



Ambassador

CERTIFICATION WORKBOOK

WE BELIEVE THAT
KNOWING YOUR
WHY IS THE FIRST
STEP IN SELF
AWARENESS.

A LETTER FROM THE FOUNDER

Future WHY.os Ambassador,

I am delighted to extend a warm welcome as you embark on the exciting journey of becoming a certified WHY.os Ambassador. Whether you're taking first steps into this process or you're already well acquainted with the power of the WHY/WHY.os Discovery, your decision is a testament to your dedication to personal, business, and collective growth.

I firmly believe that there are no coincidences; the people we encounter shape our paths and open doors to new horizons in both our professional pursuits and personal lives.

Our shared mission is to impact a billion lives, empowering individuals to uncover their purpose, make informed decisions, and foster authentic connections through their WHY.os. By joining, you are contributing to this and I can't thank you enough.

Throughout this journey, remember to be kind with yourself. Progress through the modules not by seeking perfection, but by embracing the power of experimentation and just getting out there and trying it (I can't stress getting reps in enough)! As you immerse yourself in the WHY and WHY.os, it will become like second nature on how to speak to each WHY, enhancing your personal and professional relationships in invaluable ways.

While this program offers a pathway to expedited success, remember that life's most profound achievements are rarely attained through shortcuts. Beyond the knowledge you'll gain about others, this journey will grant you insights into yourself. As you bring clarity to others' lives and begin making an impact, you'll inevitably experience personal growth. It's the evolution of "who you become" that will stand as the most gratifying outcome of this endeavor.

By choosing to participate in this training, you are choosing to elevate your life and your endeavors. Anticipate moments of frustration, moments when challenges threaten to overwhelm you, and moments when quitting might cross your mind. Embrace these moments, for they herald the precipice of a breakthrough. During these testing times, take a moment to recalibrate, inhale deeply, and persist. These are the instances that mold you into the individual you are destined to be.

So, with enthusiasm, let's dive into the training, commit ourselves to the process, and nurture our confidence and clarity. Through your dedication, you will empower others to gain clarity, accelerate their progress, and take bolder strides.

Live Your WHY.os,

Dr. Gary Sanchez

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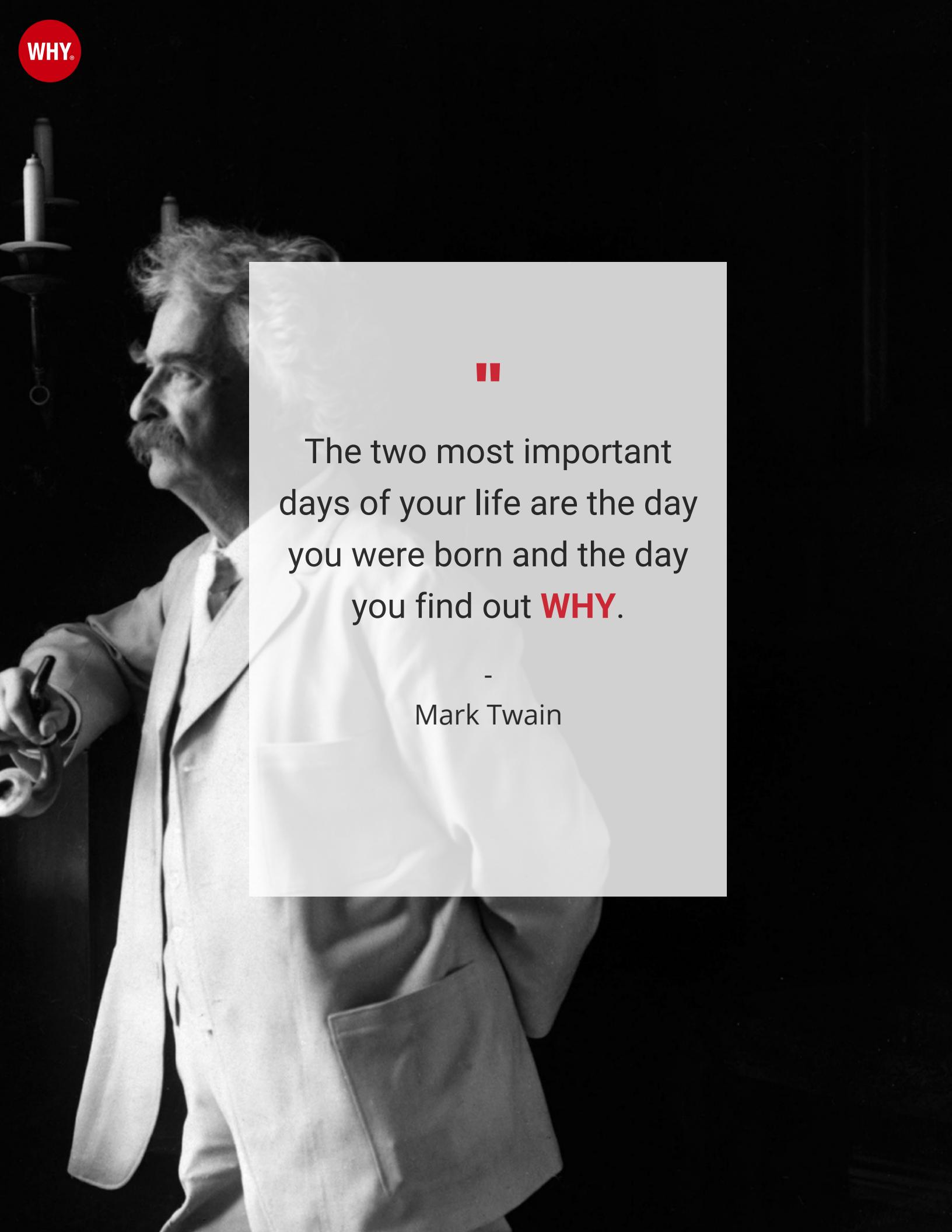
DASHBOARD TOUR

CONGRATULATIONS

“

We believe life's challenging
questions become easier
when you know your **WHY**
and everyone needs to
know their **WHY**.

WHY Force



“
The two most important
days of your life are the day
you were born and the day
you find out **WHY**.

—
Mark Twain

Introduction

WELCOME TO AMBASSADOR CERTIFICATION

This is for you if you want to:

Get Clear.

Stand Out.

Play Bigger.

NOTES

How to Get The Most Out of This Course

AMBASSADOR CERTIFICATION

"If you know the 9 WHYS in detail, this will be the biggest difference maker."

-Dr. Gary Sanchez

1. Do all the work
2. Dive deep into the 9 WHYS
3. Get the reps in

NOTES

Some History

WHY/WHY.OS HISTORY



Dr. Gary went from Discovering his **WHY** in 8 months with Simon Sinek, to scaling the process down to a 5-minute question assessment to Discover someone's **WHY**.

Dr. Gary realized that there are 9 **WHYs** and everybody has one. Once someone discovers their **WHY** they have a new level of clarity on their past, a new structure in their present, and a new method for approaching their future.

Now we have a program that has increased accuracy and has lead us to develop the **WHY** Discovery for individuals and the **WHY.os** Discovery.

"Transformation is not about trying to be someone you want to be. Transformation is really about you discovering you because you are already good enough, you just need to know who you are in order to utilize that."

Dr. Gary Sanchez

When you know your **WHY** what you do has more impact. **WHY** Institute's **WHY** is to find a Better Way.

We believe that Discovering your **WHY** is the first step.

“

You can't connect the dots
moving forward. You can
only connect the dots
looking backwards.

-
Steve Jobs





Some History

AMBASSADOR CERTIFICATION

Everybody knows **WHAT** they do.

Some people know **HOW** they do it.

Very few know **WHY** they do what they do.

When You focus on  you do what you do

you _____

from everyone who does what you do.

NOTES

The First Step

THE 9 WHYS



1. _____: To contribute to a greater cause, make a difference, add value or have an impact



2. _____: To create relationships based on trust



3. _____: To make sense out of things, especially if complex or complicated



4. _____: To find a better way and share it



5. _____: To do things the right way in order to get results



6. _____: To think differently and challenge the status quo



7. _____: To seek mastery and understanding



8. _____: To make crystal clear and understandable



9. _____: To decrease complexity



The First Step

THE 9 WHYS

NOTES



Why the WHY

AMBASSADOR CERTIFICATION

Short Term Motivation vs. WHY

Why is the WHY important?

NOTES



No WHY vs Know WHY

AMBASSADOR CERTIFICATION

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Introduction to the 9 WHYS

AMBASSADOR CERTIFICATION

Comment below the video what your WHY is
and how you felt when you first
discovered it...

NOTES

The 9



Deep Dive



A Brief Contribute Story

CONTRIBUTE: LETS PUT YOU IN THE CONTRIBUTE MINDSET

Do you ever see someone and wonder how they can be so selfless and so giving? This is a story about a real life Contribute.

She is an occupational therapist who on the side caregivers for those struggling with ALS. There have been days where after a full day of work she will come home and make everyone dinner and clean the whole house while asking for nothing in return. All she strives for is that everyone else is happy. I remember a time when she sat with a homeless man just to learn his story and then ended up giving him her lunch.

She needs time to recharge and give back to herself though, and for that, she has yoga. Sixty minutes of uninterrupted time for herself.

TENDENCIES

TO GIVE
OVERCOMMIT
TO BE SELFLESS
AGREEABLE



"Don't cheat the world of your contribution. Give it what you got."

STEVEN PRESSFIELD



9 WHYs: Contribute

CONTRIBUTE: CHARACTERISTICS & CHALLENGES

TO CONTRIBUTE TO A GREATER CAUSE, MAKE A DIFFERENCE, ADD VALUE, OR HAVE AN IMPACT.

