

SMA's Book Club Discussion Guide

Start With Why

This discussion guide is intended to support SMA Dailey's Book Club. The Book Club is designed to provide junior leaders guided opportunities to engage with their Soldiers on Army Profession concepts by discussing literature featuring subject matter across many genres. For that reason, it falls in the Not in My Squad toolbox. The SMA will schedule book club discussions into his troop visits, allowing for a common conversation about leadership and the Army Profession among the enlisted force.

The guide is separated into several topic areas with suggested questions and supporting information to facilitate a small group discussion on the topic. The page numbers referred to throughout this guide are based on the Portfolio/Penguin hardcopy edition of the book, dated 2009; page numbers will be different for different editions of the book, but chapter references should be the same regardless of edition.

Start With Why proposes that "leaders who have had the greatest influence in the world...all think, act, and communicate in the same way – and it's the complete opposite of what everyone else does." The author, Simon Sinek, "calls this powerful idea The Golden Circle, and it provides a framework upon which organizations can be built, movements can be led, and people can be inspired. And it all starts with Why." *Start With Why* offers lessons in a wide range of leadership and ethical topics.

Prepared by the Center for the Army Profession and Ethic (CAPE)
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Leading a Facilitated Discussion

Leaders are responsible for training their Soldiers to high levels of competence, developing their character, and inspiring commitment to our shared identity as trusted Army professionals. An effective method for professional development is the reading and facilitated discussion of stories in a small group setting. In this case, the story is a work of non-fiction, “Start With Why.” The book presents a group of participants with leadership and ethical challenges and concepts to identify and discuss. By sharing ideas, values, and principles related to the book, you can begin to assess your subordinates’ understanding of professional concepts and develop their character, competence, and commitment.

This discussion guide provides questions by topic area along with amplifying information to support discussion. There are numerous techniques you can use to facilitate the discussion. You should be the source of questions. Ask both general and direct questions. Actively listen, choose speakers, follow up your questions with pertinent feedback on answers, challenge the assumptions of participants to bring out alternative viewpoints, and sustain the discussion. It is vital to guide the conversation and ask the right question at the right time, not forcing the questions or treating them as a checklist. Try to shape the conversation without allowing your personal opinion or bias to impact the outcome or stifle discussion of alternative viewpoints. You can concentrate on one topic area of interest by guiding the discussion or allow the participants to take the discussion into numerous topic areas.

Some recommended best practices include:

- Prepare in advance; decide how you will organize and guide the discussion, but be prepared to go in other directions depending on the flow of the discussion
- Arrange the classroom so everyone can see the face of the other persons
- Start with open-ended questions; minimize the use of yes/no questions
- Call on different people; get everyone involved in the discussion
- Actively listen in order to connect one participant’s ideas with another
- Paraphrase; check your understanding and the participants
- Redirect inaccurate or incorrect statements to the class for correction
- Have the participant elaborate to explain why they believe something to be true
- Encourage participants to back up their statements with facts from the book
- Keep the discussion going without interjecting yourself as the authority

The goal is to assist your Soldiers and Army Civilians to become Army professionals who think critically, creatively, and ethically about what they do. For more information and example videos on facilitating discussions, visit the CAPE website at:

<http://cape.army.mil/facilitator.php>

Topic: Shared Identity and the Army Ethic

The Army Ethic is the heart of the Army and the inspiration for our shared professional identity as trusted Army professionals. It motivates our conduct and binds us together in common moral purpose. (Reference ADRP 1, The Army Profession, see Figure 2-4).

1. The title of the book is “Start With Why.” What does this mean to you?

You will probably get a variety of answers to this question. The author’s main point is that “starting with why” helps a company or organization understand why they do what they do (see Ch 3, p 38) and keep their “why” paramount in everything the organization does and how they do it. When the author refers to “why,” he means the purpose, cause or belief of the organization - why the company exists (see Ch 3, p 39).

2. What is the “Golden Circle” that Simon Sinek discusses in his book?

The author proposes that the Golden Circle is a naturally occurring pattern in the way inspiring leaders think, act, and communicate. These leaders communicate from the inside out when looking at the Golden Circle (Ch 3, p 37).

The author states, “To inspire starts with the clarity of WHY” (Ch 5, p 66). Inspiring leaders start with why in order to determine how their organization will accomplish its mission (what). Starting with why focuses the organization and its people on the company’s purpose or vision which inspires commitment and keeps the organization from straying into methods or missions that don’t support the purpose.

