

Know your **WHY**®

The  
**WHY**  
**ENGINE\***

*Inspire Your Team*

*Inspire Your Customer*

*Inspire Your Company*

**BY RIDGELY GOLDSBOROUGH, ESQ.**

WITH DR. GARY SANCHEZ, DAVID KIRWIN,

MIKE SPARKMAN AND HUBERT LEE

\*Excerpts offered with the permission of Ridgely Goldsborough

# Introduction—WHY?

“He who has a WHY to live can bear almost any HOW.”

Friedrich Nietzsche

**This book will help you discover your WHY—WHY you think the way you think, WHY you talk the way you talk, WHY you act the way you act (both in business and in life) and much more.** It is about providing you with clarity that allows passion to manifest and in turn becomes inspiration—the inspiration to improve all aspects of your own life, inspire those around you and make the world a better place.

From early philosophers, such as Friedrich Nietzsche and Eugene Ionesco to modern-day visionaries like Simon Sinek and Dr. Frumi Barr, the quest for understanding and discovery of purpose remains unabated. All of us want to know “What is the plan? Where do I fit in? Why me? Why now? Why does it matter?”

In this book, we take a decidedly more practical approach. Rather than focus on the philosophy of “WHY”, we seek to provide you with tools—tools that will help you live a richer and more rewarding life and build a better business—and if in the process the universe makes more sense to you, we’ll consider that a bonus.

While the WHY journey may prove challenging at times, we will hold nothing back and will share with you the exact processes and systems that we use for ourselves, our businesses and our loved ones. In the hands of a professional, these tools are flat out transformative for any organization. May they serve to offer you the same level of powerful

transformation that we witness every day.

“Nothing is mightier than our why, nothing stands above it, because in the end there is a why to which no answer is possible. In fact, from why to why, from one step to the next, you get to the end of things.”

*Eugene Ionesco*

## **Section 1:**

# **Your Why**

Chapter 1: The Beginning

Chapter 2: The Benefits

Chapter 3: The Big Payoff

Chapter 4: The Nine WHYs

Chapter 5: The WHY Discovery Process

## **Chapter 1: The Beginning**

As an infant, when you wanted milk, what did you do? Cry, of course—and as a result of crying, someone, in all likelihood a parent, brought you milk. In that moment, on an extremely primitive level, an association was formed—crying equals success.

Perhaps on the very same day, you found yourself alone and wanting comfort. Without conscious thought, you returned to the same behavior and started crying. Your caretaker came to you a second time and that original association was strengthened. Once again, crying equals success.

Notice the equation. You have a want or need (milk or comfort), you take an action (crying) and achieve the desired result (of fulfilling that want), thereby establishing an association between your action and a feeling of success. You continue to take the same action each time that you want something and for the most part, experience the same level of success. This instills an irrevocable programming in the deepest part of your brain—one that will play out for the rest of your life.

Think about it. As an infant, milk and comfort constitute survival. The absence of either is akin to life and death. The programming that results from “succeeding” in attaining these basic needs is also, at a fundamental “feeling” level, much like life and death. It has nothing to do with conscious thought.

As you grow older and begin to separate from your parents or caretakers, your wants and needs change, which in turn leads to experimentation in your behavior to achieve them—especially as the historically effective method of “crying” no longer works. You try other things, take other actions, always in search of a successful result, whatever that looks like, as defined by you.

Success takes the positive form of reward, recognition or praise or the avoidance of a negative, such as loss, pain or disappointment. In either case, the formula remains the same as it did when you were an infant—want >> followed by action >> leads to the achievement of that want

(even in the case of avoiding something “bad”) >> which equals success. As your “action” leads to “success”, you repeat it and keep repeating it over and over, as long as the outcome results in “success.” Notice that in both circumstances “success” is feeling-based, not thought-based. **You don’t think success. You feel it.**

Remember that at the feeling level, this “success” equals life and death. Since we are programmed for survival as a species, the behavior that results in “success” for you, becomes how you survive—as a person, in your relationships and in your business. It is not something that you can “think your way out of” or “rationalize away”. It runs much deeper and dates back to a period in your formation during which the beliefs that you now hold were created, shaped and cemented into your psyche.

We call it your WHY.

## **Chapter 2: The Benefits**

“Most people die in their early 20s. We simply wait until they reach their 80s to bury them.” Business author, Jim Rohn, referred to them as sleepwalkers. In similar fashion, most people go through life without ever knowing why they do what they do. They run through their day-to-day motions without any understanding of what truly drives them—which means that they are constantly reacting as opposed to shaping their own futures. **Without knowing WHY you exist, you fall victim to the circumstances around you and never define life on your own terms—according to what you truly believe.**

On the other hand, when you know your WHY, you can plan the life and work that aligns with your beliefs, fuels your passion and naturally takes you down a successful path.