CHARACTERISTICS	NOTES
<p>Individuals with this WHY yearn to be a part of a greater cause, something greater than themselves. You do not want to be the cause, rather to contribute to it in a meaningful way. You want to make a difference in the lives of others, in an organization, or a cause that you believe in. You love to support others and relish the success of the greater good, the company's growth, and the victory of the team.</p> <p>People with this WHY seek to add value in all that they do, to do their part and help in whatever way possible. You are often behind the scenes looking for ways to make the world better. When you show up in a more public forum, it is often to trumpet a message or support a movement. People with this WHY are go-to people, the ones you look for when you need help with just about anything. You make reliable and committed teammates and are often found in all areas of athletics, performing arts, and cause-based non-profits. Virtually every organization must have contributors in order to operate successfully. They act as the glue that holds everyone else together. They use their time, energy, resources and connections to add value to others.</p>	
CHALLENGES	NOTES
<p>The challenge with this WHY is the tendency to overcommit. Because you want to contribute and make a difference everywhere, your inclination is to continuously say "yes" to request after request. Friends offering advice are likely to tell you that you should learn to "just say no." What they don't understand is that "saying no" goes against the very essence of what you believe. To you, contributing equals success (it feels like "life and death" as described earlier). Therefore, "just say no" falls on deaf ears, or worse simply makes you feel bad. Because of this tendency, you often give energy to areas, situations, and other people that drain you, rob you of your vitality or don't feed you in any way.</p>	



9 WHYs: Contribute

CONTRIBUTE: SOLUTIONS, PERSONAL RELATIONSHIPS, & WORK RELATIONSHIPS

SOLUTION

The key to overcoming this challenge is for you to identify and recognize where you make the greatest possible contributions—and focus your efforts in those directions and initiatives. In other words, every time you are faced with the opportunity to contribute, ask yourself the question: “If I agree to give of myself here, is this enabling me to make the maximum contribution that I possibly can? Or is this a situation that is going to take from me and inhibit my ability to give my best somewhere else?” By learning to discern between the many opportunities to give that will constantly present themselves, especially given your WHY, you will build the muscle that keeps you focused on “small” and gravitate toward those in which you play all-out. Your life will expand and become even more rich and fulfilling, living your WHY to the fullest. You will shy away from areas in which you can only play resources and connections to add value to others.

NOTES

PERSONAL RELATIONSHIPS

If you have the **WHY** of Contribute, you do really well when you are valued for being a great friend and companion. You are typically very supportive and easy to be with; you use your time, money, energy, and connections to help others do better. This means that you enjoy spending time with friends and your significant other, often doing almost anything, as long as it makes them feel happy. You get along well with all the other WHYs, as you are good at making other people feel comfortable and special. One of the best combinations you can have for a significant other is the WHY of Trust. They desire your trust, and because you want to support their needs you will prioritize being trustworthy – it's a great fit!

NOTES

WORK RELATIONSHIPS

You are the glue that holds the team together. You do anything that needs to get done, and you are always looking for ways to help move the team forward. Teams love to have you on their side because they know that you are not about you - you are about the team and will do your best to make everyone happy. You are someone that does whatever is needed, whether that means picking up a broom and sweeping the floor or sitting down and having a deep, emotional conversation with a co-worker. Results are important to you but even more important is being able to be a part of the cause. You always want to keep moving the needle forward, and you believe that if you can help others do better, then the team will also do better; you use the ripple effect to multiply your impact, which is your way of adding value to any situation you are in. People love your help.

NOTES



9 WHYs: Contribute

CONTRIBUTE: PARENTAL RELATIONSHIPS, CAREERS & PHRASES

PARENTAL RELATIONSHIPS

As a parent, you form strong relationships with your kids, especially when they are young and love being with you. You make them feel good, support them when they need it and are comforting for them when they are hurt. You are the compassionate parent that all your children's friends like as well; they know you will find ways to make things fun and enjoyable. Challenges may come when your child gets older, as they will have their own opinion and rebellious behaviors. Being the "nice" parent can sometimes result in the rebellious teenager walking all over you, even as you try to support them and be there for them.

NOTES

CAREER CHOICES

Contribute people are wonderful to have on your team; in fact, you have to have them on the team to get anything done. You would do well as a Doctor, Lawyer, Financial Planner, Teacher, Support Team, Camp Leader, Counselor, Psychologist, Coach, and Trainer. Often times you feel you should be in the background helping others succeed, but when you are put in a leadership position you will do extremely well. The CEO of a company that is making a difference in the world would be a great spot for you!

NOTES

PHRASES THEY SAY

DESCRIPTIVE PHRASES

"How can I help?"

Pleasant & Friendly

"How can I be a part of it?"

Amiable & Helper

"What do you need me to do?"

Positive, Uplifting, Safe

"How can I have an impact?"

Easy Going

"How can we make a bigger impact?"

Easy to talk to

"Let's do this together."

Ready to help

"I want to be part of the team."

Good listener

"I don't want to be the focus."

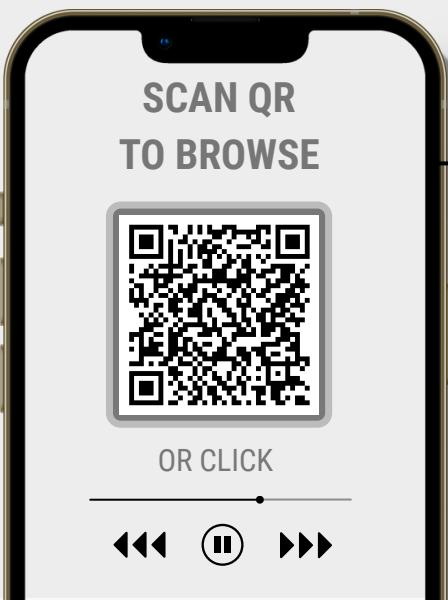
Behind the scenes

Always there for others



9 WHYs: Contribute

NOTES



Beyond Your WHY Podcast
Contribute Episodes



A Brief Trust Story

TRUST: LETS PUT YOU IN THE TRUST MINDSET

This brief Trust story is about a girl who has had her trust broken plenty of times, but the most important relationship she has is the one with herself.

She trusts herself to get up early each day, trusts her body to get to the gym, and trusts those closest to her who have never wavered.

She will call or text her friends if she hasn't heard from them in a while just to make sure they know she is there for them and to see if they're okay. If she makes plans with you - she sticks to them. I remember hearing of a time a friend called her at 2am in tears and she was there.

She is willing to put forth the effort to keep you in her life and willing to move on from those she cannot count on.

TENDENCIES

TO TRUST SLOWLY

TO LISTEN

TO BE THERE

KEEP TO
THEMSELVES



"Trust is a currency; you can't afford not to invest in it. Interestingly enough, trust can only be built, maintained, and repaired through conversations."

JULIANA VERGARA



9 **WHYs**: Trust

TRUST: CHARACTERISTICS & CHALLENGES

TO CREATE RELATIONSHIPS BASED ON TRUST.

CHARACTERISTICS

NOTES

If you have this **WHY** trust means everything to you. You believe that trust is the driving characteristic behind all that you stand for and will work hard to create it. When the relationship is based upon trust, the sky is the limit for you. You will go to great lengths to demonstrate that you are trustworthy and do such things as becoming an expert in a given field or with respect to a particular subject so that you can demonstrate your expertise and thereby establish that you can be trusted. You will look to do things properly and correctly because that is what a trusted person would do. You want others to know that you can be counted on and will go the extra mile to demonstrate that with your actions, your words, and your deeds. Many people with your **WHY** enjoy numbers, because numbers don't lie, and endeavors such as gardening or sculpture are predictable. While people with other **WHYs** may get annoyed by a violation of their trust, to you it is like a knife in the gut (again, the feeling of "life and death"). Like those individuals whose **WHY** is to contribute, you have a very noble **WHY** and work hard to be known as an individual who can be counted on. You build loyal and trusting friendships and relationships.

CHALLENGES

NOTES

The biggest challenge with your **WHY** is that because trust is so important to you, you will often go way above any sense of an ordinary norm to prove that you can be trustworthy. You will stay late, work overtime, do beyond what is expected at the expense of yourself to prove your trustworthiness. You may be overly generous with either time or resources in an effort to build trust with the beneficiaries of your generosity. Unfortunately, this extra effort often yields mediocre results because others do not see the world through the filter of your **WHY**. It's simply not that important to them and therefore, often, the effort is wasted.



9 WHYS: Trust

TRUST: SOLUTIONS, PERSONAL RELATIONSHIPS, & WORK RELATIONSHIPS

SOLUTION

Fortunately, the solution is straightforward, highly effective, and will save you an enormous amount of time and aggravation. Given that trust is so important to you, you simply need to communicate that clearly with all of those with whom you associate - friends, family members, and especially business colleagues. It is a matter of literally stating: "Because we're entering into a new relationship, I need you to know that trust is very important to me. I am a person who can be counted on to do what I say I'm going to do. Can I also count on you?" Because you are so tuned in to trust on every level, you will quickly identify individuals who resonate fully with this core value, and more importantly, those who don't. Armed with this information, you can make a fully informed decision as to whom you choose to associate with.

NOTES

PERSONAL RELATIONSHIPS

If your WHY is Trust, you are wonderful to be in a relationship with when the rules are set and you and your partner have both agreed to them. Being direct and out in the open is important to you. You want the truth, even if it hurts. You highly value honesty. If you can trust your partner and they can trust you, there is nothing you can't do together. But if they break your trust – even if it is "just" a little white lie – it devastatingly affects you. You'll find it is hard, if not impossible, to recover. It is critical for you is to make sure that you let the people in your life know how much you value truth, and how important your ability to trust them is to you. You must verbalize it, or you will get let down for sure. When lines of communication and trust are open – your relationships are amazing!

NOTES

WORK RELATIONSHIPS

You are wonderful to have on the team because you often become the go-to expert. Your team learns that they can count on you to be accurate. You will go to great lengths to know what you are talking about before you contribute to a discussion or attempt to report facts, as you want others to know they can trust you to be accurate. You are someone that will show up on time, do what you say you will do, and always complete tasks. You will stay late, put in the extra time, or do the extra research in order to meet or exceed expectations. You are a valued member of any team, and you are a much-needed part of any exceptional team.

NOTES



9 WHYS: Trust

TRUST: PARENTAL RELATIONSHIPS, CAREERS & PHRASES

PARENTAL RELATIONSHIPS

You make wonderful parents. Your kids quickly learn that they can count on you to be there for them, no matter how busy you are or what else is going on in your life. You always show up! It is very important to you that your children know that they can trust you, but that doesn't mean that you will go easy on them if they aren't doing their part. You also hold them to standards that were agreed on, and you expect them to tell you the truth, no matter what. If they tell you the truth – you can work with it. If they lie to you – it won't be good.

NOTES

CAREER CHOICES

You desire to have exact answers that people can count on, and you don't want to tell people things you are not sure about. You need to find a career where this is valued and respected: Doctor, Engineer, Pharmacist, Dentist, Professor, Statistician, Speaker, or Author would all be good choices. Trust people want to be a trusted source for those around them, and you value being proven right and always knowing what you are talking about. You will study extra, stay late, put in extra time, do what is necessary and do what you say you will do; interestingly, however, many times the extra time and effort you give isn't noticed. What you'll want to avoid is a career choice in which you and the people you work with (or for) can't count on outcomes or information. For example, a stockbroker may not be a good choice because you can't guarantee a client's results with an investment. You can do all your homework and think something will bring a good result, but you can't ever guarantee it. If it doesn't turn out right, you will be devastated.

NOTES

PHRASES THEY SAY

"I will be there."

DESCRIPTIVE PHRASES

Calm - Cool - Collected

"You can count on me."