The author further states, “Once you know WHY you do what you do, the question is HOW will you do it? HOWs are your values or principles that guide HOW to bring your cause to life...It’s the discipline to never veer from your cause, to hold yourself accountable to HOW you do things; that’s the hardest part” (Ch 5, p 66). How you do things, must be aligned with the why. For example, if you accept that service to the Nation is the Army’s why, then you should exhibit selflessness in how you perform your mission. The Army’s principles that guide HOW we do our mission are expressed in the moral principles of the Army Ethic (Ch 2, ADRP 1).

3. Do you agree with the author’s statement that “People don’t buy WHAT you do, they buy WHY you do it” (Ch 3, p 41)? Can you think of a military example that supports your argument?

You may get agreement and disagreement with the statement. For those who agree with the statement, one possible example is how the American people can be divided on whether the use of combat force is appropriate in places like Iraq, Afghanistan, and Syria, yet still believe in the military and welcome them home from deployment. This is because the American people understand the military serves the Nation and its interests and is subordinate to the civilian authority of the President and Congress. From the

civilian aspect, people do buy products from organizations with questionable methods or purposes if the price is right. But the author would argue this is not a lasting model that builds commitment with your customers or employees.

4. How are the author's ideas about starting with why related to identity?

When the author refers to “why,” he means the purpose, cause or belief of the person or organization. Your individual identity is an expression of your purpose in life. Who you are. This drives what you value and how you lead. Groups take on a shared identity, and often that identity is closely aligned with their leader's identity or the leader's vision of the identity for the organization. It's important because you, as the leader, are influencing the identity of your team, whether you do so explicitly with purpose or implicitly in an unintended manner. The author posits that inspirational leaders explicitly establish a vision for the group identity – the why.

Within the Army Profession, living the Army Ethic inspires our shared identity as trusted Army professionals with distinctive roles as honorable servants, Army experts, and stewards of the profession. To honor these obligations we adopt, live by, and uphold the moral principles of the Army Ethic. Beginning with our solemn oath of service as defenders of the Nation, we voluntarily incur the extraordinary moral obligation to be trusted Army professionals. If you don't identify with being a trusted Army professional, it is likely your team members will not as well.

5. Relate the author's Golden Circle to the Army. What is the Army's why, how, and what? Explain the importance of starting with why for the Army.

The Army's why is represented in our motto: “This We'll Defend.” We serve America, a Nation founded on freedom, liberty, and equality. Below is one expression of the Army's why, how, and what:

Why – Serve the Nation

How – Honorably (ethically, effectively, efficiently) IAW the Army Ethic

What – Provide for the “Common Defense,” support and defend the Constitution

When you start with why, you soon discover that what and how must all be aligned with why. Without understanding why, we may accomplish the mission, but in a manner that dishonors our service to the Nation and American people.

6. The author states, “For values or guiding principles to be truly effective they have to be verbs. It's not “integrity,” it's “always do the right thing.” Do you agree with the author's statement? If so, are the Army Values ineffective?

The author further states, “Articulating our values as verbs gives us a clear idea...we have a clear idea of how to act in any situation. We can hold each other accountable to them, measure them or even build incentives around them. Telling people to have

integrity doesn't guarantee that their decisions will always keep more customers' or clients' best interest in mind; telling them to always do the right thing does" (Ch 5, p 67).

You could get agreement or disagreement with this statement. There isn't necessarily a right answer. However, it is important to note that the Army doesn't only have Army Values to guide our decisions and actions. The Army Values are short and easy to remember because of the LDRSHIP acronym. However, in June 2015, the Army published a written Army Ethic in Chapter 2 of ADRP 1, The Army Profession, which expresses moral principles in complete sentences with verbs. The moral principles provide a more complete expression of the Army Values to better guide our decisions and actions.

7. The author tells the story of two stonemasons (Ch 6, p 94-95). The stonemasons do exactly the same work, but one considers it to be a job while the other sees it as a calling. Why do the two stonemasons see their work differently? How do you see your work in the Army - job or calling?

One stonemason understands the purpose or why for his work. He understands he is building a cathedral in which people will worship. He is part of a larger calling and is committed to it despite the hard work. The other stonemason hasn't started with why. He understands the what, stonework, but sees it merely as a job and would move to a higher paying job if given the opportunity.

