

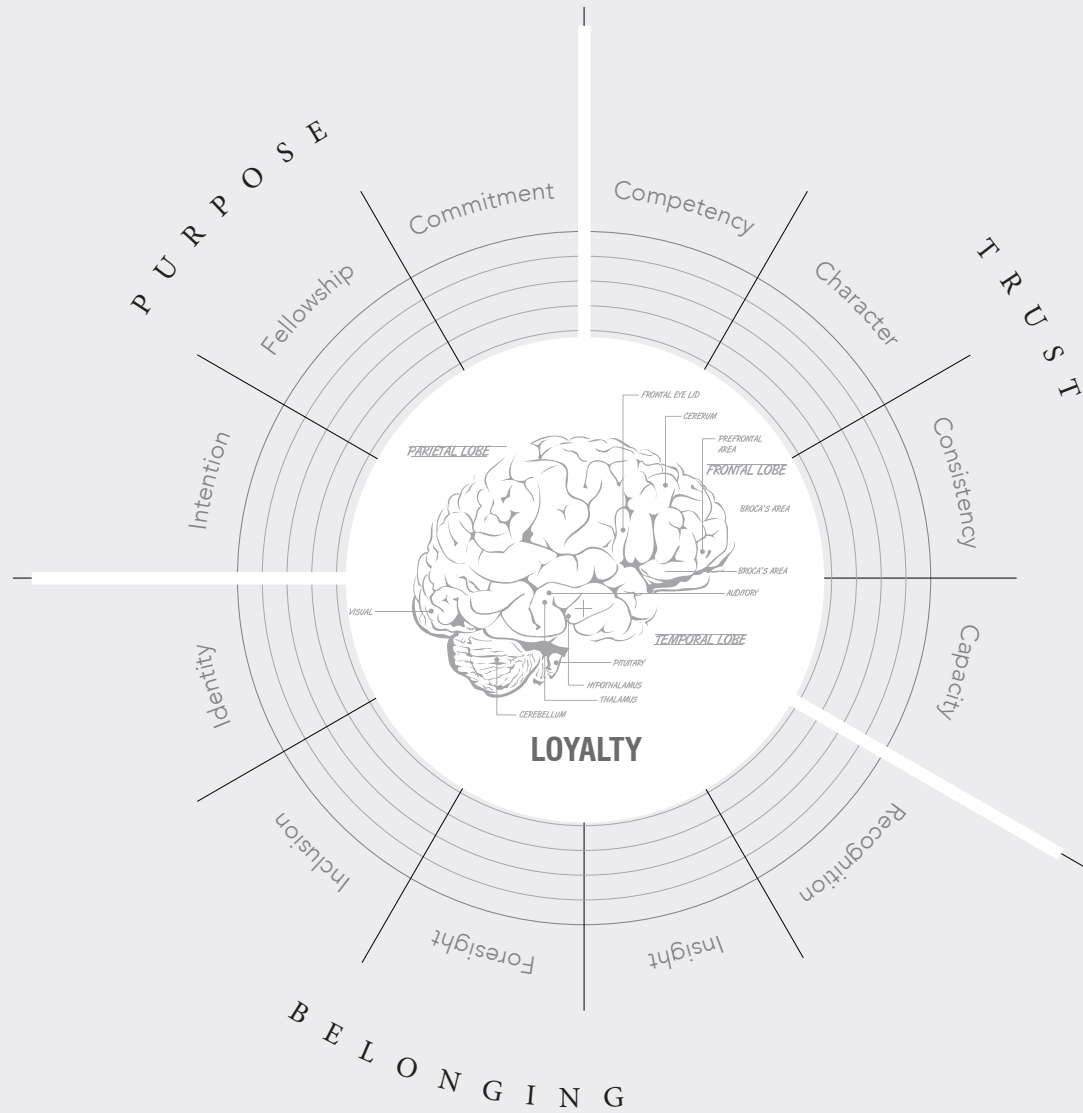
the elements of loyalty

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trust

belonging

purpose



the elements of loyalty

Do you make my life safer?

Do you make my life easier?

Do you make my life better?

Humans have been asking themselves these three questions about others for the last 2.5 million years, ever since we decided that living in large, social groups was a pretty smart survival strategy. Prior to that, it wasn't a big concern since our ancient ancestor's "tribes" consisted of only blood relatives who they obviously knew they could count on. Relationships were pretty simple back then - you were either kin, or you were a potential threat.

Things got a little complicated, however, when one day, someone in one of those kin tribes had the bright idea that rather than competing with the neighboring tribe, maybe they would cooperate with them instead. Surely, it would be less dangerous, but even more importantly, the two groups working together would be much more powerful than they were on their own. In a very short time, other tribes saw the benefits of banding together and before long, tribe after tribe were joining forces and learning to collaborate, eventually leading to our modern societies and the human civilization we know today.