Smart & Detailed

"I'll make sure it gets done."

Always follows through/Dependable

"I'm here for you."

Always there for you

"You can trust me."

Sticks with it

"I won't tell anyone."

By the book

"I'll keep it between us."

Your secret is safe with them



9 WHYs: Trust

NOTES



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OR CLICK QR

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Beyond Your WHY Podcast
Trust Episodes

A red circular icon with a white handshake symbol inside, positioned next to the smartphone. Below the smartphone is a decorative graphic of vertical sound waves.



A Brief Make Sense Story

MAKE SENSE: LETS PUT YOU IN THE MAKE SENSE MINDSET

This brief Make Sense story is about a man who can figure out just about anything on the fly and is the go-to person for his family and friends when they need a problem solved.

He can take on any task at work, even if he doesn't have the background knowledge, and figure it out on the fly. He knows a lot about a lot of things and can sometimes come off as almost too intelligent.

He is always there for his family and can sometimes be seen as the glue that holds them together because all of his brothers, sisters, and even parents turn to him for advice and for help. He can quickly see the whole picture and figure out the next right step.

TENDENCIES

MULTITASKING

GO-TO PERSON

BUSY-BEE

PROBLEM SOLVER



"People who believe a problem can be solved tend to get busy solving it."

WILLIAM RASPBERRY

9 WHYs: Make Sense



MAKE SENSE: CHARACTERISTICS & CHALLENGES

TO MAKE SENSE OF THE COMPLEX OR CHALLENGING.

CHARACTERISTICS

NOTES

If this is your WHY, you are driven to solve problems and resolve challenging or complex situations. You have an uncanny ability to take in lots of data and information, observe situations and circumstances around you and sort through them to create order. You consider factors, problems, and concepts and organize them into solutions that are sensible and easy to implement. It is not even that you enjoy problem-solving necessarily. You simply can't help yourself. It is the lens through which you view the world. Interestingly, it is not necessary for you to share your solutions on a continuous basis. It is sufficient that you, yourself, have solved the problem or resolved the complexity of the situation. Often, you are viewed as an expert because of your unique ability to find solutions quickly. You also have a gift for articulating a solution and summarizing it clearly in understandable language for your own benefit and the benefit of others. You believe that many people are stuck and that if they could make sense out of their situation, they could find a simple solution and move forward. You help them understand and see their way through.

CHALLENGES

NOTES

If you have this WHY it is impossible for you to stop yourself from solving other people's problems. Notwithstanding the obvious benefit to an organization that you may offer, in the absence of temperance, you may come across as a "smarty pants," or someone who doesn't listen. Many people, despite having problems that you could easily resolve, are not interested in your solution. They simply want empathy or to be heard. They don't want anyone to preach to them or lecture them. If you are not careful, you may damage a relationship unnecessarily despite your desire to help.

9 WHYs: Make Sense



MAKE SENSE: SOLUTION, PERSONAL RELATIONSHIPS, & WORK RELATIONSHIPS

SOLUTION

NOTES

The easy answer to this challenge is to not jump in with your solution. Find a way to bring it out slowly, especially if you can make it seem like the other person's idea. You will always solve problems and can take pleasure and feel proud of this unique skill. Unlike a person whose WHY is to contribute, for you to "just say no" actually does work--except that you are saying "no" to the need to voice your solutions unless asked. You don't have that burning need and therefore can become a valued and cherished individual so long as you carefully moderate your communication to others.

PERSONAL RELATIONSHIPS

NOTES

If your WHY is Make Sense, you are great at solving problems and thinking fast on your feet. You are often way ahead of the rest of the group in terms of figuring out a problem or creating a solution. This can be great in the right relationship, or extremely challenging in the wrong relationship. If your significant other's WHY is Contribute, Trust, Mastery, Simplify, or Clarify, you have a good chance at a strong relationship. Partners with a WHY of Better Way, Right Way, and Challenge may be more difficult for you, in that they may confront the solutions you offer in order to make sure they are better, right, or different. The great thing about your WHY is that you can usually figure out how to get along with anyone, at least initially, as you can view the relationship as something to solve (and therefore work at). Your challenge, however, is that you may feel you have to "dumb" yourself down in order to solve every problem. You may also give solutions too quickly. Make the other person feel valued, and you will have great personal relationships!

WORK RELATIONSHIPS

NOTES

You can be a wonderful WHY to have on the team if quick results and fast decisions are needed and wanted! It is so nice for team members to have someone they can go to when they have challenging and complex problems; you can take in all the information and quickly synthesize it down to whatever it is that is keeping them stuck. You then help them understand it so they can see with clarity and develop a plan to move forward. You take complex things and make them understandable – often using your outstanding verbal abilities. The challenge for you comes from the fact that you can solve problems so fast and so well. You can often become the bottleneck at work; since you are so good at solving problems, they all end up coming to you. Time and energy become your limiting factors because you can't solve every problem if the organization is going to actually grow. You need to be able to delegate, as well as pick and choose which problems to get involved with. This way you can keep the team involved and keep your sanity! Make sure you don't become the "fix it" person, and strive to stay a part of the team.

9 WHYs: Make Sense



MAKE SENSE: PARENTAL RELATIONSHIPS, CAREERS & PHRASES

PARENTAL RELATIONSHIPS

NOTES

Make Sense people do well as parents because you are great at helping your kids with the challenges they will face as they move to adulthood. You are a wonderful resource for your kids, and they are amazed at how much you know and how quickly you can figure out what to do. You are also great at making your solutions feel like "their ideas", as well as making it fun for them to learn! You are the parent that other kids enjoy being around because of your quick wit and ability to improvise on the fly. Challenges can come if your kids become rebellious, as they may not want you to solve problems for them, but to simply listen instead. It can be hard for you to let your kids fail in order for them to learn, especially when you could quickly solve their issues for them. However, failure may be exactly what is needed for them to grow.

CAREER CHOICES

NOTES

Make Sense people are great at just about anything! You would make a great Speaker, Author, Lawyer, Financial Advisor, Doctor, Dentist or in just about any career where solving big problems very quickly is valued. You would also make a great coach, as well as a wonderful point guard in basketball or quarterback in football. You make a great leader but not a great follower!

You would make a much better entrepreneur (or solopreneur) than CEO because you end up doing much of the work anyway; you might as well get the credit for it. If you are the CEO, it would probably be worthwhile for you to consider bringing in a CEO with the WHY of Contribute, freeing you up to take a secondary role so you can revel in solving the problems you want to solve instead of ALL the problems.

This move would make sense and allow you to live your strength!

PHRASES THEY SAY

DESCRIPTIVE PHRASES

"Okay, I got it."

Smart & Quick Thinker

"Let me help you figure it out."

Expert Problem Solver

"Here's what you gotta do."

Solution oriented

"It has to make sense."

Natural leader

"Let me explain it to you."

Knows everything

"I've got it figured out."

Multitasker

"What I heard you say was...."

Quick on their feet

9 WHYs: Make Sense



NOTES

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Beyond Your WHY Podcast
Make Sense Episodes

WHY INSTITUTE | AMBASSADOR CERTIFICATION



A Brief Better Way Story

BETTER WAY: LETS PUT YOU IN THE BETTER WAY MINDSET

This brief Better Way story is about a man who constantly improves on himself and everything he does.

He constantly looks for ways to be successful, whether it be in business, in a relationship, or something as simple as which route to take to his destination.

He prefers a life where he can constantly innovate, this can often mean starting his own company or creating a new product.

This Better Way will take what you have created and make it even better. They love helping others do better and are always willing to hear where you're at and offer advice to push you to the next level.

TENDENCIES

VISIONARY

RARELY PLEASED

INNOVATOR

LEADER



"We can always do it better."

DON MEYER



9 **WHY**s: Better Way

BETTER WAY: CHARACTERISTICS & CHALLENGES

TO FIND A BETTER WAY AND SHARE IT

CHARACTERISTICS

NOTES

You are the ultimate innovator. You constantly seek better ways to do everything from the most mundane task of brushing your teeth to improving the rocket fuel that powers the space shuttle. You can't stop yourself. You take virtually anything and want to improve it, make it better, and share your improvement with the world. You invent things and take what has already been invented and improve that, too. You constantly ask yourself the questions: "What if we tried this differently? What if we did it this another way?" You contribute to the world with better processes, better systems and operate under the motto "often pleased, never satisfied." You are excellent at associating and taking from one industry or discipline and applying it to another always with the aim of improving something. You generally operate with a high level of energy because after all, that too is a better way.

CHALLENGES

NOTES

The very strength of your WHY also presents a distinct challenge. Nothing is ever "right" because it can always be made "better." You have a hard time choosing what to eat in a restaurant because some other choice on the menu might be better than the one you are about to make. You never leave well enough alone and can frustrate other team members, especially those who go to great lengths to create systems that work and should not be messed with. You are much happier away from activities and tasks that require a proven methodology established by someone else such as accounting or the practice of intellectual property law that has rules that cannot be improved upon. As far as you're concerned everything can be made better.



9 **WHY**s: Better Way

BETTER WAY: SOLUTION, PERSONAL RELATIONSHIPS, & WORK RELATIONSHIPS

SOLUTION

Actually, the solution is both straightforward and effective. Do what you do well and stay away from everything else. You do not belong in operations other than for a brief visit to see if you might contribute an idea (immediately, or maybe later in private to a department manager) to improve something before you step out and allow people to do their jobs. Focus on your strengths and surround yourself with those who will take care of the rest. When you do, you can innovate, tinker, improve and invent to your heart's content—and in so doing, you make the world a "better" place.

NOTES

PERSONAL RELATIONSHIPS

If your WHY is to find a Better Way, you can be really fun to be in a relationship with, but also really challenging to be in a relationship with! You're possibly fun, in that you like to find alternate ways to do everything. Better, newer, different: from things you regularly do, to the restaurants you visit, or the events you attend - you are always looking to experience "better". This includes the newest technology, the best car, the craziest nightclub, the premier hotel - you're always looking for the latest and greatest new thing.

This can be enjoyable for your significant other (as they get to enjoy these new experiences as well), but it can also be exhausting for them as you continue to want more and more. You have lots of energy for fun and excitement, but not as much energy for things you don't find enjoyable. These characteristics can be a challenge for people that don't like change, or who like to do the same things a lot. Another place you may run into challenges is decision-making. Since you are always looking for newer, better things, you can have trouble truly asking yourself: "When is it good enough?" This can cause stress for your significant other; you are constantly sorting through available options to find "the best" thing when an option that you passed over as "just okay" is truly good enough to them!

