

APPENDIX 1

Frequently Asked Questions

We've had the privilege to work with thousands of people in our workshops, and they've asked good questions. It might be fair to assume that, since WHY is our passion, all the answers were on the tips of our tongues. Some were, but some really challenged us, and thinking them through deepened, expanded and clarified our own understanding of WHY. We thought it would add value to this book if we shared the most commonly raised workshop questions, along with our responses. We especially recommend that facilitators read this section, since they may receive similar questions from Tribe Why Discovery participants.

For Individuals

Can my WHY be my family?

Family inspires great love and commitment, and most of us want very much to care for our spouse or partner and our children. But a WHY is who we are *wherever* we are—not just at home, but also at work or out with friends. Though it may seem strange to speak in these terms, family is actually a WHAT. Your WHY will come not from talking about your family, but from talking about the feelings your family evokes in you. During the Why Discovery process, you will inevitably find that the contribution you make to your family members and the impact it has on them are the same contribution you will make and impact you will have on others in any situation that brings out your best self. The bottom line is your family is not your WHY. The reason your best friend loves you is the same reason your significant other loves you, and it's the same reason your best client or colleagues love you too.

Can I have more than one WHY?

Nope. Each of us has one WHY and one WHY only. The WHY is the one common thread that brings out the best in us and makes us feel the most fulfilled. As Simon often says, “If you’re different at work than you are at home, in one of those two places you’re lying.” Who we are at our core does not change depending on where we find ourselves. We either live in alignment with our WHY or we do not. If you feel as if you have one WHY at work and a different one at home (or in some other context), you may be focusing too much on *what* you are doing at each respective place. Instead, think about the common factors at home and at work that leave you feeling inspired and fulfilled. That’s where you’ll get clarity of your WHY.

Can my WHY change as I get older?

Our WHY is fully formed by our mid-to late-teens. By that age we’ve experienced enough and made enough choices of our own that we can recognize the situations in which we’ll thrive and those in which we will not. But while you may have sensed your WHY at that age, you probably weren’t able to express it. That’s because the WHY comes from the limbic part of the brain, which has no capacity for language, so it’s hard to put it into words. As years go by, and we gain a deeper understanding of our WHY and the contribution and impact we make, we may find more precise and meaningful language in which to express it. However, the feelings behind the words will stay the same. The words you use may change, but your WHY will not.

If we feel at a certain point in our lives that our WHY has fundamentally changed, there are a few possible reasons. The most common is that we didn’t truly know or understand our WHY before, often because we were too focused on WHATs. Or perhaps we’ve had an experience that felt transformative—a personal struggle, a tragedy, the death of a loved one. While such events can certainly affect us deeply, they don’t change who we are at our core. If these events inspire us to reconsider what’s important, to live or think in a more positive way, that doesn’t mean our WHY has changed. It means we have gained a deeper understanding of ourselves and have begun to live in closer alignment with our WHY. Another perspective on this is that a challenge or loss can throw

us temporarily out of balance. Once we regain our balance, we will see that our WHY is fundamentally the same as it always was.

What if I don't have a WHY?

You do have a WHY. Everyone does. The only question is whether you're willing to let yourself be open and vulnerable enough to discover what it is. As long as you are honest with yourself and others, you *will* discover your WHY. It may not be perfectly articulated or polished right away, but we've never had to break the bad news to someone that they don't have a WHY after all!

The classic bell curve puts early adopters on the left, the majority in the middle, and laggards on the right. WHY follows a similar pattern. Some people are willing and eager to learn their WHY. They believe WHYs exist and are willing to risk a little to discover what theirs is. Others, aren't ready or willing to take the risks involved in discovering what theirs is. In the end, there are sometimes those who, quite frankly, just don't care one way or another. Our goal is not to try to convince the unready or the indifferent. Our goal is to work with those who are inspired by the concept of WHY and have a genuine desire to discover their own.

Can a WHY be bad or evil?

A WHY, by definition, is positive and generative. It serves others and makes a positive contribution to their lives. Those who turn their WHYs to destructive ends have chosen to manifest their purpose, cause or belief through results (WHATs) that hurt, disrespect or otherwise do not serve others. In the thousands of Why Discoveries we've done, we've never had anyone with a Why Statement that implied it could only be used in bad or evil ways. What one does in the name of their WHY is what determines how others view their actions.