So, covering 2.5 million years of human history in two paragraphs is about as abbreviated as I can get, but it's really all you need to know to understand the origins of human loyalty. Being thrown into these large, cooperative communities obviously had its benefits, but at the same time, it raised our suspicions. We were no longer directly related to the humans who surrounded us. How would we know who to trust? How would we know who we could depend upon, or who had our best interest at heart? And since there were now so many humans we needed to interact with and not enough time to know them all, how could we limit our most dependable relationships to an effective few?

Do you make my life safer?

Do you make my life easier?

Do you make my life better?

Those simple questions gave birth to our desire for loyalty and rewired our brains to recognize each time it found the answers.

Trust | Belonging | Purpose

Tens of thousands of years living in social communities taught humans what to look for when forming relationships that would keep them safe, supported, and fulfilled. Our brains evolved to seek out clues in others that would determine which relationships should be pursued and maintained and which should be avoided. Those clues or signals fall into three general categories - a sense of Trust, a sense of Belonging, and a sense of Purpose - and are the same indicators every brain looks for, consciously and subconsciously, when evaluating relationships.





Dependable | Reliable | Predictable | Honorable

trust.

There must have been a point in the history of human language when our ancestors felt like there were just too many words. Maybe our memories were being taxed too much, or our dictionaries were becoming too big to lug around, but a clear choice was made to clean out our vocabularies and streamline our lexicon. I'm sure some words were eliminated altogether, but a large majority were asked to pull double duty and take on multiple definitions and meanings. From a pure efficiency standpoint, I suppose there were definite advantages to this approach, but it sure has caused its share of confusion and misunderstanding.

There is no better example of this than the word trust.

If you were to ask most people about the meaning of trust, their answer would likely focus on some integrity issue, like honesty, fairness, or incorruptibility. But trust is about much more than that. Yes, it means that we can count on someone to tell us the truth, charge us a fair price, or treat us with respect. But trust is also how we measure one's competency and their ability to do what we expect of them; it's how we evaluate their consistency to act in a predictable and reliable manner; and it's how we assess their capacity to have all the resources necessary to fulfill a request or obligation. Trusting someone to watch your wallet is certainly different than trusting a pilot to fly an airplane, trusting a watch to keep the correct time, or trusting a radio program to reach a certain number of listeners. What trust is really about is dependability.

Of the three loyalty-producing clues that our brains seeks in others (a sense of trust, belonging, and purpose), trust is often the easiest to achieve. Not only do we benefit from the fact that humans are typically on autopilot when it comes to trust - having a fairly low threshold for one to prove themselves dependable - but becoming trustworthy is something we, for the most part, have control over. How competent we are, how cultivated our character is, how consistently we behave, and how much capacity we have is entirely up to us.

The challenge nearly all individuals and organizations have when assessing their own trustworthiness is their steadfast belief that a) they already are, and b) nobody is going to tell them they aren't. This mostly stems from the notion that trust is simply a virtue and strictly a character issue. Any suggestion that one can't be trusted is seen as an assault on one's honor, integrity, and good name. But that is not the way to look at trust and certainly not the way it should be self-evaluated. Instead, trust should be seen as a chair.

Take a look at any chair in the room you are currently in. You can like the design of that chair, the style of that chair, the fabric, wood or metal on that chair, you can like everything about that chair, but if you don't think it will support your weight, you won't sit on it. That is what trust is. Your relationships can like you personally and they can like your organization as a whole, but if they don't believe their needs will be supported, then they can't possibly give you their trust.

It's not personal, it's simply practical.

trust

Co



Competency



CAN YOU DO WHAT YOU SAY YOU CAN DO AND WHAT YOUR RELATIONSHIPS EXPECT YOU TO DO?

Humans evolved living in social communities, where cooperation and shared responsibility are essential. If one can't pull their weight and support the group in one form or another, they are basically "free riders" exploiting the contributions of others.

While it's true that a developed sense of empathy and compassion has altered our thinking about the weaker members of our social groups and societies, such as children, the elderly, and the physically and developmentally challenged, our minds are still keenly aware of one's competency when

it comes to evaluating their trustworthiness. Our brains understand that good intentions, without the ability to bring them to fruition, don't count for much in the end.

To earn one's trust, you need to demonstrate your competency and prove that you have the knowledge, experience, expertise, skill set, and ability to support their needs and expectations.

Experience

Expertise

Knowledge

Talent

Proficiency

Skill

Ability

Creativity

Innovation

Quality

Value

How organizations demonstrate their **COMPETENCY**:

- On every page of their website, Meritum Investments, Sydney Australia have a running, updated total of the money they have earned for their clients. The constant visual reminder communicates a very clear message to clients, prospects, and visitors: "Our investments make money!"
- Sequence Studios publishes a blog on their website that is sent out to clients and prospects that is written by staff regarding current and future trends in technology. The content does not directly promote the studios services, but demonstrates its knowledge and expertise in areas that directly impacts their client's businesses.
- FM Global is the largest property insurer in the world with a client list that reads like a Who's Who of the most well-known brands and organizations ever created. In all of their annual reports, they include an indepth profile of selected clients and benefit from a "halo effect." Anyone reading the Reports can't help but come to the conclusion "if FM Global is good enough for XYZ Corp., they have to be good enough for us."
- West Wave Dance Company held a fundraiser for the San Francisco Chapter of the United Way by inviting local business people, community leaders, and celebrities to participate in their own version of "Dancing With The Stars."