NOTES

WORK RELATIONSHIPS

You can be great to have on a team if the team is serious about wanting to improve and get better. That's right up your alley, as you easily spot things that are not good enough (and usually have innovative solutions to improve them). It is almost like you have a mental file cabinet of better ways to do things; you can take methods you have seen used in many different areas and adapt them to new situations as needed. You are great at associating, which means you can take ideas and methods from one business or situation and apply them to something else. Although you are great at finding better ways, the truth is: sometimes better ways are not needed. Sometimes the results are good enough, the team or organization is satisfied, and a better way isn't wanted. This can mean that you need to improve things may cause an upset or become an irritant for other team members that feel things are already working; they don't believe they need your tinkering and tweaking and may resent the intrusion. You are great to have when better is what is needed, but not as great to have when better is unnecessary

NOTES



9 **WHY**s: Better Way

BETTER WAY: PARENTAL RELATIONSHIPS, CAREERS & PHRASES

PARENTAL RELATIONSHIPS

NOTES

Better Way people typically are fun to have as parents; they are constantly looking for new ways to improve their child's life. You make a great coach for your child's teams, an intelligent helper for your child's science fair project, and a humorous entertainer for your child's friends. You are always looking to innovate; whenever your child has a challenge they come to you with their problems. You may run into difficulty when you see your child doing something that you know there is a Better Way for. You'll want to point it out to them, even though you know that kids make mistakes and that is how they grow. It can be hard for you to understand (and remember) that having space to try things on their own is important, even if they aren't doing things the way you think they should be.

CAREER CHOICES

NOTES

Better Way people are wonderful to have on a team if the focus of their company is to make things better. For example, you would be great at working in real estate if the goal is to take a property from running down and failing to be updated and profitable. However, you wouldn't be very good at following proven and consistent accounting practices as a CPA or bookkeeper. You would be great in a think tank or brainstorming session, as innovation comes naturally for you. Careers you might enjoy include Residential Real Estate, Commercial Real Estate, Mortgage Banking, Medicine, Business Owner, Engineer, Speaker, or Author. Pretty much any field in which you get to identify something that isn't performing at its best and then have the freedom to improve it will be a great fit for you!

PHRASES THEY SAY

DESCRIPTIVE PHRASES

"I think we could do it better than that."

Improver & innovator

"It might be better if we did it this way."

Observer & Changer

"How can we innovate this?"

Restless & Indecisive

"There must be a way to do this better."

Makes things better

"What will make this better?"

Shares good ideas

"Is this really the best way?"

Notices when it is not as good as it could be

9 WHYs: Better Way



NOTES

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Beyond Your WHY Podcast
Better Way Episodes



A Brief Right Way Story

RIGHT WAY: LETS PUT YOU IN THE RIGHT WAY MINDSET

In this brief Right Way story we talk about a woman who knows what she wants and has little wiggle room for the grey areas of life.

She has always worn the exact right outfit for every occasion and has always known the right way to approach all situations.

She is great to ask for advice in both work and life because there IS a right and a wrong way to go about things.

I remember a time someone tried to go off of the GPS route and take a more scenic route - did not go over well (haha). She likes to know the outcome of the situation and keep it predictable.

TENDENCIES

STRUCTURED

RIGID

ORGANIZED

PREDICTABLE RESULTS



"A very slow movement on the right way is better than overwhelming speed on the wrong path!"

ISRAELMORE AYIVOR



9 WHYs: Right Way

RIGHT WAY: CHARACTERISTICS & CHALLENGES

TO DO THINGS THE RIGHT OR CORRECT WAY.

CHARACTERISTICS

NOTES

If you have this WHY you believe that there is a proper and correct way to do things and that things should be done right. There is no point in skimping on details or cutting corners. To achieve the success you must follow procedures that have been proven and use systems that have been developed and shown to work overtime and adjust and correct on numerous occasions to produce the right outcome. You know that if you create structures and processes that work, the right results will follow.

You believe in clarity and simplicity, operations that run smoothly because they have been tested. You generally show up on time because that's the right thing to do and appreciate it when others respect a set schedule. You embrace order and instill it in your personal life and your business. You recognize that different departments in a business have different needs, yet there is always a "right way" to get things done even if it is not your way and that part of true leadership is to bring that out in others.

CHALLENGES

NOTES

If unchecked, the tendency with your WHY is to become somewhat rigid and inflexible. The term "my way or the highway" to you also implies "the right way." It's the only proper way to accomplish an objective. Obviously, this can lead to friction with those who see the world through a different WHY, a different filter, and that are far more comfortable in "rolling with the punches."



9 WHYs: Right Way

RIGHT WAY: SOLUTION, PERSONAL RELATIONSHIPS, & WORK RELATIONSHIPS

SOLUTION

NOTES

Much like "contributors" need to select the causes that enable them to create the most value, and "make sense" people need to moderate their problem-solving, people with your WHY must learn to acknowledge that the "right way"

for you may not be the "right way" for someone else. You will always be in command of those things that are on your watch. You will make sure that those items are done right. However, to get along well with others, you must respect the result without the need to be in complete command of the process. People with other WHYs may have a different way to accomplish objectives that from their viewpoint is equally "right". You are most often the go-to person that others seek out for the creation and implementation of systems, processes, and procedures. When not in that role, it's important nonetheless to respect and appreciate the processes put forth by others.

PERSONAL RELATIONSHIPS

NOTES

If your WHY is doing things the Right Way, you do well in relationships where trust is established and rules and systems are followed. You like specifics decided upon and standards that are stuck to. You are predictable, safe, and you can be counted on to do what you say you will do. You are typically on time (5 minutes early is late!), show up ready to go, and will have a schedule you want to follow if you are to have the best time possible. You like structured vacations where things are planned in advance, and you tend to know what you want (and don't want). You are good at decision-making, so you don't hem and haw about what you're going to do tonight. Once you've decided, everyone else is along for the ride! You typically don't like spontaneity, and you much prefer following the plan and sticking to what you know will bring you a consistent and predictable evening, something you're satisfied with even if that means you'll miss out on a new opportunity.

WORK RELATIONSHIPS

NOTES

You are a wonderful person to have on the team that is struggling with getting things done on time and in a predictable manner. You create structure out of chaos and bring life to ideas that have been brainstormed; however, you need to be careful to clarify expectations when included in group planning sessions and be sure to understand whether the team plans to brainstorm without actually taking action on the ideas presented. You naturally want to take the ideas and implement them, but that isn't always what the team intends! You do great with new challenges because you will research the right way to do what is needed and then put it together in a way that will work. You could be considered the "HOW" team member because you are all about working out the process of how to get things done. You don't tend to worry about the WHY, as you feel that it has already been decided and it is now time to simply get things done.



9 WHYs: Right Way

RIGHT WAY: PARENTAL RELATIONSHIPS, CAREERS & PHRASES

PARENTAL RELATIONSHIPS

NOTES

As a parent, you are good at creating a clear path for your kids to follow, and you know this path will lead to success! When the kid follows the chosen path, all is good. They will get results, and you feel valued for the help you have given. This usually works very well when the child is young. However, children rarely follow what parents want them to do as they get older. You may find that you often feel let down and upset, thinking (and even saying) things like "That's not how we do it!" This attitude can put more pressure on your children to live up to your standards, which may lead to the breakdown of your relationship when the kids want to spread their wings and fly their own way. If the relationship isn't damaged too much during this period of growth the children usually come back around and begin to appreciate the wisdom of the Right Way!

CAREER CHOICES

NOTES

Right Way people are wonderful to have on your team - in fact, many of the best companies we've worked with have at least one Right Way team member. That's because you take ideas and "talk" and make them real by building the structure needed to actually implement them. You know how to create systems and will follow up in order to get results. Every team needs a Right Way person like you in their business. If your WHY is Right Way, think about careers where you can create structure, processes, systems, and results for people - you will love a career that prizes you for doing exactly this! Financial Planner, Lawyer, Dentist, Military Personnel, Manager, Engineer, Statistician, Doctor, and Surveyor are all possible positions you would excel in. There are many more possibilities for a Right Way person; however, you must always be in places where your team and organization value systems-based thinking and a strong focus on getting results.

PHRASES THEY SAY

DESCRIPTIVE PHRASES

"Follow the system."	Strong willed & Direct
"Let's stick to the plan."	Results oriented
"If it works, keep doing it."	Structured & Powerful
"Let's create structure."	Organized
"I love the process."	Sticks to the process
"We've got to make it right."	Quick tempered
"If it's right it's working."	Intimidating

9 **WHY**s: Right Way



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Beyond Your WHY Podcast
Right Way Episodes



A Brief Challenge Story

CHALLENGE: LETS PUT YOU IN THE CHALLENGE MINDSET

This brief Challenge story is about a man who knows no limits. He is the one at work who says to himself "hmmm wonder what that red button does..."

He is fearless in who he is even though when he was younger he often felt like an outcast, hoping to fit in, even though he was born to stand out and make his own path.

Upon finding out his WHY was Challenge - it all clicked for him. There wasn't anything wrong with him, he was made to be exactly who he is. Now he is a leader of a large corporation where each day he gets to challenge the way things are done and push the limits. He is a great success, even though he still may dress a little differently, but hey, it's just who he is!

TENDENCIES

LIFE OF THE PARTY

OPINIONATED

CURIOS

SPONTANEOUS



"There are **no rules** here - we're trying to accomplish something."

THOMAS A. EDISON



9 WHYs: Challenge

CHALLENGE: CHARACTERISTICS & CHALLENGES

TO THINK DIFFERENT AND CHALLENGE THE STATUS QUO.

CHARACTERISTICS

NOTES

If this is your WHY, then you live outside the box. You do not believe in the norm or following rules or drawing inside the lines. It is far more natural for you to rebel against the stereotypical or classical way of doing things. You aggressively seek unique ways of approaching the world and finding solutions that no one else has considered. You like to create and innovate, especially in “game-changing” ways. You have eccentric friends and eclectic tastes and a large variety of both. You may have diverse interests with little in common with each other. As an entrepreneur, you prefer to create a new market versus serving an existing market. You love to be different, think differently, and challenge virtually anyone or anything that is too rote or conventional. People with your WHY often accomplish amazing feats. When you say you want to change the world, you actually mean it. Pushing the envelope comes naturally to you.

CHALLENGES

NOTES

The biggest challenge by far for those who share your WHY is that you are generally unaware of it and therefore do not appreciate what a unique gift it truly is. Others find you odd or strange and don't understand your behavior. You may be viewed as “the crazy one” and ostracized because of it. You may be excluded from gatherings, opportunities, and relationships because of the way that you are perceived.

People don't “get you.” Because of this, you may feel misunderstood or not valued and have a hard time getting along in normal circumstances.