What's the reason the WHY is always in service to others?

It comes down to the difference between happiness and fulfillment. Happiness comes from the things we do for ourselves, such as buying a new pair of shoes or the latest smartphone, and can offer a quick hit of dopamine that makes us feel good. But when that feeling wears off, we need to do or buy something else to get the next hit. Shopping (or jogging or drinking wine or sailing or whatever else) may give us fleeting happiness but will never give us lasting fulfillment. The happiness in serving ourselves is real but often fleeting; the fulfillment in serving others is lasting. The problem comes when there's a lack of balance between the pursuit of happiness and the pursuit of fulfillment. That's not just philosophy; it's biology. For more about this, we suggest reading Simon's book *Leaders Eat Last*.

We've met plenty of people over the years who, despite high salaries and the luxurious lifestyles that money can buy, aren't truly fulfilled and feel that there's something missing in their lives. Ironically, people whose WHY is in service to others, rather than for themselves, are the ones who ultimately best serve themselves, because in the end they experience the deepest fulfillment.

How can I make my WHY sound different from everyone else's?

This question stems from the perception that we are all competing and somehow our WHY has to be better than, or at least different from, that of our rivals. But what if the only person we're competing with is ourselves? What if we showed up every day to be a better version of ourselves, living more in line with our own WHY than we did the day before?

When we are truly connected to our WHY and the stories from our past that have led to its discovery, it doesn't matter if our WHY sounds like someone else's. It's ours and it has deep meaning to us. It represents who we are at our very best.

When people first hear about the WHY, they sometimes think we're talking about a person's "special sauce." The WHY is not about finding a competitive advantage. It's okay and not even surprising if all your closest competitors got into the business (whatever it is) for reasons similar to yours. However, even if your WHY is similar to your competitor's, what's likely to be very different is

the way you bring it to life through your guiding principles, behaviors and actions (your HOWs). In other words, you're unique, not in your WHY alone but in the combination of your WHY and your HOWs. This combination makes you one-of-a-kind.

If my WHY doesn't align with the work I'm doing, do I have to quit?

We don't *have* to do anything. The short answer to this question is . . . maybe. If your work and your WHY aren't aligning, you don't necessarily have to throw everything away. We can't always control the environment we're in, but we can take responsibility for the way we show up. Your first step should be to positively influence those around you every day. Start by living your WHY the best way you can. It's just possible that, if you do, things will begin to change for the better.

If that doesn't work, it's important to remember that our goal is to surround ourselves with people who believe what we believe. If that simply isn't possible where you are, you have a choice to make. You can actively look for a job that's more in line with your WHY. Or you can try to make the best of where you are. Just remember, moving toward something (e.g., a situation in which you can thrive and live your WHY) is always better than moving away from something (e.g., a situation that isn't working for you).

My boss (or significant other, or sister or best friend) really needs to do a Why Discovery! How can I make that happen?

You're probably right that this person would benefit. However, it's not up to you to convince others. They have to *feel* that Why Discovery would be right for them. One way we can inspire them to do a discovery is to live our own WHY. They may see the fulfillment you find through what you've learned and choose to find out more. Or they may not. We can lead a horse to water and even shove its head in the trough—but that just drowns the horse.

I want to live my WHY but I'm not getting what I need for me to be at my best.

We can't tell from your statement whether you feel your missing piece is tangible or intangible, so we'll give you both answers. The first: if you're implying that there's a tangible WHAT that's necessary for you to live your WHY, you're wrong. None of us needs any specific job, position, title, technology or piece of equipment in order to effect the change we want to see in the world. The Wright brothers, for example, had rivals who were better equipped, better funded and better educated than they were, but the Wrights had passion, and it was their team, working out of a bicycle shop, that launched the first man into the sky in an airplane. There are countless other such stories of people who had far less to work with than others but went on to accomplish things that no one else could. That is what happens when you start with WHY.

But perhaps you are speaking of something intangible—an emotional or relationship need, for instance, that is not being met. Sometimes the people around us don't actually know what we need, which makes it difficult for them to give it to us! If that's the case, you should share your WHY with them and let them know what you need from an emotional or relationship standpoint in order to be at your best.