The Army Profession expresses what we do as a calling, not merely a job. We aspire to share an identity as trusted Army professionals. We take oaths of service. We start with why and expect those who are truly committed to our why will see their service as a calling and perform their missions honorably in a way that upholds the Army Ethic.

8. The author states "best practices are not always best" (Ch 9, p 166). What does he mean by this? What does this indicate about best practices published by the Army?

The author is pointing out that simply "copying WHAT or HOW things are done at high-performing organizations" will not necessarily work for your organization. It depends on if the WHAT and HOW are aligned with your WHY. One size does not fit all. Sinek gives the example of Ferrari and Honda. Why you need the car is important to which type you think is better. What works for making high performance luxury and sports cars (Ferrari) may not work well for affordable, family cars (Honda).

The Army publishes a lot of best practices. These are often very helpful, but the implication here is that you need to first determine if the best practice is consistent with your WHY. What may work well for a maneuver company, might not for a support company and vice versa.

Topic: Trust

Trust is the bedrock of the Army Profession. External trust is the confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently. Internal trust is the reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic. (Ch 3, ADRP 1)

1. The author states “we trust those with whom we are able to perceive common values or beliefs” (Ch 4, p 53). Do you agree with this statement? If so, how is it related to the Army Profession?

Most people will agree with the statement. It is hard to trust those who hold a different set of values, but merely having the same values does not guarantee confidence and trust.

The author further states, “You have to earn trust by communicating and demonstrating that you share the same values and beliefs. You have to talk about your WHY and prove it with WHAT you do. WHY is just a belief, HOWs are the actions we take to realize that belief, and WHATs are the results of those actions. When all three are in balance, trust is built and value is perceived.” (Ch 6, p 84)

Essentially the meaning of the word trust is I have confidence that your deeds will match your words. However, there is an additional element of common values or beliefs. I may have confidence that a self-professed terrorist is going to blow himself up taking many people to die with him. That doesn't mean I trust that person with my family. If you don't share values and beliefs with someone, you probably won't trust them despite their commitment to doing what they said they would do.

This is why we have an Army Ethic, to include Army Values, at the heart of our Profession. We must have a shared understanding of what is right (effective, efficient, and ethical) in order to trust not only that we will do what we say, but also that our decisions and actions will be done in the right way. This builds trust internal to the Army Profession and demonstrates to the American people that we can be trusted as a profession.

2. The author states “trust begins to emerge when we have a sense that another person or organization is driven by things other than their own self-gain” (Ch 6, p 84). Do you agree with this statement? If so, how is it related to the Army Profession?

Most will agree with this statement. Some may have qualifiers like the person could be driven by things like money or other pressures that don't build trust. When we know a person is driven by the purpose of an organization or calling, and can see that demonstrated in their decisions and actions, we have greater trust that they will not be corrupted by self-interest. Leaders are expected to give up self-interest and provide

selfless service (an Army Value) and protection to your team. This is why we have higher expectations of selflessness in leaders and why we are so offended when leaders operate out of self-interest using their power for their own profit or benefit at the expense of their subordinates. This trust is again tied to sharing the values and beliefs of the organization; we won't trust a company that we believe is founded on an immoral purpose.

3. The author uses Apple as an example of a company that starts with why (Ch 3, p 43). Do you agree with Sinek's example? How is this example related to trust?

The author describes how Apple is seen as being authentic. Everything they do works to demonstrate their why, which is to challenge the status quo. This appeals to customers who want something different from the masses and want to break the mold. We see Apple as being authentic because we have confidence that what they develop will always challenge the current thinking and push boundaries; said another way, their deeds will match their words.

The author further states, "The only way people will know what you believe is by the things you say and do, and if you're not consistent in the things you say and do, no one will know what you believe" (Ch 5, p 67). "What authenticity means is that your Golden Circle is in balance. It means that everything you say and everything you do you actually believe" (Ch 5, p 68). "Absent a balanced Golden Circle means no authenticity, which means no strong relationships" (Ch 5, p 69).

Trust essentially mean I have confidence that your deeds will match your words and those words represent beliefs and values that I share. Apple customers trust Apple to stay true to their WHY of challenging the status quo. Do you stay true to your WHY with your decisions and actions? With trust comes long term commitment and cohesion.