9 WHYs: Challenge

CHALLENGE: SOLUTION, PERSONAL RELATIONSHIPS, & WORK RELATIONSHIPS

SOLUTION

In your case, the solution is most effective though not obvious, and requires a bit of tact. It is imperative that you let people know about your WHY, about the fact that you are different, that you do enjoy challenging the status quo, and coming up with innovative and novel ways

of looking at things. Invite people to bring new challenges that need a fresh pair of eyes or an outside-the-box solution. Once people get a sense of who you are and the fact that you always have a unique take on virtually anything, they will embrace you— even though they may not understand you. When someone knows about your WHY, instead of being the “weird one” you morph into the cool person that simply thinks differently. It has been our experience that for people who share your WHY, gaining the awareness that you are in fact different, that there is nothing wrong with you and quite the contrary, that you have a rare gift that few others share has been nothing short of transformational. Knowing your WHY gives you a keen understanding of yourself along with an appreciation for who you are—often for the very first time.

NOTES

PERSONAL RELATIONSHIPS

If your WHY is Challenge, you are all about doing things your own way. Everything has to be different, and if your significant other appreciates your uniqueness then you will have a fun and exciting relationship. You are spontaneous, act on the spur of the moment, and are always up for a unique and fun experience. In personal relationships, this can be wonderful and exciting at first, but it can become more challenging as responsibilities enter into a long-term relationship. It is critical for your partner to be able to understand you and be able to see why you do what you do! They will learn to appreciate your inability to follow a recipe, for example because they will get different meals all the time – often called surprises! When not understood, you can be very challenging. When you are understood, you can be a lot of fun!

NOTES

WORK RELATIONSHIPS

Challenging people can be difficult in a traditional work environment. You really don't make a good employee if that requires following the rules and conforming to the status quo. You don't like to be on time, don't want to do things the way everyone else does, and certainly don't want to follow the rules. If the business values this about you, then it could be a match, but often this isn't the case. A better solution is for you to become an entrepreneur (or a leader where you can be the visionary) and then build a team around you in order to get things done. You see things the rest of us do not, so when you can focus on being the visionary and thinking differently (a la Steve Jobs) amazing things can happen!

NOTES



9 WHYs: Challenge

CHALLENGE: PARENTAL RELATIONSHIPS, CAREERS & PHRASES

PARENTAL RELATIONSHIPS

NOTES

Challenge people to make fun of parents. You make your kids laugh and smile, which is such a great quality to have as a parent. You will most likely be your children's friend's favorite parent because you relate to them well and are so much more fun (and different than!) the other parents. You are ok with dressing differently and making them laugh because that is just what you do! When they have challenges, you help them see things differently and show them how to imagine other possibilities, which can give them both comfort and a different perspective.

CAREER CHOICES

NOTES

You would make a great CEO, Business Owner, Entrepreneur, and Solopreneur. You really need to be your own boss (and be in control) so that you can do your business the way you want to. Realistically, Challenge people do not make great employees. You need to be free and able to do things your own way; you do not want to follow the rules. Being put in a place or position where there are a lot of rules won't work for you: for example, military or government jobs. Most important – think differently and dream big. Don't be afraid to build a team around you that can help you accomplish your dreams.

PHRASES THEY SAY

DESCRIPTIVE PHRASES

"Why do we have to do it that way?"

Different & Unique

"Let's do it differently."

Thinks outside the box

"Why can't I do it my own way?"

Does their own thing

"Let's imagine the possibilities."

Life of the party

"How can we make it amazing?"

Eccentric

"How can we make it fun?"

Beats to their drum

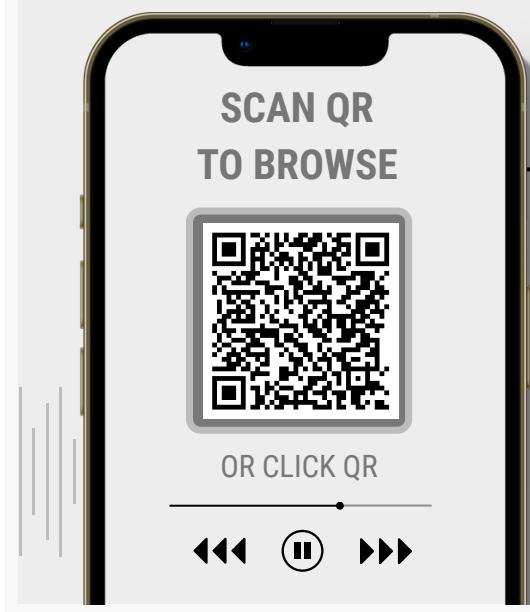
"What rules?"

Individualistic

9 WHYs: Challenge



NOTES



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**Beyond Your WHY Podcast
Challenge Episodes**

A red circular icon with a white lightbulb inside is positioned next to the text, symbolizing an idea or challenge.



A Brief Mastery Story

MASTERY: LETS PUT YOU IN THE MASTERY MINDSET

This brief Mastery story is about a man who got obsessed with rug weaving. An unlikely hobby, but one he became engulfed by.

He first saw someone rug weave while on vacation, amazed he decided to do some digging online. Suddenly 6 hours had gone by and it was the next day. He started reading and rug weaving and creating amazing works of art. Though anytime someone told him of his masterful work, he was certain he still had more to learn.

Those with the WHY of Mastery are never done learning the nuances and they aren't masters of everything, but they choose where they must dive deep.

TENDENCIES

KNOWLEDGABLE
DEEP DIVERS
OBSESSIVE
INTELLIGENT



"Mastery is not a function of genius or talent. It is a function of time and intense focus applied to a particular field of knowledge."

ROBERT GREENE



9 WHYs: Mastery

MASTERY: CHARACTERISTICS & CHALLENGES

TO SEEK MASTERY AND DEPTH.

CHARACTERISTICS

NOTES

People with your WHY have an insatiable thirst for knowledge. You seek information over a broad variety of topics and never at a superficial level. You will often pick a specific subject and begin to learn it for the sheer joy and curiosity of knowing something new. You gather and retain substantial knowledge in multiple areas, many of them seemingly unrelated. You are typically viewed as an "expert" in numerous disciplines by others although you, yourself, will insist that you have yet to truly master anything. You find pure enjoyment in the sheer act of immersing yourself in something new. You are fearless when it comes to new subjects or ideas, yet cautious with the expression of your thoughts. Everything deserves to be fully thought out and examined from multiple perspectives. You love to peel back the layers of the onion and go deeper, unearth the nuances and subtle differences in a given subject. Many around you have deep respect for you as a mega-brain.

CHALLENGES

NOTES

The biggest challenge facing those with your WHY is a practical one.

You have a tendency to want to create a Rolls-Royce when only a Volkswagen is required. The pursuit of perfection may be uncalled for or even counterproductive from a fiscally prudent perspective. You are not particularly suited for mundane tasks and may often get in your own way, looking for innovation or perfection where none is needed. You have to be cautious to keep your over-active brain out of the way of the run-of-the-mill yet necessary chores that must be accomplished. Sometimes good enough really is good enough.



9 WHYs: Mastery

MASTERY: SOLUTION, PERSONAL RELATIONSHIPS, & WORK RELATIONSHIPS

SOLUTION

Routine is not your friend. Repetitive tasks, even if highly important do not feed you. While virtually every endeavor has components that must be repeated, your job is to keep those to a minimum for yourself. You will find the most happiness in roles where your intellect is constantly challenged. In interactions with others, it is important to maintain your humility to avoid being perceived as arrogant.

Your high-powered brain is indeed a gift and you will find more joy and fulfillment when you surprise people with it.

NOTES

PERSONAL RELATIONSHIPS

If your WHY is Mastery, you will do well in personal relationships in which details and truths are valued. You relish small details and enjoy going deep into areas you consider important. You are fascinated by nuance and the small things that give depth to a subject. If your significant other's WHY is Contribute, Trust, Make Sense, Right Way, or Clarify you will probably have a good chance at a wonderful relationship. You may have systems for gathering information and data, and you know how you like things to be; if your significant other appreciates and encourages these gifts your relationship will be strong! With those who have the WHY of Better Way, Challenge, or Simplify it may be more of a struggle to maintain close relationships with them, as they may not see your attention to detail and need to go in-depth as a positive thing. It is easy for you to be misunderstood; remember that there are so very few of you that mastery is truly a unique gift.

NOTES

WORK RELATIONSHIPS

You make a great team member if the team needs depth and details. If an organization needs complex research, in-depth manuals, or detailed reports you would be great for the job. If they want fast action and results, however, you are probably not the right person, and you may find that you are stressed and unhappy. Most likely you will make a better business owner or solopreneur than an employee; this way you can set the rules and give yourself enough time to do what you want in the way you want to do it.

You don't like to be rushed, and you want to know as much as you can before making a decision. For you, "fast" is not in the equation.

NOTES



9 WHYs: Mastery

MASTERY: PARENTAL RELATIONSHIPS, CAREERS & PHRASES

PARENTAL RELATIONSHIPS

NOTES

As a parent, you do very well. You have a great deal of knowledge to share with your child, as well as the patience to share it. You love spending time with your kids (or anyone) when you're given the chance to show them what you know and have learned. Kids, especially when young, love that about you. Although you may consider yourself a beginner at your given subject, the rest of us feel that you know more about it than anyone else we've met. Your kids will feel the same. Your challenge may come as they get older; they will want fast decisions or quick answers, and you don't operate that way. You almost always prefer to think long and hard before you act. Conversely, young adults tend to act before they think. Your patience will help you navigate these changes, and soon they will come back to you for advice and discussions!

CAREER CHOICES

NOTES

Mastery is a very rare WHY. You would do best as a CEO or entrepreneur: you set the rules and they fit you! You would also do well as a Speaker, Author, Hedge Fund Manager, Athlete, Coach, Doctor, Government Worker, Engineer, Professor, Researcher, Grant Writer, and Teacher. Career choices where depth and detail are important tend to work well for you, whereas careers in which fast action and quick decisions are necessary are not a good fit for you. If you have someone you trust, like a coach or mentor, who can help you move forward while creating reasonable time frames to complete tasks, the sky is your limit.

PHRASES THEY SAY

DESCRIPTIVE PHRASES

"Let's explore it in greater detail."

Expert, Master, Smart

"Let me do some research."

Takes time- detail oriented

"Can I ask some questions?"

Very complete & complex

"Where can I find more?"

Good at explanations

"Make sure no stone goes unturned."

Asks great questions

Deep thinker



9 WHYs: Mastery

NOTES

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Beyond Your WHY Podcast
Mastery Episodes



A Brief Clarify Story

CLARIFY: LETS PUT YOU IN THE CLARIFY MINDSET

This brief Clarify story is about a woman who remains curious. To others it may seem she is relentless with her questions but she wants to make sure everyone is on the same page before she can move forward.

