

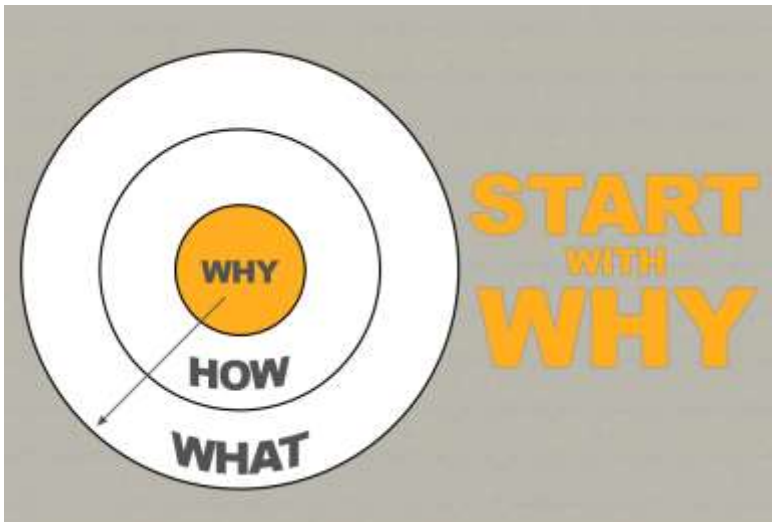
START WITH WHY

Start With Why has led millions of readers to rethink everything they do – in their personal lives, their careers and their organizations.

Now Find Your Why picks up where Start With Why left off. It shows you how to apply Simon Sinek's powerful insights so that you can find more inspiration at work -- and in turn inspire those around you. 'why' we do the things we do. Organisations and leaders, whether small scale or large will benefit from reading this book.

START WITH WHY

Start With Why is a great read for anyone looking to discover their sense of purpose or belonging, anyone who is looking for that big picture. According to Sinek, most leaders talk about WHAT they do - the products or services that make them money. Some leaders talk about the HOW - the process they use that sets them apart. Very few leaders talk about (or even know) their WHY - the reason the business exists in the first place (hint: it isn't money...that's a byproduct).



Sinek argues that when we start with WHY in everything that we do, we inspire action in a way that WHAT doesn't. That's because WHY engages our emotions, while WHAT engages our logical brain.

Find your why is an actionable guide to discover your mission in life, figure out how you can live it on a daily basis and share it with the world.

This summary will cover 6 key points:

1. Why manipulation is not the same as inspiration, the concept.
2. The Golden Circle.
3. Leadership.
4. Rallying believers.
5. Challenges
6. The big Why?



Simon is an unshakable optimist who believes in a bright future and our ability to build it together. He discovered remarkable patterns about how the greatest leaders and organizations think, act and communicate.

Simon may be best known for popularizing the concept of Why in his first Ted Talk in 2009. It rose to become the third most watched on TED.com, with over 37 million views and subtitled in 46 languages.

Simon is the author of multiple best selling books including Start With Why (global best seller), Leaders Eat Last (New York Times and Wall Street Journal best seller), Together is Better (New York Times and Wall Street Journal best seller) and FindYour Why.



1. Why manipulation is not the same as inspiration, the concept.

Simon believes that true leadership means having the ability to inspire people, to provide them with a purpose outside of any benefits or incentives. That these people have the ability to lead because they truly inspire their followers. There is no manipulation or coercion, followers are inspired and feel fulfilled by the work that they do.

In *Start With Why*, Simon explains that behaviour is influenced in two ways; inspiration, or manipulation.

Today, we are more familiar with manipulation. Sales, promotions, advertising, marketing, it's all versions of manipulations. And there's a reason for this, manipulation works!

Although these techniques may help you make a sale, they do not benefit any long-term gains. They do not encourage loyalty.

The aim should be to inspire loyal customers. Loyal customers results in returning business. A loyal customer is so inspired by your brand that they are willing to turn down a better price or product to continue doing business with you.