Topic: Decisionmaking

1. The author states "every instruction we give, every course of action we set, every result we desire, starts with the same thing: a decision" (Ch 1, p 15). What does this statement mean to you as a trusted Army professional?

This question should get varied answers. First it highlights that we need to be more conscious of our decisions and the implications of those decisions. While some things we do are based on instincts, or learned behaviors that become almost automatic, most of our actions involve decisions or choices. These decisions affect us and those around us - seniors, subordinates, and peers. These decisions demonstrate that we believe what we say, or conversely we are merely paying lip service to some slogans. So it is important that we use creative, critical, and ethical thinking to make discretionary judgments that align how we do things and what we do with why we serve in the Army. If our decisions and actions demonstrate our shared beliefs in the moral principles of the

Army Ethic, demonstrate character, competence, and commitment, we are more likely to build trust. In the further explanation of this statement in Chapter 1, the author also demonstrates that we need to be accountable for our decisions and actions. If we are manipulative and transactional, we must understand this may gain compliance but not commitment. Inspirational leaders use transformational techniques to inspire subordinates and build a sense of community and camaraderie around a common purpose, the organization's WHY.

2. The author states “absent a WHY, a decision is harder to make” (Ch 4, p 59). Do you agree? Explain why or why not.

Most will agree that the WHY is important in making a decision. This supports several of the key principles of mission command. Without shared understanding of the purpose of the organization and the commander's intent, it is hard to know where your limits are with respect to the initiative you can take and when risk is no longer prudent, but merely reckless. If you understand WHY, you are more likely to be adaptable when presented with challenge and adversity. Since you understand WHY, you can see the opportunities to take initiative and accomplish the mission (WHAT) in a different way (HOW) that still accomplishes the purpose (WHY).

Topic: Leadership

ADP 6-22, Army Leadership, describes a leadership requirements model with attributes (what a leader is) and competencies (what a leader does) necessary for leaders to provide the purpose, direction, and motivation to accomplish the mission. (Figure 1)

1. What leadership attributes did Sinek discuss in his book? Which of these attributes are most important to you as an Army leader?

Some examples include:

- Empathy. A good leader *cares*. Empathy is the bond between leaders and followers. Sinek describes a leader with empathy in Sam Walton at Wal-Mart (Ch 12, p 203). Sam Walton believed if you look after people, people will look after you. Everything Walton and Wal-Mart did proved it. Wal-Mart created an environment focused on the employee, thereby creating a bond in which the company was committed to the employees, and they were committed to the company.
- Service Ethos. Sinek is emphasizing the importance of selfless service and an ethos of service to others, a calling, or the organization's WHY when he states, “trust begins to emerge when we have a sense that another person or organization is driven by things other than their own self-gain” (Ch 6, p 84). When we know a person is driven by the purpose of an organization or calling, and can see that demonstrated in their decisions and actions, we have greater trust that they will not be corrupted by self-interest. Leaders are expected to give up self-interest and provide selfless service (an Army Value) and protection to your team. This is why we

have higher expectations of selflessness in leaders and why we are so offended when leaders operate out of self-interest using their power for their own profit or benefit at the expense of their subordinates. This trust is again tied to sharing the values and beliefs of the organization; we won't trust a company that we believe is founded on an immoral purpose.

- Discipline. The author states, "Once you know WHY you do what you do, the question is HOW will you do it? HOWs are your values or principles that guide HOW to bring your cause to life...It's the discipline to never veer from your cause, to hold yourself accountable to HOW you do things; that's the hardest part" (Ch 5, p 66). Sinek is pointing out that you must have the discipline as a leader to remain consistent with your WHY and hold yourself accountable for aligning your HOW and WHAT to your WHY.
- Innovation. Sinek points out that very few people are actual innovators (Ch 7, p 115-122). Which category from Sinek's chart on page 116 would you place yourself in?

2. What leadership competencies did Sinek discuss in his book? Which of these competencies are most important to you as an Army leader?