She wants to be completely clear and make sure they fully understand what she means before taking a step forward. She once created a full spreadsheet and document just to be sure everyone was on the same page, unfortunately not everyone's mind worked the same way as hers.

She loves to help others get clear so that they can move forward and that, in itself, is her own contribution to the world.

TENDENCIES

SLOW MOVING
QUESTIONER
STUCK WHEN
UNCLEAR
COMMUNICATOR



"It is wiser to **find out** than to suppose."

MARK TWAIN



9 WHYs: Clarify

CLARIFY: CHARACTERISTICS & CHALLENGES

TO CREATE CLARITY OR MAKE CRYSTAL CLEAR.

CHARACTERISTICS

NOTES

People with your WHY are masters in communication. You seek to be fully understood at all times. It is important for you to know that people "get" what you are saying and you generally employ numerous methods to express a given point. You will use analogies and metaphors to share your views in interesting and unique manners. Individuals that share your WHY often suffered in a dysfunctional communication environment during their upbringing and now seek to make up for that with extraordinary clarity, both spoken and written. You feel successful when you know with confidence that your message has been fully understood and received and have a tremendous command over language--generally superior to most others.

CHALLENGES

NOTES

Your need to be clearly understood borders on the fanatical. While that can be a good thing with respect to your ability to express yourself, if not kept in check it will come across as overbearing. You may find yourself explaining something to someone for a second or even a third time despite the fact that they express to you that they hear you and understand your communication. It is a surefire way to be excluded from the guest list at dinner parties and social gatherings.



9 WHYs: Clarify

CLARIFY: SOLUTION, PERSONAL RELATIONSHIPS, & WORK RELATIONSHIPS

SOLUTION

NOTES

Because you are masterful with your speaking abilities, this tends to get in the way of listening, and unfortunately, this is a skill that you must cultivate. Listen, verify and move on. Listen for when someone stresses that they have heard you, quickly verify and then trust that in fact, they did. Move on to another subject that you will express with equal eloquence. In so doing you will both live your WHY and enjoy the spotlight as the "life of the party."

PERSONAL RELATIONSHIPS

NOTES

If your WHY is Clarify, you constantly want to make sure that you have been fully understood and heard. You ask a lot of questions in order to make sure things are clear. This can be great for follow-through, as well as for making sure everyone is on the same page. This also helps keep upsets to a minimum, as everyone sees and understands the same thing. Your significant other know when you have achieved clarity, as you are able to move forward positively and with passion. Your challenge comes in that it can sometimes take you a long time to get clear yourself, and you may find that you often go above and beyond what is "normal" to make sure you are heard by others. You tend to ask a lot of questions, and may use analogies and metaphors in an attempt to be heard clearly. This could seem condescending and annoying to your partner, especially if they don't understand your WHY and the reason you are explaining at such great depth. As they learn ways to let you know you have been clearly understood, you will be able to move forward faster and keep the relationship positive!

WORK RELATIONSHIPS

NOTES

Where clarity is wanted and needed, you will be valued. If your team members understand you and the reason why you are asking so many questions they will quickly learn to appreciate you. They will see that they can come to you for help in making their own communications clear and effective, and they'll also know when they shouldn't come to you. If others don't know your WHY, you may be viewed as someone that slows everything down, as you're constantly asking tons of questions. To salvage the problem - and relationships - make sure they know your WHY!



9 WHYs: Clarify

CLARIFY: PARENTAL RELATIONSHIPS, CAREERS & PHRASES

PARENTAL RELATIONSHIPS

NOTES

As a parent, your communication with your child is clear and understandable. You are great at asking your children questions, learning about them, and being genuinely interested in what they are interested in. You take the time to make sure they know you are listening and on their side. Challenges may come (like they do for everyone) when your children aren't clear on what they've done or why they did it. For you, that just doesn't make sense. This can cause you to go into interrogation mode, which may not feel good to your child. By keeping it positive and focusing on NOT over-questioning, you will promote a strong relationship with your child for many years!

CAREER CHOICES

NOTES

Clarify people make great leaders and team members, and ideal positions can include Coach, Consultant, Advisor, Estate Planner, Lawyer, Dentist, Engineer, Professor, Author, and Speaker. You will do well in situations where you can help people who are confused or overwhelmed get clear and move forward faster.

PHRASES THEY SAY

DESCRIPTIVE PHRASES

“What did you say?”

Asks lots of questions

“What did you mean?”

Needs a lot of Information

“May I ask a question?”

Wants things Clear

“We’re not on the same page.”

Always Raising their Hand

“I think we need to restate that.”

Detailed & Positive

“I’m not sure what you said.”

Needs to be Clear

“I’m not clear.”

Needs to be Understood

“I can’t make a decision.”

Hard Time Making Decisions

“Let me clarify that.”

Likes to Revisit Topics

“This is what I’m hearing.”

9 WHYs: Clarify



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Beyond Your WHY Podcast
Clarify Episodes



A Brief Simplify Story

SIMPLIFY: LETS PUT YOU IN THE SIMPLIFY MINDSET

This brief Simplify story is about a man who exemplifies simplicity in all aspects of his life. whether it be how he answers questions - "yes" , "no".

But the way he has the uncanny ability to simplify the chaos in other peoples lives is a game changer. This Simplify man once went through his family's entire house and de-cluttered, organized his parents closets to their most simplest form and left them with the necessities. At first the family was a bit shocked by the downsize but then they saw this was his superpower and allowed for them to minimize.

Simplification is necessary and these individuals have that school in work, relationships, and life.

TENDENCIES

SHORT RESPONSES

SIMPLE ATTIRE

ANTI-CHAOS



"The ability to simplify means to eliminate the **unnecessary** so that the **necessary** may speak."

HANS HOFMAN



9 WHYs: Simplify

SIMPLIFY: CHARACTERISTICS & CHALLENGES

TO MAKE SIMPLE OR EASILY UNDERSTOOD.

CHARACTERISTICS

NOTES

If this is your WHY, then you are one of the fabulous people that make everyone else's life better. You have the unique gift of reducing the number of steps required for almost any task. If most of us believe that a procedure requires eight sequential actions, we see how to do it in six. You constantly look for ways of simplifying—from recipes to business systems to how you organize your garage. You feel successful when you eliminate complexity and remove unnecessary elements in a process. You streamline things for the benefit of all and break things down into their simplest form. You operate from a perspective that the world is a better place when kept simple and as a result, constantly find ways to help the rest of us improve efficiencies, save time and reduce aggravation.

CHALLENGES

NOTES

The biggest challenge that you face given your WHY is to embrace the fact that others are quite comfortable with a fair amount of chaos. To you, this makes little sense. Chaos is confusing and inefficient. It adds layers of complexity that are unneeded and contributes nothing from your perspective. You have a hard time with mess and disorganization. In extreme cases, you tend to isolate yourself and may be perceived as a loner.



9 WHYs: Simplify

SIMPLIFY: SOLUTION, PERSONAL RELATIONSHIPS, & WORK RELATIONSHIPS

SOLUTION

NOTES

There is no easy answer to the dilemma facing those who share your WHY. Human beings are messy by nature and not prone to seeking simple solutions at every turn like you do. Acceptance and celebration are your friends—acceptance of the fact that others cannot do what you do nor do they see what you see and celebration for the contribution that you make to everyone around you. While the words to the well-known song that parrot “don’t worry, be happy” might be a bit of a stretch, you get the idea. And yes, in some ways, that too, is simple.

PERSONAL RELATIONSHIPS

NOTES

If your WHY is to Simplify, you are direct and to the point in your relationships. For a relationship to be great for you, you want to know what is going on, you want things to be simple to understand, and you don’t want a lot of fluff. You don’t like drama, nor do you need a lot of attention, as that would be too confusing and would feel excessive. Conversations with you are short and sweet, and you are good at making your significant other feel comfortable. Sometimes a relationship with you can be challenging; when you are too direct it may seem like you are upset or unhappy, although really you just want the facts. Less is more for you, and that can work well for relationships with some of the other WHYs, such as Trust, Make Sense, Better Way, Right Way, and Clarify. Your traits may make relationships with Contribute, Challenge, and Mastery more difficult.

WORK RELATIONSHIPS

NOTES

You are great to have on the team because you are excellent at taking complex information or ideas and simplifying them for others to understand. In meetings, you are typically not very vocal and may go an entire meeting without saying anything. However, when you are called on for feedback or advice you are great at summarizing what was said while also making it easier for others to “get” the important points. Sometimes you can seem disengaged or disinterested, but that is because you are gathering data or figuring out what others are saying. You can sometimes seem blunt, especially when your answers are short, but that directness is your gift. When the rest of the team realizes that, you become an appreciated asset!



9 WHYs: Simplify

SIMPLIFY: PARENTAL RELATIONSHIPS, CAREERS & PHRASES

PARENTAL RELATIONSHIPS

You make a great parent! You make things simpler for your kids by decreasing clothing choices, decreasing food choices, and making tasks easier for them to do. Less is more also applies; you believe that when children have fewer things to make decisions about they are happier. You do well when your children agree with this thinking but will experience conflict if they want more and more (like many do). It can become challenging for you as their desire for what you see as "excess" goes against what you believe. Young kids will likely follow your ways, but older kids might want more. Be ready for it!

NOTES

CAREER CHOICES

You would do well as an Engineer, Doctor, Dentist, Accountant, Leadership Trainer, and anywhere simplification is valued. You would also be great in marketing and advertising, as you could help people simplify their messages or brands. In addition, you would do well in management, as you can summarize problems or solutions in a way that everyone can understand. Career choices for people with the WHY of Simplify are endless; you can do very well in many business settings. Almost every business wants things simpler and easier, which makes you a great fit!

NOTES

PHRASES THEY SAY

DESCRIPTIVE PHRASES

"Don't tell me all that. Tell me the most important point."

Direct and to the point

"What are you really trying to say?"

Just the basics- Minimalist

"Just narrow it down."

Quiet until asked a question

·"Focus. Let's focus."

Nothing but what is needed

"There's too much stuff."

Doesn't like fluff

"What are the facts?"

Bothered by excess

"Keep it simple."

Nothing fancy

Less is more

9 WHYs: Simplify



NOTES

SCAN QR
TO BROWSE

OR CLICK QR

◀◀ ▶▶ ▶▶

Beyond Your WHY Podcast
Simplify Episodes

Better Than WHY

AMBASSADOR CERTIFICATION

What is a WHY.os?

