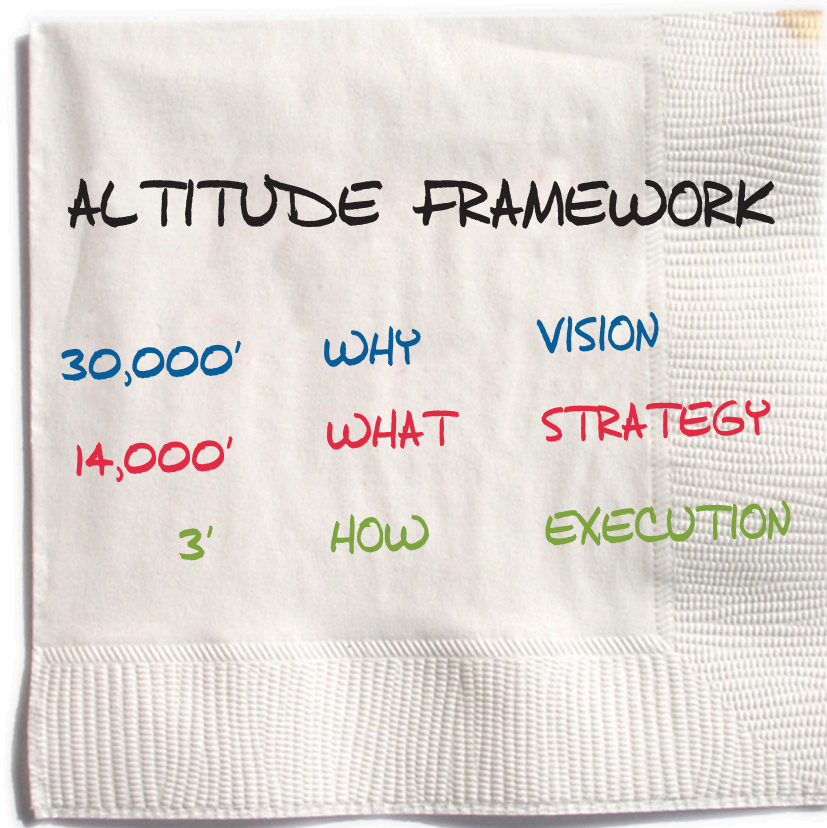


ON ALTITUDE



A **FOR IMPACT** GUIDE

To Raise The LEVEL of Your Game.

TOM SUDDER

ForImpact | THE SUDDER GROUP

ForImpact.org

“There is an art to finding one’s direction in the lower regions by the memory of what we saw higher up. When one can no longer SEE, one can at least still KNOW.”

– Rene Dumal

Dedication

To all those For Impact **Leaders**,

Who have the courage to:

'FLY' at 30,000' (Vision)

'CLIMB' at 14,000' (Strategy)

'ACT' at 3' (Execution)

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For Impact Guides

*“One WAY to get where you want to go..
is to find a good MAP and a smart GUIDE.”*

– Juan Enriquez

These For Impact GUIDES on a particular topic or area are designed to help you find your ‘WAY’. (It’s the whole TAO thing.)

We can’t tell you how many times during our training or talks or with coaching clients we have had people stop us and say, *“Just tell us what to do. You’ve been there, done this. Save us the time, money and energy.”*

This is one way we can honor that request.

For Impact Guides are where we share our thoughts, ideas and experiences... in ‘nugget’ form...aggregated on a specific topic.

It’s meant to be a quick read. To provide **motivation**, as well as ‘How-To’.

**READ. PRINT. SHARE.
USE.**

*“Let us, therefore, decide both upon the GOAL
and upon the WAY, and not fail to find some experienced
GUIDE who has explored the region towards
which we are advancing, for the conditions of this JOURNEY
are different from those of most travel.”*

