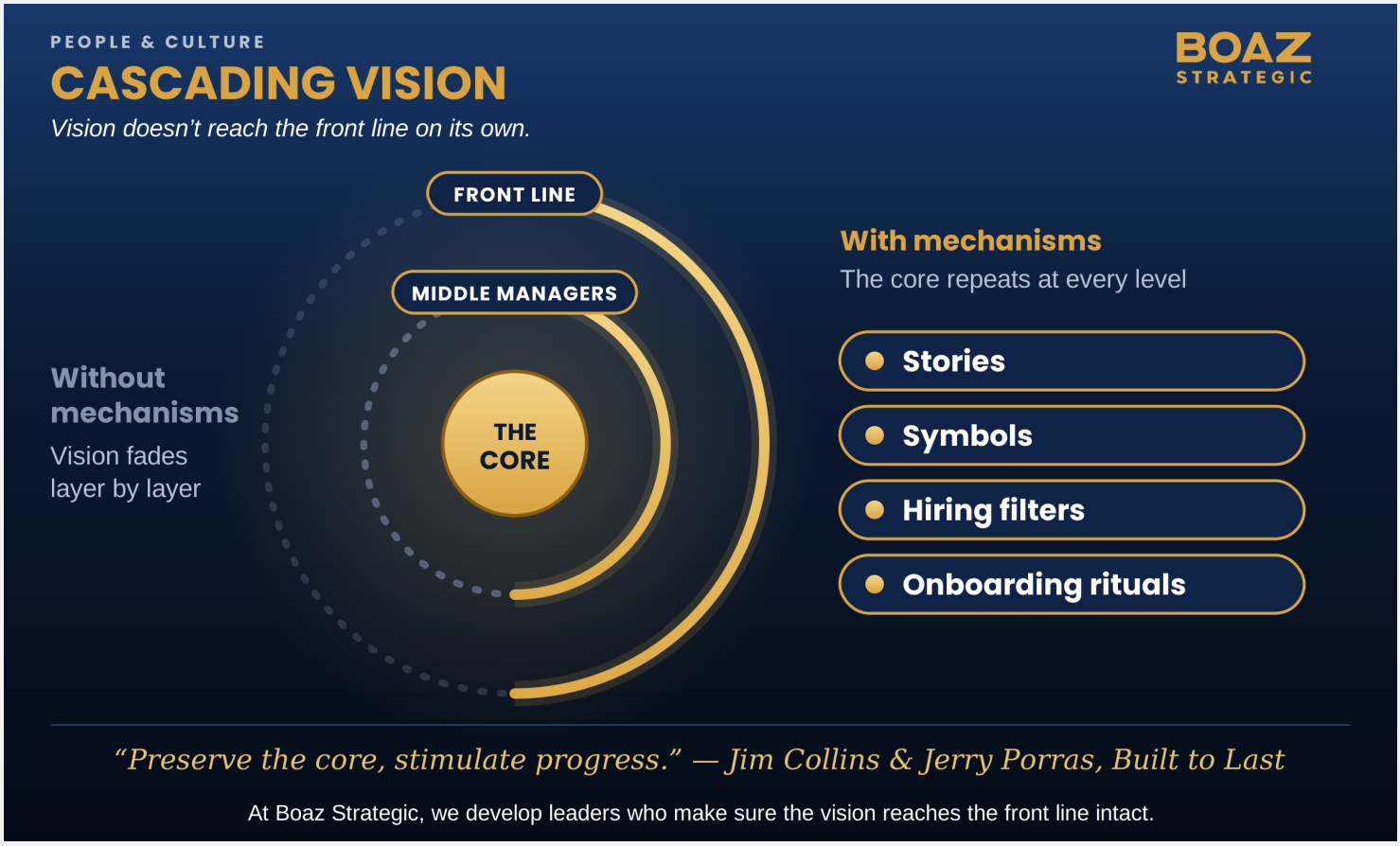


Does the vision reach the front line, or *fade?*

> *Preserve the core, stimulate progress. — Jim Collins & Jerry Porras, Built to Last*

In the early days, vision spreads by proximity. The founder is in the room, heard over and over.

Growth breaks that. Middle managers and frontline workers are several rooms removed.

That's the gap "Undercover Boss" exploits: a CEO goes undercover and discovers frontline behavior that contradicts everything the company claims to stand for.

Jim Collins and Jerry Porras studied companies that avoided this for decades, some for over a century, in their book Built to Last.

Their finding: vision doesn't survive by hoping it trickles down. It survives through "preserve the core, stimulate progress," values held religiously while methods evolve.

These companies build tangible mechanisms, like stories, symbols, hiring filters, and onboarding rituals, that repeat the core at every level.

Without those mechanisms, vision doesn't cascade. It dilutes, one layer at a time.

At Boaz Strategic, we develop leaders who make sure the vision reaches the front line intact.