WHY

Why you do what you do (Motivation)

HOW

How you bring your WHY to life (Process)

WHAT

What you ultimately bring (Deliverable)

REMINDER

WHY.os stands for
WHY Operating
System

NOTES:

WHY.os Discovery

AMBASSADOR CERTIFICATION

Send A Discovery

Invitation For

First Name

Last Name

Email address

Display Result i

Add a custom message

 **Send Invitation**

NOTES:

SUMMARY WHY.OS

WHY Trust

You believe that trust is the driving characteristic behind everything you stand for. You'll go to great limits to prove you are trustworthy. You will look to do things correctly simply because that's what a trusted person would do. Many people with your WHY enjoy numbers because numbers don't lie. You have a very noble WHY, and you work hard to be the one people can count on.

 [Click Here to See Full WHY Result](#)  [Download PDF](#)

HOW Simplify

Your HOW is Simplify. What that means is that HOW you bring your WHY to life is by making things simple so they are useful and understandable. You have a unique gift for reducing the number of steps required for almost any task. For you, life is better when it's simple and uncluttered. You like things direct and to the point and don't understand why anyone would want it differently.

 [Click Here to See Full HOW Result](#)  [Download PDF](#)

WHAT Contribute

Your WHAT is Contribute. What that means is that ultimately WHAT you bring is a way to contribute and add value to others. You provide a solution that makes a difference - has an impact in the lives of others. It is not so much that you have to be the face of the cause but you want to contribute to it in a meaningful way. You want your solution to cause the ripple effect that enhances **everyone because it moves us forward in a**

 [Click Here to See Full WHAT Result](#)  [Download PDF](#)

NOTES:

Simple WHY.os & More

AMBASSADOR CERTIFICATION

SIMPLE WHY.OS

WHY: I believe that success happens when...

HOW: HOW I do that is by...

WHAT: Ultimately WHAT I bring is...

NOTES:

FULL WHY.OS

NOTES:

How is a **WHY** Different as a **HOW** and as a **WHAT**?

WHY.OS

How is it different as a **HOW**?

How is it different as a **WHAT**?

Testing out your own WHY.os as a **WHY**, **HOW**, and **WHAT**:

NOTES:

Apply Your WHY.os

Team Dynamics

"Get the right people on the bus and in the right seat."

-Jim Collins

Team WHY.os Matrix Example

Name	Position	WHY	HOW	WHAT
Brad Sugars	CEO	Better Way	Simplify	Contribute
Kim Spencer	COO	Right Way	Simplify	Trust
Scott McKain	Accountant	Challenge	Make Sense	Trust
Suzie Smith	Sales	Contribute	Make Sense	Right Way
Jill Thomas	Marketing	Challenge	Better Way	Contribute

Questions to Ask

Where are we strong?

Where are we not as strong?

Do we have everyone in the right seat?

Who might we want to add when we grow?

A blank matrix is provided on the next page for your future use.

For Your Team

Team WHY.os Matrix

My Team

Name	Position	WHY	HOW	WHAT

For Your Team

Team WHY.os Matrix

Discussion Questions

Where are we strong?

Where are we not as strong?

Do we have everyone in the right seat?

Who might we want to add when we grow?

Apply Your WHY.os

Team Dynamics

WHY Directory Example

WHY	Name
Contribute	Suzie Smith
Trust	
Make Sense	
Better Way	Brad Sugars
Right Way	Kim Spencer
Challenge	Scott McKain, Jill Thomas
Mastery	
Clarify	
Simplify	

A blank directory is provided on the next page for your future use.

Apply Your WHY.os

Team Dynamics

My WHY Directory

WHY	Name
Contribute	
Trust	
Make Sense	
Better Way	
Right Way	
Challenge	
Mastery	
Clarify	
Simplify	

Apply Your WHY.os

Ideal Client

Ideal Client Formula

I'm looking for someone who is looking for WHY

I'm looking for someone who is looking for HOW

I'm looking for someone who is looking for WHAT

NOTES:

Apply Your WHY.os

Prospect Formula

So your WHY came back as_____

What a wonderful WHY you have!

Some of the great things about people who
have that WHY are...

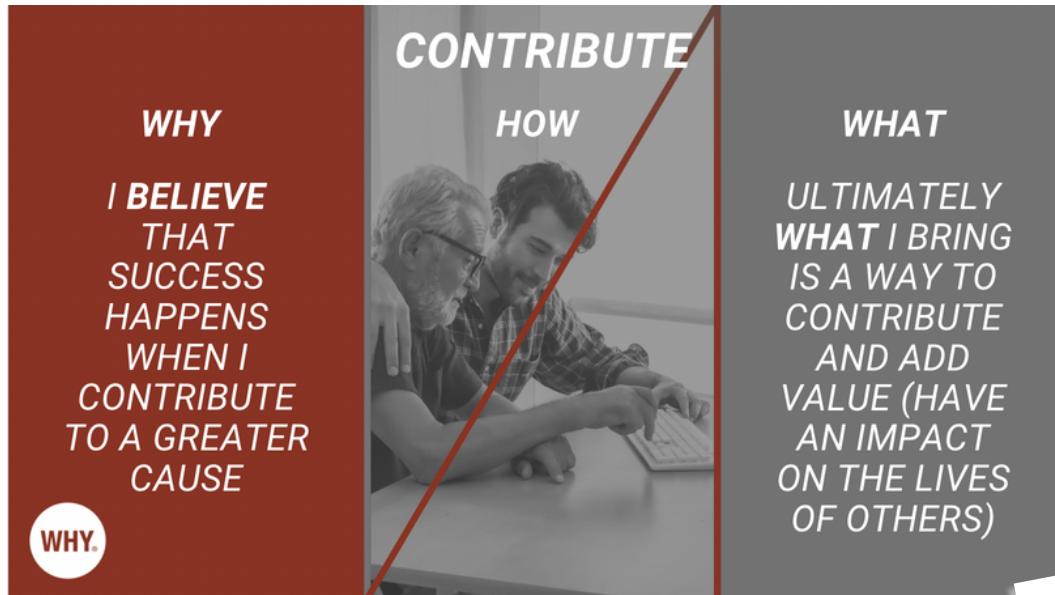
Some of the challenges that people with
the WHY of ____ have are...

How does that feel to you? Have you experienced this?
Can you give me an example?

NOTES:

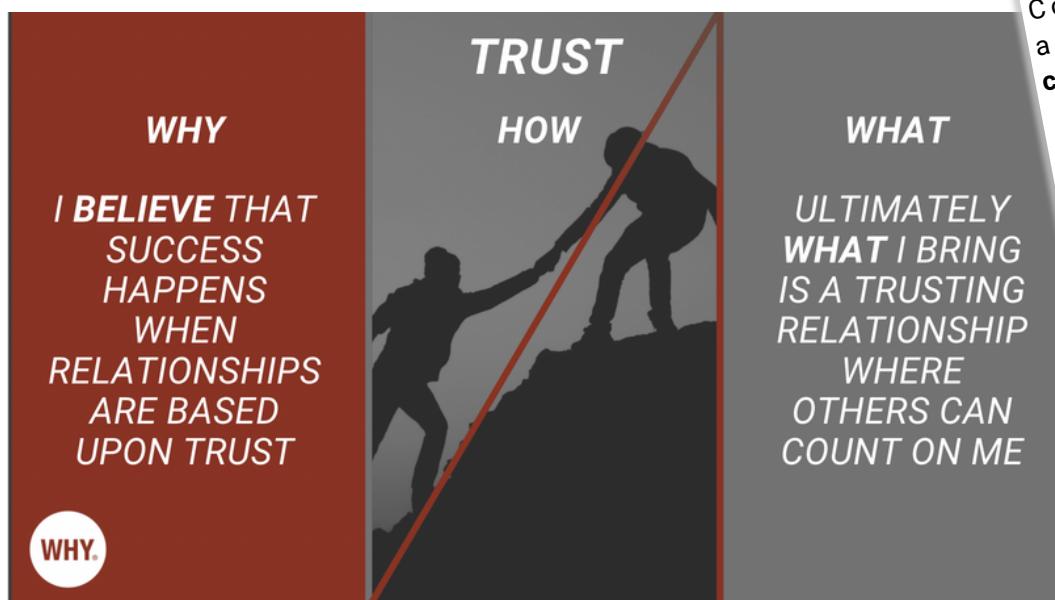
Bonus: WHY.os Language Sheet

USE THESE AS A CHEAT SHEET WHEN ANALYZING A WHY.OS.
WITH ENOUGH REPS, YOU EVENTUALLY WON'T NEED THIS ANYMORE.

