



Stanford eCorner

Conveying Vision to Employees

Jensen Huang, *NVIDIA*

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Video URL: <http://ecorner.stanford.edu/videos/1129/Conveying-Vision-to-Employees>

The company vision is conveyed through telling a story. Even though Jensen doesn't enjoy public speaking or think of himself as an orator, he understands the importance of speaking to his employees. He emphasizes the importance of forcing yourself to communicate despite not liking it or not being good at it.



Transcript

Ma'am. You talk a little more about how you convey your vision to your employees and how you keep that sense of urgency in them so that they continue improving themselves. So the question is, "How do I convey my vision to the employees and how do we convey a sense of urgency?" First of all, you convey your vision the good old fashion way and it's about telling a story. I'm not the best storyteller in the world. I don't enjoy public speaking actually. And if you were to give me a choice right now between doing this versus just answering one of the emails and I'll give you all my email address. You could all send me an email and I'll be glad to respond to it. I'd rather do that. You know, I'm still an engineer and I'm introverted by design I guess. And I don't find myself particularly articulate.

And so, I don't enjoy the process of public speaking. But you have to force yourself to do it. It's for a good reason. It's for a good cause. I have to admit that speaking to invidious employees is the single most intimidating thing that I do. It freaks me out, OK? And the reason for that is because I respect their times so much. And I know how important the meeting is, that you know, in your own mind the bar on the responsibilities are extraordinary. But you have to put yourself and I'm speaking to engineers here. You have to force yourself to communicate at a bigger picture level and to force yourself to practice. And it's something that overtime you get better in.

In terms of how do we communicate a sense of urgency, just through action. They have to see that when I make decisions or when I do something or when something is near my scope of influence, that I do it with a sense of urgency. And it's amazing what that does. People simply pick up those habits from you. If your CEO works hard, you'll work hard. If your CEO cares, you'll care. If your CEO loves his company, you'll love this company. If your CEO is passionate about the work that we do, you'll be passionate about the work that we do. If your CEO does everything with an extraordinary sense of purpose and intensity and sense of urgency, you will too. It's amazing what happens when you're a leader of anything.

Whether you're a leader of a project team or, right? As I say that, you could almost everybody just, "Yeah, yeah I get it," leader of a project team or leader of a lab team. The behavior and the values and the habits of that leader has an amazing way of rubbing off on everybody else.