– Seneca

ON ALTITUDE

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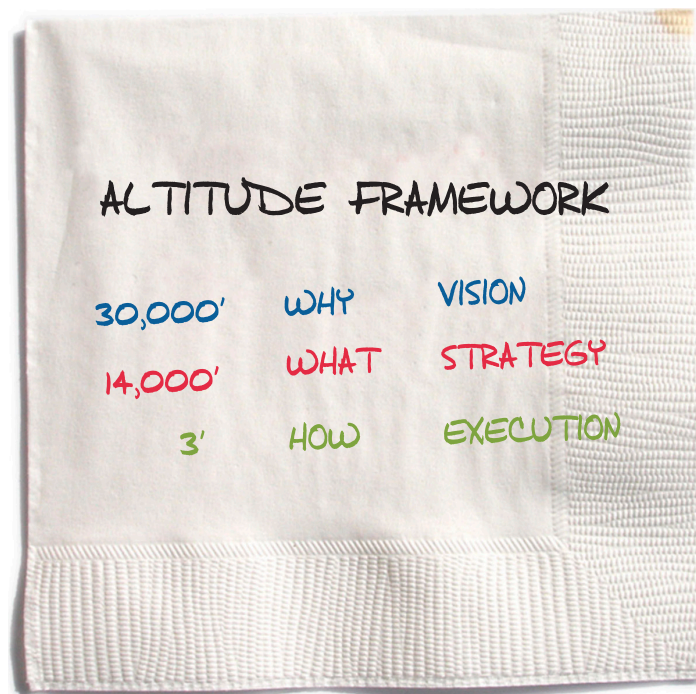
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THE ALTITUDE: FRAMEWORK

The For Impact **ALTITUDE FRAMEWORK** is one of our most referenced and utilized tools by our team, our coaches and our clients... **TO RAISE THE LEVEL OF THEIR GAME!**



The Altitude Framework works great for **Presentations, Engagement Tools, Agendas/Meetings, Speaking, Strategic Plans and Action Plans.**

It's also a great Framework to **respond** to questions. (*"At what altitude/level is the best or most appropriate response?"*)

And, it's a powerful **coaching model.** (*"Let's talk about this issue/topic at this particular altitude/level"*)

ALTITUDE: PERSPECTIVE

At For Impact, we use this for everything from keynote speeches to our website. It's a part of our mind mapping as we lay out our content, our guides and our books. We have color-coded it as **Blue**... **Red**... **Green**. And, it allows us to talk 'shorthand' and reach decisions ten times faster than a normal process.

One of the reasons that this framing device has been so popular is its obvious **simplicity**. Everyone can understand the hierarchy of WHY, WHAT and HOW... and they intuitively get the connection between VISION, STRATEGY and EXECUTION.

Following are some ways to help you understand and apply... **ALTITUDE**.

30,000'	View from Airplane	A Green Blur	Telescope
14,000'	Top of Mountain	A Forest	Binoculars
3'	Nap of the Earth	A Tree	Glasses

*"He who knows the 'WHY' of his existence...
can bear almost any 'HOW'."*

– Viktor Frankl

ALTITUDE: PERSPECTIVE

At 30,000':

An airplane's cruising altitude, plenty of blue sky, a great view, etc. At 30,000', our brain even seems to work better!

At this altitude/level, it's all about your **vision**, your **aspirations**, your **raison d'être**. It's a place to **think** and **talk** about your **mission**, your **meaning**, your **values**. It's a place for Guiding Principles, Big Hairy Audacious Goals And Definite Chief Aims (as Napoleon Hill calls them).

My good friend Christopher Celeste pointed out that leaders and visionaries have the ability **to see the horizon**. Obviously, you can't do that from 3'. There's a good view at 14,000'... but an absolute gorgeous view at 30,000'. You can see the curve of the earth, the rising and setting of the sun. The **perspective** at 30,000' is unmatched. This is where you can think about making Steve Jobs' *"dent in the universe"*... and dream about **CHANGING THE WORLD!**

At 14,000':

It's the view and perspective from the 'top of the mountain'. (In the Rockies, they're called 'fourteeners'). The air is thinner, raptors soar. If 30,000' is about **vision**... then 14,000' is about **focus**. A place to talk about **Strategic Plans** and **Business Models** and **Funding Models**, and finding clarity around **Priorities**.

At 14,000', Everything's A Project (**EAP**)! Every project has goals, time lines, a team leader, a team, a budget, constraints, etc.

At 3':

Literally, it's 'boots on the ground', 'feet on the street'. It's **tactical**. It's **execution**. It's **ACTION!**

ACT NOW

*“My dreams are worthless, my plans are dust, and my goals are impossible.
All of no value unless they are followed by ACTION.
I will ACT NOW.”*

– Og Mandino

The Greatest Salesman in the World

“READY. FIRE. AIM.”