For Organizations

Do more prestigious or interesting industries have better WHYs than less visible ones? Don't they have better stories to share during the Why Discovery process?

Some people expect that a group specializing in medical or charity work will have more or “better” stories to tell. In our experience, that's not how it works. What binds us together is that we are all human, and the stories you want to draw out during this exercise are about being human. If the people in the session are passionate about what they do, they will almost certainly come up with great

stories. *It's the facilitator's job to help. Simply give them enough time and space, listen closely and help them dig deeper.*

What do we do if our product doesn't fit our WHY?

If we sell a product or service that is inconsistent with what we believe, it will be inauthentic, and our employees and customers will eventually see and, more important, *feel* that. On the other hand, to completely change a product or service because it doesn't align with our WHY isn't necessarily a good option either. We've never seen a situation where an organization's entire core business was out of alignment with their WHY. From time to time, a product that isn't doing well or a division that feels like a misfit is now easily explained. We'll hear someone say, "No wonder that's not working; it's out of alignment with our WHY," or "I see the reason this acquisition is struggling; we're out of alignment." Sometimes it makes sense to retire a product or spin off a division that doesn't fit. The idea is to spend energy in places that have the greatest positive impact.

Can a WHY be "to make money"?

No. We all know organizations out there whose sole reason for existing is to make money. But that's not their WHY. "To make money" doesn't fulfill any higher purpose. It's just a result. And organizations that define their WHY as a result tend not to be great places to work. Profit-driven companies may come out financially ahead of WHY-driven organizations in the short term, but their success is unsustainable. Over the long term, they cannot command the kind of loyalty, trust and innovation that an organization with a purpose can.

Costco, for example, has stayed true to its WHY of putting people first, which has served it well. Because Costco has maintained the clarity of its WHY, it has been both a better place to work and more profitable than its main competitor, the Wal-Mart-owned Sam's Club. After its founder, Sam

For more about how WHY is better for the bottom line, read chapter 12 of *Start with Why*.

Walton, died, Wal-Mart's WHY became fuzzy, and management became guided by profit rather than Walton's original WHY. The difference in success between the two companies is clear: if a shareholder had invested in Wal-Mart, Sam's Club's parent company, on the day Walton died, they would have earned a 300 percent return. But if they had invested in Costco the same day, they could have earned an 800 percent **gain**.



The WHY concept has nothing to do with the reality of business. Don't you have to admit it's a bit fluffy and not how things work in the real world?

If **biology** is “fluffy,” then consider this fluff! The WHY is at the very heart of business reality. Our decisions are driven by feelings, sometimes (although not always) backed up by logic and reason. When the Dow falls, we often read that “the sentiment of the market” was down. What is “sentiment” if not a feeling? Stocks and shares trade on how those buying them feel about the future.

For more about the biology of WHY, read chapter 4 of *Start with Why*.



In 2015, several car manufacturers were found to have falsified their vehicles' emissions testing. Logically enough, that affected people's long-standing trust in those brands, and their sales and market valuations took a tumble. On the other hand, and less logically, Tesla attracted over 500,000 orders for its Model 3 electric car even though it's not yet in production and the people placing the orders have never even sat in a Tesla, let alone driven one.

Our company is large, with many divisions and product lines in several countries. Don't the operational and support functions have different WHYS?

An organization only has one WHY. If some within the organization feel excluded from that WHY, it may be that the Why Statement is not quite there yet—either the words aren't exactly right or the statement still contains WHATs that leave certain employees out. If that's the case, it's probably time to give the Why Statement some thoughtful tweaks.

Or maybe it's time for the company to do some work developing Nested WHYs ([here](#)). Exploring WHYs within WHYs would give organizational subgroups the opportunity to refine their WHY in a way that resonates more powerfully with them.

Can we adjust our WHY to suit our customers?

During a workshop Peter was running, he heard someone say, “What we need to do is to figure out the WHYs of all our customers and make our WHY match those.” Peter's red flag started waving and so should yours if you were to hear something like this.

What makes a WHY powerful is its authenticity. Neither employees nor clients are fooled when an organization attempts to manufacture a WHY to suit what they feel customers want to hear. This is manipulation. The people you do business with, and the people who work with you, will sense a disconnect. Trust and loyalty will diminish (if they ever existed). When that happens, the company often resorts to discounts and other forms of **manipulation** to try to convince customers and employees to stay. This may work in the short term but it has no hope of long-term success.