Some examples include:

- Leads others. The author states, "The leader can work against the culture of the company instead of leading or building upon it. The result is diminished morale, mass exodus, poor performance and a slow and steady transition to a culture of mistrust and every-man-for-himself (Ch 12, p 197). Sinek is making the point that when you have a leadership transition, the incoming leader must understand the WHY of the organization or the alignment of words and deeds and the corresponding commitment of subordinates will suffer.
- Builds trust. The author states, "For those within a community, or an organization, they must trust that their leaders provide a net – practical or emotional. With that feeling of support, those in the organization are more likely to put in extra effort that ultimately benefits the group as a whole" (Ch 6, p 104). "Only with mutual trust can an organization become great" (Ch 6, p 106). "It is the feeling of 'we're in this together,' shared between customer and company, voter and candidate, boss and employee, that defines great leaders" (Ch 2, p 32). Trust is considered the bedrock of the Army Profession.
- Leads by example. Leaders must role model the purpose (WHY) of their organization and HOW to accomplish the mission in the right way. Sinek supports this when he states, "the CEO's job is to personify the WHY. To ooze of it. To talk about it. To preach it. To be a symbol of what the company believes" (Ch 9, p 157).
- Communicates. Army leaders must be competent communicators in order to provide their intent and create shared understanding in accordance with the philosophy of mission command. The author supports this when he states, "We are drawn to leaders and organizations that are good at communicating what they believe. Their

ability to make us feel like we belong, to make us feel special, safe and not alone is part of what gives them the ability to inspire us” (Ch 4, p 55).

- Creates a Positive Environment. Sinek uses the example of Sam Walton and Wal-Mart to describe a positive environment (Ch 12, p 203). Sam Walton believed if you look after people, people will look after you. Everything Walton and Wal-Mart did proved it. Wal-Mart created an environment focused on the employee and it created a positive environment in which the company was committed to the employees, and they were committed to the company. This is also an expression of Walton’s empathy for his employees.

3. The author discussed a special partnership between WHY and HOW for successful organizations. In this partnership, you often have one leader who provides vision while another has the talent to actually get it done. Have you seen examples of this in the Army?

The author specifically uses the example of Microsoft, with Bill Gates providing the vision and Paul Allen building the company (Ch 8, p 142). Participants should have seen examples of this in the Army, especially since the Army’s relationship between officers and NCOs is largely built on this concept. Officers provide the vision and are ultimately responsible for everything the unit does or fails to do. NCOs proclaim they “work for a living” because they often figure out the details of how to make the vision a reality through execution.

4. The author gives an example of Ben Comen, a runner with cerebral palsy, to make a point about competition (Ch 14, p 224). Who should you be competing against? Yourself or others?

The authors point is, if you understand your why, you should be competing against yourself to simply make yourself and your organization better each and every day. He states a common belief that you should leave an organization better than you found it when you depart. The counterpoint is that competition against others can be healthy, motivating, and inspire you and your organization to strive for excellence. But you should remain true to your purpose and not let the competition become unhealthy. Unhealthy competition is focused solely on bettering others and may take you down a path in which how you do things to win is not reflective of who you are or your organization’s purpose. You can lose sight of what’s important in order to win.

5. The author writes at some length about manipulation, motivation, and inspiration. Sometimes you see this referred to as transactional versus transformational leadership. Does the author believe one method is more effective for successful organizations? Which one? Which type of leadership, transactional or transformational, do you find to be more effective in the US Army?

Here are several of the statements Sinek makes on this topic:

“The ability to motivate people is not, in itself, difficult. It is usually tied to some external factor. Tempting incentives or the threat of punishment will often elicit the behavior we desire...Great leaders, in contrast, are able to inspire people to act. Those who are able to inspire give people a sense of purpose or belonging that has little to do with any external incentive or benefit to be gained.” (Introduction, p 6)

“We use fear to motivate people to obey a code of ethics.” (Ch 2, p 21)

“If fear motivates us to move away from something horrible, aspirational messages tempt us toward something desirable.” (Ch 2, p 22)

“I cannot dispute that manipulations work. Every one of them can indeed help influence behavior and every one of them can help a company become quite successful. But there are trade-offs. Not a single one of them breeds loyalty. Over the course of time, they cost more and more. The gains are only short-term.” (Ch 2, p 28)

“Manipulations lead to transactions, not loyalty.” (Ch 2, p 30)

“In any circumstance in which a person or organization wants more than a single transaction, however, if there is a hope for a loyal, lasting relationship, manipulations do not help.” (Ch 2, p 31)

“It is the feeling of “we’re in this together,” shared between customer and company, voter and candidate, boss and employee, that defines great leaders.” (Ch 2, p 32)

“Employees were manipulated with bonuses that encouraged short-sighted decision-making.” (Ch 2, p 32)

“...when the WHY is absent, imbalance is produced and manipulations thrive. And when manipulations thrive, uncertainty increases for buyers, instability increases for sellers and stress increases for all.” (Ch 5, p 65)

Sinek clearly prefers transformational leadership methods. His argument is that transformational leaders inspire greater long-term success than those who use manipulation and transactional methods for short term gain.

