESSION 3

Architect

معمار

Builds Alignment. Turns the signal into structure, incentives, coordinated movement.

TODAY

Catalyst

کاتالیزور

Sustains Commitment. Communicates so direction lands, and holds it through character.

Three roles, one instrument. A lighthouse that only illuminates but never aligns or sustains is just decoration.

KEY TAKEAWAYS

What to Carry Out of the Room

آنچه باید از این جلسه با خود ببرید

- Communication is a campaign, not an announcement

ارتباط یک کارزار است، نه یک اعلامیه

Simple, concrete, credible, storied — and repeated far more than feels necessary.

- The system must agree with the words

سیستم باید با کلمات همراستا باشد

Incentives and reviews either reinforce direction or quietly erase it.

- Character shows up in small moments

شخصیت در لحظات کوچک نمایان می‌شود

Hard hires, bad news, budget cuts, exception requests — not in the keynote.

- The three roles are cumulative

سه نقش، تجمعی‌اند

Beacon without Architect and Catalyst is just a speech.

SOURCES

For Further Reading

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