For more on manipulation vs. inspiration, read chapter 5 of *Start with Why*.



This is not to say that a WHY-based organization can't use marketing effectively. Of course it can! In fact, when marketing uses the WHY as its source, it works quite well. An organization's branding simply becomes an external expression of its WHY, a proof of the company's culture.



If you want more inspiration or support, visit the Start with Why website (www.StartWithWhy.com).

APPENDIX 2

Partner Tips for Individual Why Discovery

Anyone who's decided to serve as a partner in a friend or coworker's Individual Why Discovery will want to read chapter 3 of this book for instructions on how to manage the process—and they'll also want this appendix as a cheat sheet. Here is a quick summary of the best tips and questions for being an effective partner.

- **Your role:** Active listener and note taker. As the person going through the discovery tells their stories, you will jot down any recurring ideas, words, phrases and themes. These will eventually constitute a golden thread that defines who the WHY seeker is at their natural best. **Not your role:** therapist, mentor, advice giver, problem solver.
- **How to “listen actively”:** Make eye contact; show acknowledgment, verbal and nonverbal, of what the other person says; invite them to say more about what happened or how they felt about it. Pay particular attention to facial expressions, body language, long pauses, changes in tone of voice and emotional state (getting excited; getting choked up). Jot these down if you can.
- **Three ways to ask good questions:**
 - **Ask open-ended questions** (i.e., the kind that can't be answered with a “yes” or a “no”). Open-ended questions let the other person lead you.
 - **Avoid questions that start with “why.”** It's easier to answer a question that starts with “what.” Ask “what is it about that story that really matters to you?”
 - **Sit in silence.** If someone is struggling to answer your question, don't fill the silence with another question or a suggested answer. Just wait. Emotions

are hard to articulate and it may take the person a little time to find the right words.

- **Look for silver linings.** A story you hear may be sad or even horrible—but it can still shed light on who someone is and what their WHY might be. Use your outsider perspective to see the lesson that the storyteller may not.
- **Focus on the person's *contribution* and *impact* in each of the stories they tell.** In every story you hear, note *what* the person was giving to someone else and the *impact* of what they gave on the recipient. If the person isn't volunteering that information, ask questions to bring it out.
- **Focus on feelings.** In the stories, *what* happened is less important than how the person *felt* about what happened.
- **Ask questions to dig deeper and uncover feelings.** Here are some effective questions:
 - When that happened, how did it make you feel?
 - Who else was involved in this story and how did they make a difference to you?
 - What is it about this experience that you absolutely loved?
 - You've probably felt this same feeling before. What is it about this particular story that makes it special?
 - How did this experience affect you and who you've become?
 - What was the lesson you learned from that experience that you still carry with you today?
 - Tell me what you meant when you said, "It really filled me up." (Or whatever general statement the storyteller might make.)
 - You say what happened made you feel disappointed (or sad or joyful or suspicious). But you've probably felt that way before. Describe how this particular feeling was so different that it still comes to mind all these years later.

- Of all the stories you could have shared with me, what makes this one so special that you chose to tell it as part of your Why Discovery?

EXAMPLE NOTES

Facts

- In 2010, facilitated a team off-site in Aspen
- Responsible for hiring most of the team over seven years
- She knew them all very well, but CEO was there and a lot of the team (remote) hadn't met him yet
- Wasn't sure how it was going to go—nervous
- Wanted it to be an experience that brought everyone together

Meaning

- Unity
- Everyone came together
- Meant a lot to her that everyone felt like they were in a safe place
- Team/family feel
- Joy (everyone was being themselves)
- Felt a lot of responsibility to the team
- Loved seeing relationships build naturally
- Mattered because she truly cared about each person individually