You have a gift that is yours and that only you can bring to life—as does each of your team members (and clients). You have a reason WHY you think the way you think, speak the way you speak, write the way you write, and act the way you act. We all do. If you know it and can express it to others with clarity, you can quickly create the right relationship with them.

This is where your WHY comes in. It defines what you stand for and the better you are at expressing it, the more you will attract those clients that believe what you believe. Those are the clients that you want to build your business around—the ones that “get you”—that make your business fun and profitable.

Think of your WHY as your hard wiring. It's the way you think. It's why you do what you do. It's your unique gift, your driver, your programming. It's almost like a natural law, like the law of gravity. Whether you know about it or not, it still affects you. For example, if you take a large rock, hold it over your head and let it go, you will get smashed. On the other hand, if you know about the law of gravity, you can use it to your advantage and avoid the rock. Knowledge about the law of gravity enables us to fly around the world and even travel to the moon.

Your WHY works the same way. If you know your WHY, you can use it to your advantage. If not, it uses you. If you don't even know what you believe, how can you ever get anyone to connect with you, your message, your product or your business? How can anyone make the decision to move forward with you if you can't tell them what you

stand for and WHY they should trust you or your service?

So where does your WHY come from?

Your WHY comes from your experiences in early childhood. If you were praised, rewarded or recognized for certain behavior, you learned to act a particular way to earn more praise. If you were ostracized, shamed or punished for certain behavior, you learned to act a particular way to avoid more pain. Success came to you in either case, because you got more praise or avoided more pain. A pattern of behavior was established that equated to success for you in those circumstances. You learned that if you repeated this pattern, you would continue to have success. This became your WHY, why you did what you did and why you now do what you do. This can be more clearly understood through examples.

Kathy G. grew up surrounded by politics. As the daughter of a prominent local official, she spent her early childhood mired in gamesmanship, empty promises, about faces and untruths or exaggerations that plagued her to the point that she finally ran away as a teenager and struck out on her own shortly thereafter. Without any conscious realization, and out of rebellion to this distasteful way of being, her WHY kept her isolated with only a small circle of friends. However, it made her extremely reliable in every job she ever took-- the exact opposite of what she witnessed as a child. Kathy would prove to the world that, unlike her father, she could be completely trusted.

Not knowing her WHY caused her to play small, to see the world with eyes of mistrust, to hide behind the scenes and not appreciate her own value--even though she proved that value every day in her behavior. Everyone else knew that she would get the job done, lead the committee,

show up on time, finish the project or do whatever else she was called upon to do. Kathy, however, didn't realize that this was a gift. Kathy's WHY is to "be trustworthy and create relationships that are based upon trust."

Today, her WHY remains the same. Because she knows it, she can fully embrace it. It gives her a sense of value. She still has a select group of friends, doesn't crave the limelight, and prefers a quiet evening at home over a night on the town. But the difference in the way she views and lives her life is astounding. Because she knows her WHY, she knows that she can be trusted and is empowered. Because she knows her WHY, she is quite happy hanging out in the background as the support person that everyone can count on--in fact, she relishes and enjoys that role. It's perfectly aligned with her WHY. Because everyone in her company knows her WHY, she is a highly valued member of the organization, appreciated and cherished by her colleagues. Rather than playing small and choosing a role where mistrust can be minimized or managed, she takes on highly important tasks where trust is a prerequisite, and is currently in charge of the oversight of the finances for her company, responsible for tens of thousands of dollars every week. Her work is congruent with her beliefs. What she does is aligned with WHY she does it.

When you know your WHY, your world begins to make more sense. You begin to see how your WHY drives the choices you make. Not only that, it gives others, including those who buy your products and services, a reason to connect with you. People don't connect with what you do. They connect with WHY you do it, who you are and what you believe—what you stand for—as in Kathy's case, trust.

Nick R. also had a difficult childhood, though very different than

Kathy's. As the son of an alcoholic, Nick knew from a young age that the slightest misstep or wrong move would set his father off and lead to a verbal berating or more often, a physical beating. Nick learned early on how to assess his father's state within seconds when he came home from school or back in from playing with his buddies. For Nick, figuring this out meant the difference between a tolerable evening or welts on his back.

Nick spent every moment he could away from home in an effort to avoid his father. At the same time, he did everything he could to keep the peace. If told to be home at a certain hour, he would synchronize his watch to Greenwich Mean Time in London to make sure it was 100% accurate, and sit outside the front door until his digital dial read that exact hour. Then he would go in, not a minute early, nor a single minute late and had only a few seconds to determine how drunk his father was and how he needed to act to avoid the belt. Out of sheer survival, he became an expert at it.