– Tom Peters

“ENGAGE ... and then plan.”

– Andy Grove

“ACT or ASK.”

– Tom Suddes

*“BOLDNESS has genius, power and magic in it.
Only ENGAGE ... and then the mind grows heated.
BEGIN IT, and then the work will be COMPLETED!”*

– Johann Wolfgang Von GOETHE

“Winners DO. Losers meet.”

– James Carville

“FIRE the arrow.”

– Julia Cameron

*“If your ship doesn’t come in,
swim out to meet it.”*

– Jonathan Winters

*“There are those who DO.
And those who woulda, coulda, shoulda.”*

– ‘Bubba’ Somebody

*“To hear is to forget.
To see is to remember.
To DO is to know.”*

– Some Zen Guy

*“To know and not to DO..
is not to know.”*

– Another Zen Guy

“Vision without ACTION is hallucination.”

– Thomas Edison

*“Bodies in motion tend to stay in motion.
Bodies at rest tend to stay at rest.”*

– Sir Isaac Newton

“Just DO it.”

– Nike

ALTITUDE: FOR BOARDS

Here's how you can use this Framework to create **dialogue** with your **Board** around their relationship with your organization.

- Your COLLECTIVE BOARD should be engaged at the **30,000' level** (WHY... we exist) around VISION and PURPOSE and MISSION.
- INDIVIDUAL Board Members (CHAMPIONS) can be engaged with you at the **14,000' level** around STRATEGY (WHAT...needs to be done.) They should be **specifically** asked to help within their own areas of **expertise** and **experience**.
- **No** Board/Board Member should be engaged with you or your organization **at 3'!!!** (the HOW).

“Our Board is AFRAID OF HEIGHTS!!!”

– Irish Social Entrepreneur

We can't tell you how many times organizational leaders and staff have come up and said, *“My Board is at 3” (inches)! They even tell us what kind of soda should go in the machine!”*

*While we primarily use this for Boards, there's a case to be made that no one should be dealing with issues at **3'**... Micro-micro-managing..sweating the really, really small stuff, etc.

Action: Review this ALTITUDE FRAMEWORK with your **Board**. Encourage them to get and stay 'HIGH'. 😊


ALTITUDE: ENTREPRENEURIAL APPLICATION

ALTITUDE is a great way for an entrepreneur to answer these 3 critical questions:

- **WHY... are you in business?**
- **WHAT... business are you in?**
- **HOW... do you make money?**

Social Entrepreneurs can use this Framework to talk with angel investors, recruit talent and even organize the Business Model and Plan.

Note: Latitude. A small shift in the first two letters of 'ALTITUDE' opens up an entirely different way of looking at this: LATITUDE. Many of our Frameworks are laid out horizontally, still using our blue, red, green color code.

IMPACT  INCOME

Think
BIG

Build
SIMPLE

ACT
NOW

CAST
A
VISION

STAFF
A
VISION

FUND
A
VISION

ALTITUDE: ENGAGEMENT TOOLS

While there have been many different uses and permutations of this 'thinking' **at altitude**... one of our favorites is for a visit and presentation.

All of our Engagement Tools are designed **at altitude**.

30,000'	Why	Purpose	'Blue'
14,000	What	Priorities	'Red'
3'	How	Plan	'Green'

We have used this with hundreds of organizations on thousands of visits, as an integral, critical part of our **Presentation FLOW. IT WORKS.**

The **WHY** (PURPOSE) Start here. Once they are ON BOARD... move to.

The **WHAT** (PRIORITIES) Once they understand... it's on to.

The **HOW** (PLAN) How you are going to execute. HOW you will Scale and Grow. HOW you will **FUND**.

ALTITUDE: VISITS/PRESENTATIONS

Here is a deeper explanation of the power of 'ALTITUDE' on a **visit/presentation**:

- **Always go (back) up.** Nick Fellers has a really great way to use 'altitude'/ level on the presentation. When training or coaching, Nick makes this very clear: When in doubt... when challenged... when questioned... **ALWAYS GO BACK UP TO 30,000'!** (The Vision, The Message, The Purpose.)
- **Get 'buy-in' at the highest level.** As you make the Case for Support, the prospect/ potential investor needs to understand and acknowledge their acceptance of the 'blue' VISION and 'red' PRIORITIES. Sometimes this is *"You had me at hello."* (Renee to Tom Cruise) Other times, it may take the entire first visit to get them to understand and agree that this is an important CAUSE and CASE. Regardless, it doesn't make any sense to talk about PRIORITIES or the PLAN or 'HOW THEY CAN HELP' if they don't 'get it' at the highest level!
- **Dissent on Descent.** To put this another way, there should be no 'dissent' on the **descent!**

Think of this as kind of the opposite of getting the '**bends**'. If a diver ascends too quickly, they get a case of the 'bends'. It's painful and many times life-threatening.