APPENDIX 3

Facilitator Tips for Tribe Why Discovery

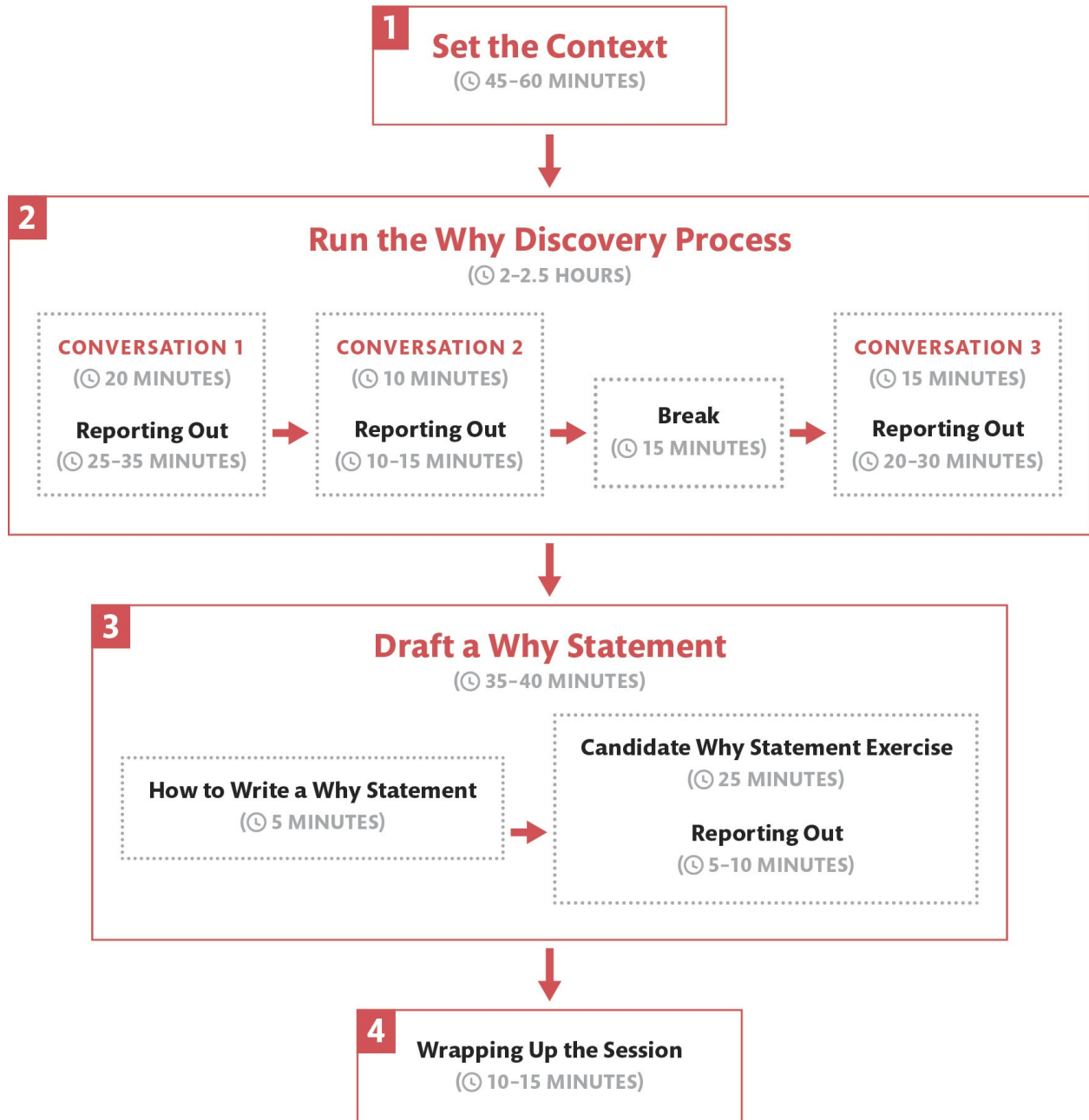
Anyone who's agreed to serve as a Tribe Why Discovery facilitator for an organization, company or team will want to read chapters 4 and 5 of this book for instructions on how to manage the process—and they'll also want this appendix as a cheat sheet. Here is a quick summary of the best tips and questions for effective facilitators.

- **Keep it confidential.** Don't share the details or nature of the conversations you will facilitate during the workshop until you're ready to have them. If participants know in advance what they're going to discuss, they'll overthink it.
- **Take a firm hand with “story hogs.”** It's crucial to Tribe Why Discovery that everyone gets the opportunity to share their stories in their small group. Keep an eye on the interactions. If some individuals are being too dominant (senior executives are often guilty of this), step up and gently encourage those who haven't yet spoken to contribute their stories.
- **If a team member shows emotion as they report out their story, dig deeper.** Ask the person to say more about their feelings or what it was about that particular story that evoked such an intense reaction. Be direct. Ask, “What was it about that customer's phone call that made you remember it all these years later?”
- **Avoid questions that start with “why.”** Counterintuitive as it seems, it's easier to answer a question that starts with “what” or “how.”
- **Steer participants away from progress-killing semantic debates.** For example, “Is ‘joy’ really the best word? I think we should say ‘happiness.’”