The short term gains of manipulation may seem like the easy option, but it isn't sustainable.

Inspiring loyal customers means putting in the hard work, but gaining long-term benefits.

“Leadership is the ability to rally people not for a single event, but for years. In business, leadership means that customers will continue to support your company even when you slip up.”

2. The Golden Circle

The Golden Circle is a concept described by Simon, it shows how certain leaders have the ability to inspire action rather than simply manipulating people to act.

Simon emphasises that the majority of leaders however, choose manipulation over inspiration when it comes to motivating followers. Simon uses three tiers to differentiate between companies and their motivations; What, How & Why.

Every company in the world knows WHAT they do -e.g. they can describe and define their product or service. Some companies know HOW they do what they do -e.g. they know that their unique selling point is the reason they stand out. Very few companies know WHY they do what they do (and it's not to make money, this is a result). Why do you get out of bed in the morning, what is the companies purpose, and why should anyone care?

Simon uses Apple as the example of an inspirational company. The format a normal company would use to communicate their product goes like this; 'this is what we do, and this is how we do it.'



However, inspiring companies such as Apple start with why, they reverse the order of information, e.g;

WHY – In everything that we do, we believe in challenging the status quo and thinking differently. (This part engages the consumer on an emotional level.)

HOW – The way we do this is to design products that are beautifully designed and easy to use. (The how and the what serve as evidence of the why.)

WHAT – We just so happen to make great computers. Wanna buy one?

"It's not a debate about better or worse anymore, it's a discussion about different needs. And before the discussion can even happen, the WHYs for each must be established first."

This is biology

When a company starts with what, there is likely going to be some appeal. But, when they start with why, and when their consumers share their beliefs, a sense of belonging occurs and as a consequence, their products symbolise these beliefs. Simon relates this all back to biology, our craving for a sense of belonging is a basic human instinct.

Biologically speaking, when you look at the brain, Simon points out that his Golden Circle concept directly corresponds to the major levels of the brain.

- The what portion of the Golden Circle takes place in the neocortex – where rational thought and analytical thinking occurs.

The how and why take place in the limbic brain. Where emotions derive and where decisions are made. The limbic brain has no control over language, alas the struggle we face when trying to communicate our feelings sometimes.

- Without the power to put feelings into words, we are forced to rationalise these decisions with any evidence – the what.

- When starting with the what, despite having the facts or evidence, you haven't actually given the power to the decision making limbic brain yet.

- If you engage the limbic brain from the get-go, the how and the why, you go straight to the decision-making part of the brain & allow the decision to be made while the neocortex can rationalise the feeling.



“Companies that fail to communicate a sense of WHY force us to make decisions with only empirical evidence. This is why those decisions take more time, feel difficult or leave us uncertain.”

- The power of the limbic brain can outweigh rational thought. And this is where innovation happens. We take risks that are illogical, driven by emotion. And this is why, we'll pay more money for an Apple MacBook than a PC. Apple products symbolise a user's beliefs, it's a status symbol.

Why, How & What

Simon emphasises the importance of each piece of the Golden Circle being in the right order and balanced, before a person or an organisation has the ability to inspire.

Without the ability of explaining why the organisation does what it does, there will be no inspiration. As a leader, it is crucial that you can articulate the why. In Start With Why, Simon explains that finding the why is actually the easy part, the why is just a belief. The hard part follows when you have to hold yourself accountable to this, you need discipline. The what, or the doing part requires consistency and authenticity. This is absolutely crucial if you are trying to build trust and loyalty with your consumers.

“Differentiation happens in WHY and HOW you do it. The Golden Circle provides a way to communicate consistently with how individuals receive information. For this reason an organisation must be clear about its purpose, cause or belief and make sure that everything they say and do is consistent with and authentic to that belief. If the levels of The Golden Circle are in balance, all those who share the organisation's view of the world will be drawn to it and its products like a moth to a light bulb.”.