His WHY became to "take complex situations and make sense out of them."

Currently, Nick is a partner in an emerging company and the go-to guy during board meetings, product development discussions and strategic planning sessions. His ability to take in massive amounts of data and information, sort through it all and come up with solutions that make sense is uncanny. Because he knows his WHY, he embraces this role and knows his unique contribution to the team. Because he knows his WHY, he also knows his place, what he does well and what he should delegate or pass on to a teammate. More importantly, because he knows his WHY, he loves his job and is very good at it, valued by his partners and employees as a guy who can distill and articulate

solutions to complex problems at warp speed, making everyone's life better and easier.

Nick's WHY morphed from a method of avoiding pain and the shame that came with it into a tool that he now uses every day for a worthy cause.

Knowing your WHY is like turning on the lights to your behavior. You gain instant clarity. As mentioned earlier, it's like being reintroduced to yourself. When you know your WHY, you begin to understand why you made the choices you made, as well as the choices you will make. You know what your value is, what people can count on you for, what you bring to the table.

When you know your WHY, you realize your unique gifts. You become aware of those qualities and "unique-nesses" that only you possess. You begin to see the world through a filter that belongs only to you, that enables you to make a contribution that only you can make.

When you know your WHY, you understand yourself and others. The way you operate makes complete sense, you feel empowered and easily "get" why others do what they do, based on their own WHYS. No longer does anyone seem strange, bizarre or odd. They simply have a different WHY, a different belief, than you.

When you know your WHY, you gain clarity and confidence. The awareness of your unique gifts and understanding of yourself open your eyes to a completely clear picture of what is in front of you—and give you a newfound sense of confidence. You see things from an empowered perspective of exactly who you are—without doubt and confusion—the removal of which naturally breeds confidence.

When you know your WHY, you know how you fit. Your interaction with others becomes more fluid, more dynamic, more alive. There is never a question of what you can and will contribute to any situation or organization. The benefits compound on each other as awareness leads to understanding and clarity to confidence.

When you know your WHY, you live with passion. Most people lack passion because they don't know WHY they do what they do and as a result cannot consciously select a career or cause that aligns with their belief system. The lack of alignment between their belief system and their daily activities makes it impossible for them to ever feel the passion to give their best day in and day out. They soon join the ranks of sleepwalkers. By contrast, when what you do meshes perfectly with what you believe (your WHY), you feel invigorated every day, inspired to go after it, excited to get up in the morning and live it.

When you know your WHY, you communicate better. It becomes easy to articulate where you are coming from and why you hold a particular viewpoint on any given topic. The value of your contribution comes from the filter through which you view the world--and as mentioned, is unique to you. You feel no need to defend your position as being "right" to the exclusion of someone else's perspective. They have their WHY and you have yours—equally valid belief systems that simply offer different points of view.

When you know your WHY, you build a winning team. People with passion for what they do "show up." They show up early. They leave late. They work weekends. They do whatever it takes to win because they believe in the cause. They go the extra mile. They play hard. They play to win.

When you know your WHY, you create a unified culture. A winning team that respects each other unites together. Because they want to win, they seek help when necessary, do not feel the need to isolate or “protect their turf.” They honor each other and put the cause of the Organization above themselves. They feel great to be part of something.

**When you know your WHY and live it, you can build an inspired company.** Inspired companies don’t have to “motivate their people.” Inspired companies don’t need to figure out what they stand for. They know it. Everyone that works there knows it. The clients know it and buy into the vision. They become raving fans that advocate for the cause. In short order, the world knows it too, because of the extraordinary results that are produced.

It all starts with your WHY.

**To Discover your WHY...Click Below**

<http://www.loveywhy.com/>

## **Chapter 3: The Big Payoff**

Every enterprise begins with an idea, a vision that comes from someone. If you are the founder of your organization, then the vision for the company was and is your vision. Even companies with multiple partners stem from someone conceiving a concept and kicking it around with others who buy into it and end up as partners. If you have partners yourself and can think back to the genesis of your company, you will remember that this is exactly what happened. Someone had the

original idea (probably you). They saw it in their mind first and began discussing it to give it more concrete form and shape.

Steve Jobs had an idea. He discussed it with Steve Wozniak. They created Apple.

Bill Gates had a vision. He talked to Paul Allen. They created Microsoft.

Walt Disney had a dream. Roy Disney backed him up. With that vision, they birthed Disneyland.