In transactional leadership, the leader motivates the follower to comply in exchange for reward or punishment. Self-interest dominates. Do this because I will reward you for it. If you do that, I will punish you for it. Transactional leadership focuses more on individuals and can be effective in situations when you need to motivate short-term compliance.

Transformational leaders understand their followers, communicate a vision, and empower their followers to take prudent risk and disciplined initiative in a way that is committed to the group-interest. Transformational leadership is focused more on the team and tends to be more effective at developing long-term commitment to the organization and its purpose.

In general, you need to employ both methods, but transformational leadership is more effective in the long term in building a cohesive team built on mutual trust in accordance with the Army's philosophy of mission command.

6. *What other leadership lessons did you take from the book? How would you apply those lessons to your leadership within the Army?*

These general questions should generate a variety of individual perspectives that could touch on previous points above or be completely different interpretations of the author.

Topic: Mission Command.

IAW ADP and ADRP 6-0, Mission Command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent. Six principles of Mission Command are: build cohesive teams through mutual trust, create shared understanding, provide a clear commander's intent, exercise disciplined initiative, use mission orders, and accept prudent risk.

1. *Which of the mission command principles does Sinek address in his book? Give examples.*

a. Build cohesive teams through mutual trust.

The author states, "You have to earn trust by communicating and demonstrating that you share the same values and beliefs. You have to talk about your WHY and prove it with WHAT you do. WHY is just a belief, HOWs are the actions we take to realize that belief, and WHATs are the results of those actions. When all three are in balance, trust is built and value is perceived" (Ch 6, p 84).

Sinek further states:

"Absent a balanced Golden Circle means no authenticity, which means no strong relationships" (Ch 5, p 69).

"For those within a community, or an organization, they must trust that their leaders provide a net – practical or emotional. With that feeling of support, those in the organization are more likely to put in extra effort that ultimately benefits the group as a whole" (Ch 6, p 104).

"Only with mutual trust can an organization become great" (Ch 6, p 106).

"It is the feeling of "we're in this together," shared between customer and company, voter and candidate, boss and employee, that defines great leaders" (Ch 2, p 32).

Sinek is making several points related to this principle of mission command. First, you develop mutual trust when your WHY, HOW, and WHAT are in balance. Said another way, your deeds match your words. Second, people are confident not only that your

deeds match your words, but also that your words and deeds are based on shared values and beliefs. This gives them the confidence that you will do the right thing. Third, mutual trust, demonstrated through congruence of WHY, HOW, and WHAT, helps build cohesion and greatness.

b. Create shared understanding, Provide clear commander's intent.

Sinek makes a strong case for these two principles, although he uses slightly different language when he emphasizes the importance of understanding WHY, the purpose of your organization. Two examples from the book include:

“We are drawn to leaders and organizations that are good at communicating what they believe. Their ability to make us feel like we belong, to make us feel special, safe and not alone is part of what gives them the ability to inspire us” (Ch 4, p 55).

Microsoft, with Bill Gates providing the vision and Paul Allen building the company (Ch 8, p 142). Sinek's description of their relationship parallels the Army's relationship between officers and NCOs. Officers provide the vision and are ultimately responsible for everything the unit does or fails to do. NCOs proclaim they “work for a living” because they often figure out the details of how to make the vision a reality through execution.

c. Exercise disciplined initiative. Accept prudent risk.

Without shared understanding of the purpose of the organization and the commander's intent, it is hard to know where your limits are with respect to the initiative you can take and when risk is no longer prudent, but merely reckless. If you understand WHY, you are more likely to be adaptable when presented with challenge and adversity. Since you understand WHY, you can see the opportunities to take initiative and accomplish the mission (WHAT) in a different way (HOW) that still supports the purpose (WHY).