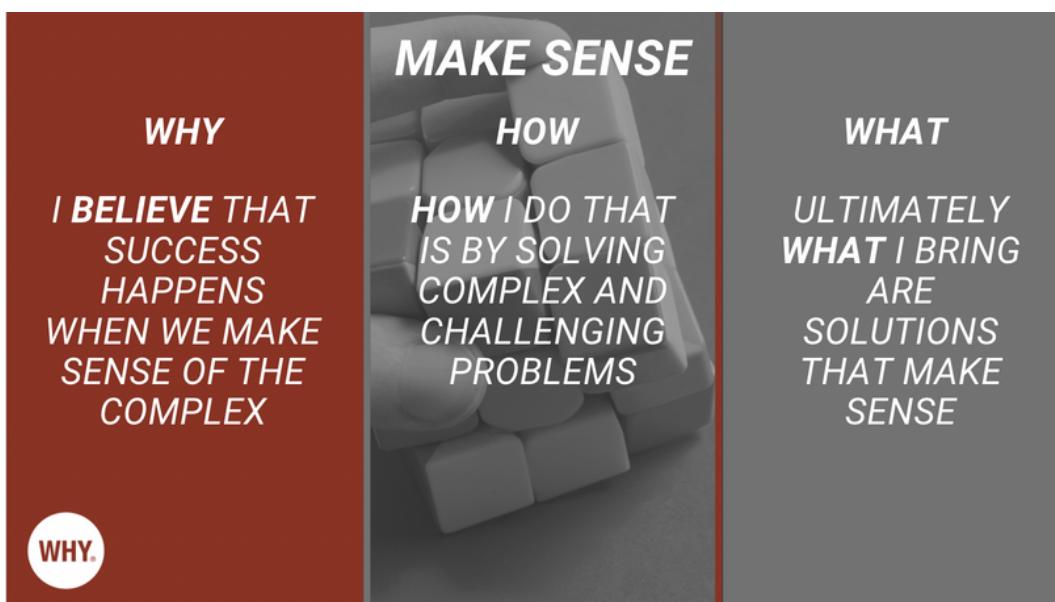


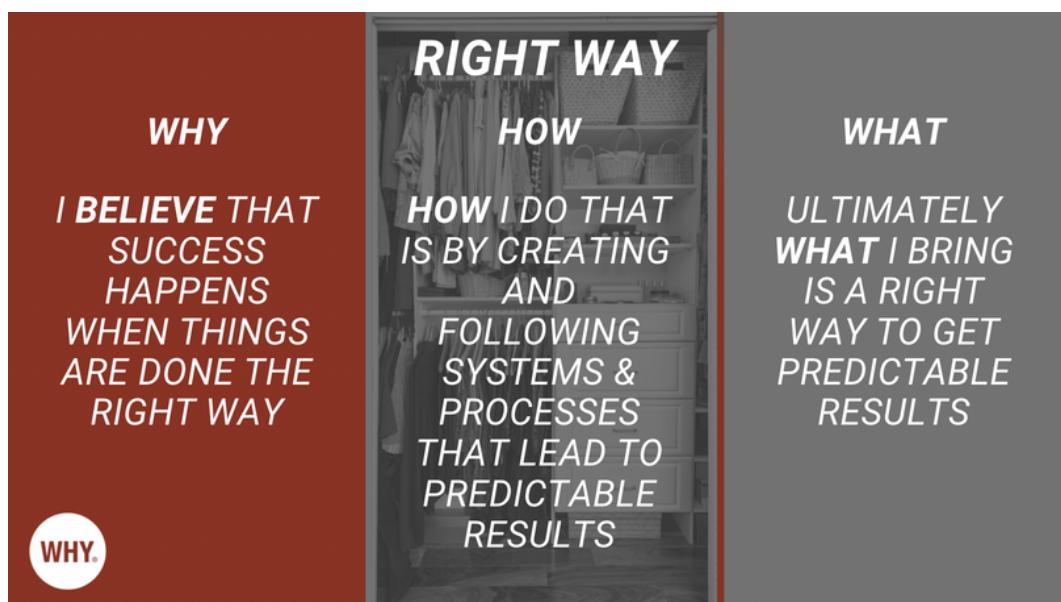
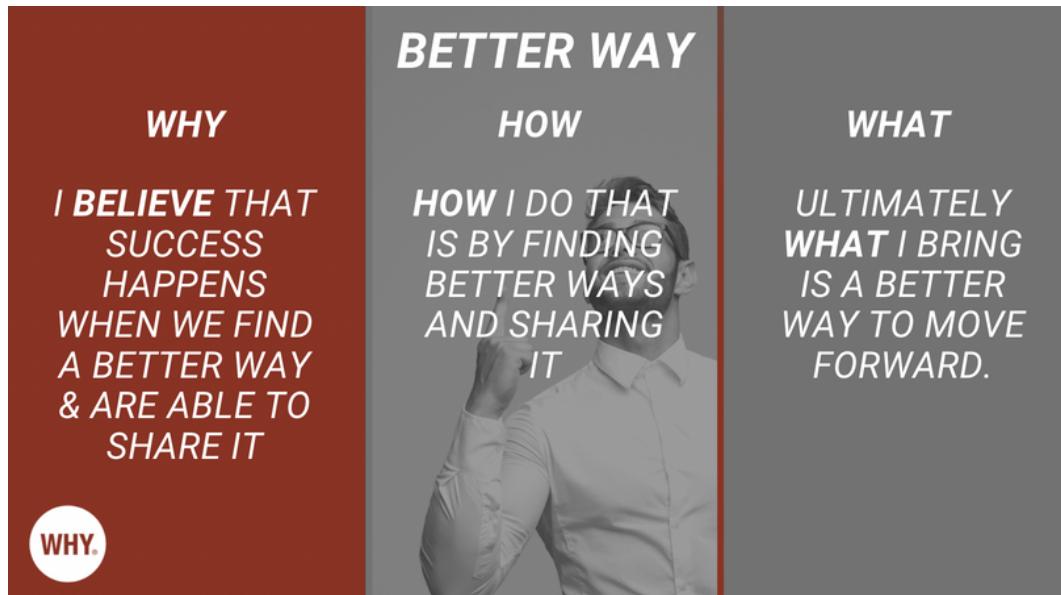
NOTE

Contribute
and Trust
cannot be HOWs.

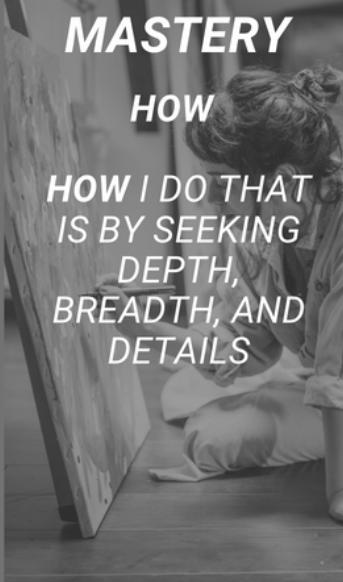


From testing
with the WHY.os
Discovery we
have found this
to be true.





MASTERY



WHY	HOW	WHAT
<p>I BELIEVE THAT SUCCESS HAPPENS WHEN WE DIVE IN DEEP AND UNDERSTAND THE NUANCES</p>	<p>HOW I DO THAT IS BY SEEKING DEPTH, BREADTH, AND DETAILS</p>	<p>ULTIMATELY WHAT I BRING IS A DEEP UNDERSTANDING</p>

WHY.

CLARIFY



WHY	HOW	WHAT
<p>I BELIEVE THAT SUCCESS HAPPENS WHEN THINGS ARE CLEAR TO BE ABLE TO MAKE A DECISION</p>	<p>HOW I DO THAT IS BY MAKING THINGS CLEAR AND UNDERSTANDABLE</p>	<p>ULTIMATELY WHAT I BRING IS A CLEAR SOLUTION</p>

WHY.

SIMPLIFY



WHY	HOW	WHAT
<p>I BELIEVE THAT SUCCESS HAPPENS WHEN THINGS ARE SIMPLE, UNCOMPLICATED, AND EASY TO UNDERSTAND</p>	<p>HOW I DO THAT IS BY MAKING THINGS SIMPLE AND EASY TO USE</p>	<p>ULTIMATELY WHAT I BRING IS A SIMPLE SOLUTION</p>

WHY.

Apply Your WHY.os

Client Relationships

WIIFM Whats in it for me?



NOTES:

Apply Your WHY.os

Client Relationships



NOTES:

Apply Your WHY.os

Referrals

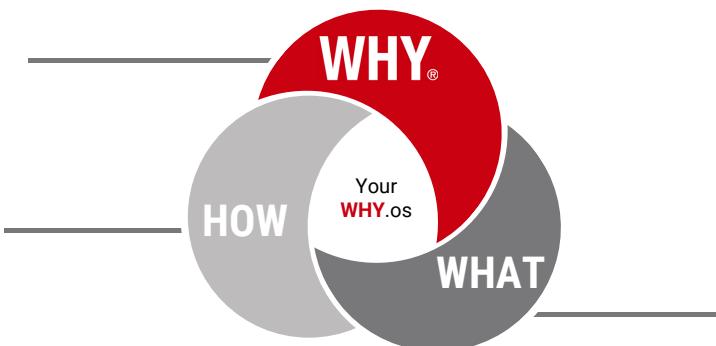
NOTES:

What do you want them to say about you?

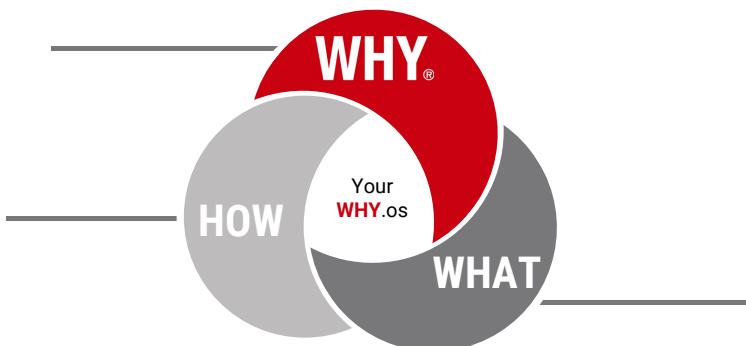
Apply Your WHY.os

Relationships

Steve Jobs' WHY.os



Oprah Winfrey's WHY.os



NOTES:

Apply Your WHY.os

BONUS: Parent



NOTES:

DASHBOARD TOUR

Please see video module for the most current tour of your Ambassador Dashboard.

Dashboard Tour

Notes

NOTES:

Dashboard Tour

Notes

NOTES:

**THANK YOU
AND
CONGRATULATIONS!**



Congratulations!

YOU ARE A WHY.OS AMBASSADOR

Congratulations on completing Ambassador Certification! Your commitment, dedication, and perseverance have paid off, and today, you stand a certified WHY.os Ambassador.

This achievement is not only a recognition of your work in this course but your readiness to impact the lives of others and possess a new powerful tool in your toolkit - the ability to connect through the WHY and WHY.os Discovery.

Your newfound skills will empower you to uncover anyone's WHY or WHY.os, whether it be a prospect, client, team member, family member, or anyone! You can now make more informed decisions and foster deeper and more authentic connections.

But your journey doesn't end here; it's only the beginning of an exciting chapter. Please see your email or log out and back in to see your newly unlocked Ambassador Dashboard. There you will be able to kickstart your journey. Dive in, explore, and start getting those reps in. Practice on those closest to you first then expand outwardly. You'll be an expert in no time.

Your impact has the potential to ripple far and wide.

Once again, congratulations on this remarkable achievement and for taking part in this certification. We are incredibly proud to have you as part of WHY Nation and look forward to witnessing the positive transformations you bring to individuals, organizations, and your own personal business growth.

Live Your WHY.os,

WHY Team

Extra Resources



WHY®
Worksheet

They've Just Discovered Their **WHY**:

Ask them: How does your **WHY** feel to you?

If their **WHY** is **Contribute** – Talk About:

- Making a bigger difference
- Having a bigger impact
- Contributing to a greater cause

If their **WHY** is **Trust** – Talk About:

- Building trust
- Being the trusted source
- Creating long lasting and trusting relationships

If their **WHY** is **Make Sense** – Talk About:

- Why it makes sense to work with you
- Helping solve problems faster

If their **WHY** is **Better Way** – Talk About:

- Making things better
- Innovation and improvement
- How what you do is a better way

Worksheet

If their **WHY** is **Right Way** – Talk About:

- Creating structure
- Delivering reliable results
- Creating systems

If their **WHY** is **Challenge** – Talk About:

- Challenging the status quo
- Standing out from the competition
- Thinking differently

If their **WHY** is **Mastery** – Talk About:

- Becoming experts in their field
- The nuances of their business
- Going deeper

If their **WHY** is **Clarify** – Talk About:

- How your coaching/program is going to help them create a clear path forward

If their **WHY** is **Simplify** – Talk About:

- The value of simple solutions
- How your coaching/program is going to help them simplify their clients' issues