During a presentation, the prospect can get the '**reverse-bends**' if you descend too rapidly. *"Hello. Thanks for seeing me. Here's our campaign. Can you give \$100,000?"*

- '**Permission to Proceed**'. We have actually incorporated this specific terminology into the presentation. (It's the words used to complete a 'transfer' on a high ropes challenge course!) *"It seems like you're fully engaged with both our Mission and our Message. Would it be okay (**permission to proceed**) to go deeper and talk about our Strategic Priorities and our Plan to make all this happen???"*
- **Altitude is not always top-down or hierarchical.** You can '**enter**' at any level. You can focus on any level. You can travel up and down... and even side to side, especially when you're using an Engagement Tool.

ALTITUDE: CLOSING THOUGHT

Your **ATTITUDE**, is impacted by your **ALTITUDE**
and **ATTITUDE** really **IS** everything!

If you're always at 3', it's hard to maintain a positive, visionary, can-do attitude.

I would encourage you to use this metaphor/framework as a way to increase your **IMPACT** (personally and organizationally).

A handwritten signature in black ink that reads "Don (O.G.) Cox". The signature is written in a cursive, slightly slanted style. A long, thin horizontal line is drawn above the name, extending from the left towards the middle of the signature.

*"Seeing your life from a heightened perspective
is more a matter of ATTITUDE than altitude."*

– Jeff Salz

*"The ultimate human freedom:
the ability to choose one's ATTITUDE at a given set of circumstances."*

– Viktor Frankl

*"The greatest discovery of my generation is that human beings
can alter their lives by altering their minds (ATTITUDE)."*

– William James

ABOUT TOM SUDDER

Tom Sudder has made a name for himself as a **thought leader**, a motivating **coach**, a master **facilitator & trainer**, an engaging **speaker** and a prolific **writer**. Tom has almost 40 years of experience in Strategic Visioning, Fund Development, Business and Entrepreneurship.

He began his career in the Development Office at the University of Notre Dame in 1973. In 1983, he founded The Sudder Group, which has managed over 400 Campaigns, raised over **\$1 Billion** and helped generate 3 million new jobs in their work with 125 Economic Development Organizations around the country.

And, in the last 10 years, the For Impact Partners and Coaches have helped organizations raise **another \$1 Billion** to scale and grow their Impact.

Tom has made more than 6,000 one-on-one 'sales' presentations... and has trained thousands of 3rd Sector and Business Leaders in the art and science of becoming a For Impact Organization. He is the author of ***Take A Quantum Leap***, a number of ***For Impact Guides*** and co-author with Nick Fellers of the content at the ForImpact.org website.

A serial entrepreneur since age 16, Tom has founded 19 businesses; and now dedicates one-third of his 'work' schedule to helping social entrepreneurs change the world. He also spends significant time in Ireland helping to transform the country's philanthropic model.

In 1997, Tom won a Trip Around the World (the only contest he has ever entered) where Success Magazine and Opportunity International awarded him a chance to share his entrepreneurial experiences with Third-World Micro Entrepreneurs in Russia, Poland, India, Bangladesh, the Philippines and Australia.

Tom served in the U.S. Army as an Infantry Officer, Airborne and Pathfinder. He was a two-time welterweight boxing champion at Notre Dame, and has been the boxing coach there for almost 40 years. He returns every year for a six-week 'mini-sabbatical' to coach and referee the Bengal Bouts. He is the Executive Producer of ***STRONG BODIES FIGHT***, a documentary film about Notre Dame Boxing and its impact upon the Missions in Bangladesh.

Throughout his crazy, eclectic, eccentric life, Tom has been anchored by his family. Now, his seven grandchildren are the centerpiece of life on his 50-acre farm/training center, Eagle Creek, outside of Columbus, Ohio