The original WHY of an organization will always be the WHY of the original visionary. If you created your company from your own idea, then the WHY of the company is your WHY. If you have partners who created the organization with you, the WHY of the company will still be your WHY, as long as it was your idea and your vision that began the enterprise.

If someone else had the original idea for a company, then the WHY of that organization will either be the WHY of the original visionary or the WHY of the current leader that brings his or her own vision to the company and shapes it based on that vision. In other words, the visionary dictates the WHY of the organization.

By extension, the products or services that an organization produces become an expression of that particular visionary's WHY. When a company ceases to embrace this concept, whether they do so through a conscious "change in direction or philosophy," or unconsciously because the visionary moves on without transmitting a strong legacy that survives, the company turns stale and begins to decline.

Apple Computers flourished under founder Steve Jobs all the way to becoming the most valuable enterprise on earth based on market cap—larger even than Exxon-Mobil.

When you think of an iconic motorcycle company, only one comes to mind—Harley Davidson. All others pale by comparison.

When you think of a profitable airline (in most cases a complete anomaly), the only name that surfaces is Southwest Airlines. No other airline even enters the conversation. They fail year after year.

Interestingly, Dell, Compaq or any other computer company has access to the same talent as Apple. Honda and Yamaha can hire equal talent as Harley-Davidson and have as many if not far greater resources with which to build a motorcycle. Other airlines can raise money in the open markets, recruit top caliber executives and source their materials from the same vendors as Southwest Airline.

And yet, Apple, Harley and Southwest have obliterated their competition. They didn't outpace them, pull away gently or slowly establish a slightly larger market share. They flat out crushed every other organization in their space with not even a remotely close contender.

What's the difference?

**While all other organizations focus on what they do and what they produce, these unique and extraordinary market dominators focus on what they believe and what they stand for—in other words, their WHY.** They have a cause that is clear, embraced by team members internally, communicated to the marketplace externally and lived on a daily basis by each member of the organization.

Here's the Big Payoff.

So can YOU.

If you are the founder or current visionary, the WHY of the company is your WHY. It is your role to discover your WHY, articulate it, communicate it and build an organization that reflects your WHY in all aspects.

If you do, as they have done before you, you will become the market dominator.

Success leaves clues—sometimes right in front of you.

## **Chapter 4: The Nine WHYs**

We believe that there are nine WHYs and only nine. What makes us all different and unique is the infinite number of ways in which we bring those WHYs to life. We call these your HOWs—HOW you live your WHY. What makes this so powerful is that because of the finite number of WHYs, we can rapidly identify yours, share the traits that are common to it and make it useful for you in your life and your business.

The specificity of the nine WHYs are what give this methodology its power. An unlimited number would render it useless as a practical tool in the marketplace. If there were infinite WHYs, how can you ever know when you have actually discovered your own? How can you compare and contrast to see the differences, strengths and challenges,

between each WHY—that in turn make the methodology powerful for team building, organizational assessments, organizational behavior, company culture and so on. As mentioned early on, this is not intended to be a book about philosophy. Rather, our entire body of work as an organization is designed solely for the purpose of assisting you to build a better business and live a better life. To that end, we shy away from philosophy in favor of practical, usable solutions that can be implemented into any organization.

**WHY #1 —**

**To contribute to a greater cause, make a difference or add value.** People with this WHY are the ones that are always wanting to help, always wanting to be part of something bigger than themselves – wanting to be part of a cause or movement.

**WHY #2 —**

**To create relationships based on trust.** To be trustworthy. To these people trust is everything. They believe that if their relationship is based upon trust then the sky is the limit.

**WHY #3 —**

**To make sense out of things, especially if complex or complicated.** These people love to take complex or challenging situations or problems and make sense out of them for others. They help people move forward and are great problem solvers.

**WHY #4 —**

**To find a better way.** These people are compulsive about always looking for a better way because everything can always be improved upon. You can hear them asking the question “Well, what if we did it this way?” or “How can we I improve upon this”?

**WHY #5 —**

**To do things right or the right way.** Right wayers believe that success happens when you find the right way to do something.

Results come from following the correct path.

**WHY #6 —**

**To think differently and challenge the status quo.** These people believe that the extraordinary happens when you think outside the box.

**WHY #7 —**

**To master things, or seek knowledge.** People with this WHY study things to the nth degree just for the sake of things because they are always seeking depth and meaning and they can be considered experts in many different areas.

**WHY #8 —**

**To clarify, create clarity and understanding.** Clarity people want to know that you get it. That you're understanding what they are trying to say. They are experts in communication, both written and oral. They'll use analogies and stories to make sure you get what they're saying in an effort to be clear and make their point.