Don't go down that wormhole. Remind the group that, in this context, dictionary definitions matter less than the general feeling a story evokes.

- **Focus participants on *how* their tribe does business, rather than on *what* business they do.** Sometimes group members say that their competition does exactly the same thing they do. If that happens, bring them back to their stories. The difference between them and their competitors lies in the HOW, not the WHAT.
- **Make sure you have enough time.** A Tribe Why Discovery takes at least four hours. If the organizers ask you to do it in less time, push back. Having the full four hours is crucial.
- **Make sure you have the right setting.** The space where the session takes place needs to be:
 - large enough that participants can break into small groups
 - equipped with a snacks table of food and drink
 - private and quiet (e.g., not the room where the Xerox machine is located)
 - set up in advance so that tables are pushed back against the walls and chairs are arranged in a horseshoe
 - supplied with flip charts and easels for each of the subgroups, plus three flip charts on easels for your own use

TRIBE WHY DISCOVERY WORKSHOP



ACKNOWLEDGMENTS

There was a time when we didn't think we'd ever make it to the acknowledgments section of this book! Long story short, this book had started in 2013 as a field guide that Peter had written up. David loved the idea and together we worked to further develop the method. One day we'll pause to reflect on and retrace the steps of how we suddenly found ourselves writing a full-blown book. Writing this book has been an unbelievably challenging and equally inspiring adventure full of unexpected twists and turns.

It would be impossible to name the organizations and individuals that participated in the hundreds of workshops we've conducted to hone the methods we shared in these pages. On the surface it would seem they had nothing in common—different industries, different sizes, different business models—yet they all fit in one bucket to us. They were all early adopters. They were willing to step up and join the movement well before we had this process figured out. If it weren't for you, early adopters, raising your hands to go first, we wouldn't have the content that fills these pages.

A special thanks to all of the organizations who have inspired examples and stories to help bring the Why Discovery processes to life, including La Marzocco, Cuestamoras, Ultimate Software, Studio Awkward and Southwest Airlines. Then there are the numerous individuals who have chatted to us on flights, in bars and other random places, inspiring us by their willingness to share their stories—including Steve the man of steel, Emily and Todd.

With Peter in the UK, David in Utah and Simon in New York, it took some serious effort to bring this book to life. Not to mention that we're all three on the road speaking more than we're at home! A huge thanks to our respective families who have shown great patience, tolerance, love and support as we have

each taken ourselves away to write and rewrite—precious time when we already spend many days a year away from home.

Like the instruments in an orchestra, words are nothing without a great arrangement. For that, we thank the skill of the team at Penguin Random House (who between them also helped rid us of a few discordant notes). Adrian Zackheim, Merry Sun, Will Weisser, Victoria Miller, Tara Gilbride, Daniel Lagin, Lisa D’Agostino, Matt Giarratano, Tess Espinoza and Eric Nelson. Indeed, Portfolio deserves a special mention for their patience and support as we navigated our way through this book.

There are a few others we’d like to mention by name. The wonderfully straight-talking editor Jenn Hallam, who kept us all focused and who never swayed from giving us all the feedback we needed. Judy Coyne, who took three voices and made it one in a way that appeared effortless. Design and layout ideas came from the creative minds of Farah Assir and Elanor Thompson, without whom this guide would have been so much more difficult to follow. A very special thank you to Monique Helstrom and Molly Strong for orchestrating Simon’s schedule and our collective logistics to make it possible for us to get in the same room (virtually or in person).

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Finally, we all want to make a special mention of our dear friend Kim Harrison. Kim guides the whole Start With Why team on a daily basis. Without her remarkable vision and insight, her ability to bring people together in the most powerful way and her unwavering commitment to the Start With Why movement, none of this would have been possible. Always in the background, supporting those in the foreground, she is a remarkable human being and we all love her to bits.



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