**WHY #9 —**

**To simplify.** Simplifiers like to take the complexity out of everything and make our lives simpler. They like to break things down to their simplest form. You might hear them saying like "Well, the simplest way to do it would be this."

**No WHY is better than any other nor will having a particular WHY predispose you to greater financial success. What determines whether or not you become prosperous, as well as the magnitude of that prosperity, is the degree to which you bring your WHY to life in your business.** Someone who Contributes in a huge way by offering products and services on a massive scale, is rewarded accordingly. Someone who Builds Trust and in so doing secures the largest number of sales in an industry, is also rewarded. Someone who Finds a Better Way to optimize an energy source can license that and earn royalties for life. And so on. Knowing your WHY is the first step. Building your organization around it is what takes you to the promised land.

**To Discover your WHY...Click Below:**

<http://www.loveywhy.com/>

## **Chapter 5: The WHY Discovery Process**

As you may recall from the beginning of this book, your WHY is established during your formative years. Obviously, not many of us remember those times and virtually everyone would have great difficulty recalling the precise events that led to the establishment of your WHY. Fortunately, there's a better way. Because the programming runs so deeply, your WHY never changes. It will remain the same throughout your life. Therefore, if we can figure out more recent patterns of

behavior that reveal to us your programming, we can discover your WHY. To do this we will replicate the exact same process in present time that you went through in your early years to establish your WHY in the first place. We will look for events and circumstances in recent memory that caused you to feel successful, much like the process in your childhood. Once we see a repetition of those feelings of success in different circumstances, your WHY will be revealed.

To fully grasp the power of this process requires a rudimentary understanding of the brain and its biology. At its core, you have the limbic brain, also known as the reptilian brain and referred to as the feeling brain. It is responsible for all of our emotions, sentiments and feelings. All decisions happen in the feeling brain. Surrounding the feeling brain is the Neocortex also referred to as the thinking brain. It is responsible for the processing of data and information, for analysis and language. However, the thinking brain makes no decisions. We make decisions in our feeling brain and justify them based on the logic of our thinking brain.

Your WHY comes from your feeling brain. The “feeling of success” that caused you to repeat the same behavior over and over early on is what caused the hardwiring or programming that now runs you and is your WHY. Notice the dilemma. The feeling brain does not understand language and yet we must use language, in some way, to discover your WHY. How can we do this?

This is where the magic of the methodology that we believe will have a major impact on your business, your life and the lives of many others around the world comes into play. While nobody can own an idea, the comprehensive formulation of a series of step-by-step proven processes unlocks access to the limbic brain in a way that has never been codified

until now—almost like a new secret formula.

We use stories. We ask you to look into your memory bank and tell us a story about something that happened to you that made you feel successful. In order to find such a story, we force you to replay the event in your mind. When you do, you relive the emotion that you experienced, the one that led you to the feeling of success. It is as if you are watching the video of yourself in that situation, going through it again albeit on a lesser scale and sharing it through words in that exact moment, when you can still “feel” the “success” aspect of it. In other words, through the story and the “feeling of success” we tap into your feeling brain. You just tell us about it using words that come out of your thinking brain.

We then ask you to repeat the process and almost invariably, the behavior that led to that “feeling of success” is very similar if not identical.

The programming is consistent and if you were to tell us yet another story, the same behavior would manifest again. That programming is your WHY.

Now you have the basis for knowing your WHY. When you know your WHY, you realize your unique gift and live with passion. You know why you do what you do, how you think, what you believe – your purpose in life.

.....

When you know your WHY, you can plan the life and work that aligns with your beliefs, fuels your passion and naturally takes you down a successful path.

Your WHY differentiates you and defines what you stand for. The better you are at expressing your WHY, the more you will attract those clients that believe what you believe

and have a want or need for your service. These are the clients that “get you” – these are your “ideal clients”. These are the clients that make your business fun and profitable.

**The next step is to Discover your WHY. Because...**

**“Once in a while something comes along that is so powerful that literally changes the way that we view the world and how we fit into it; and those of us who adopt it end up finding ourselves professionally and personally transformed – forever”.**

**To Discover Your WHY.... Click Below**

**<http://www.loveywhy.com/>**

Thank you for reading this powerful material.

If you are ready to find your true authentic self and continue your journey of self-discovery, I am a WHY Facilitator and would be honored to assist you. Please click on the link above.

Let's Transform Lives Together,

*Cathy Brown*

**Email: [cathy@lifecoachingbycathy.com](mailto:cathy@lifecoachingbycathy.com)**

**Website: <http://lifecoachingbycathy.com/>**