While the company's prime motivation was raising money for the nonprofit organization, it was able to showcase its talent and expertise to an audience that might not otherwise have been aware of their adult dance classes and programs.

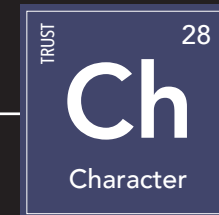
- KathArt Interactive is an award winning digital design agency based Copenhagen. Potential clients don't need to dig through their website to discover their skills as a cutting edge creative firm. They are on display the moment you click on their URL. The visit tells you immediately that this agency knows what they are doing and is on the cutting edge of digital experience. Check for yourself: <http://tour.kathart.dk>
- Not to be outdone, BKWLD in Sacramento can give KathArt a run for their money. Looking through their resumes or portfolio is almost unnecessary because their creative and technical skills are apparent simply navigating their website. Again, see for yourself: <http://bkwld.com>

trust

Ch



Character



ARE YOU FAIR, HONEST, MORAL AND ETHICAL? DO YOU TREAT OTHERS WITH DIGNITY AND RESPECT?

Trust is most often viewed through a single lens of integrity. While earning one's trust requires more than adhering to some understood moral principles of right and wrong and honorable behavior, it is often the first place to start.

It is rare to find anyone who thinks of themselves as having low character. We live a life that is mostly, honest, mostly fair, mostly respectful, and mostly principled. The fact that we have no prison record and have not been banished from society has confirmed that the character we exhibit and the values we live by are not only adequate, but acceptable. But are they?

Trust can only exist when one believes that the character of others matches their own, and when their beliefs and values are reflected in the actions of those they interact with. Are you as honest as I am? Do you share my view of what is fair and ethical? Are you respectful in your words and deed, and do you live by a moral code that I can respect?

These are the questions that swirl around our brains when evaluating the character of others and whether we can trust them, and these are the questions that swirl around theirs when deciding if they can trust us.

Principled

Ethical

Moral

Honest

Transparent

Fair

Respectful

Courteous

Sincere

Friendly

Funny

Passionate

Courageous

Fierce

Helpful

Empathetic

Kind

Generous

Accountable

Responsible

How organizations demonstrate their CHARACTER:

- USAA's hiring practices ensure that employees have the qualifications and background needed to support a courteous environment. The hiring standards require that service representatives be college graduates (internal candidates excepted), take a specialized skills and aptitude test, and participate in a series of interviews. Its approach is simply to hire "nice" people. Combining nice folks with USAA's customer service training guarantees that customers will be treated with courtesy, sensitivity, and respect.
- The Ritz-Carlton's motto is "We are ladies and gentlemen serving ladies and gentlemen." This concept is entrenched in The Ritz-Carlton philosophy and can be seen throughout the organization where employees are treated like customers. The heart of The Ritz-Carlton is the common area, where the employees take their breaks and their training, and which serves as the hub of the hotel. This area is as spotless as the main hotel, and every employee is courteous and respectful to his or her counterparts regardless of position in the organization. The managers all eat with the staff in a cafeteria provided to them free of charge. The food served to the employees is the same food served to the customers in the main dining rooms.

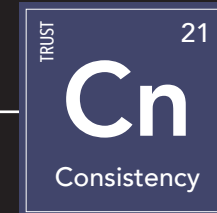
- Best Buy is a well-known innovator in the ethics field, with a focus on hyper-transparency. A few forward-looking companies, including DuPont, Boeing, and Cisco have published ethics reports within their organizations listing violations and actions taken to correct the issues. Best Buy has taken this a step further by publicizing this information externally through a blog and encouraging the general public to comment on this information. Also leading the way in environmental sustainability, Best Buy recycles electronics for free, even if the electronics were not purchased at one of its stores.
- Tagged CEO Greg Tseng described one of their most important perks as their transparency. Once a month the company shares their financials (revenue, expenses, profits, etc.) with their employees. “Before we make any major acquisition or decision public, we inform everyone in the company,” Tseng said. When someone joins the Tagged team, they will always know where the company is and what’s next.

trust

Cn



Consistency



**ARE YOUR ACTIONS PREDICTABLE AND UNWAVERING?
CAN YOUR RELATIONSHIPS COUNT ON YOU TO BEHAVE
IN A PREDICTABLE MANNER?**

Nothing undermines trust more than inconsistent behavior. What has separated humans from all other species on this planet is our ability to navigate life and the situations we encounter with extraordinary efficiency. We have learned to recognize patterns with such a high degree of confidence that it has allowed us to take greater risks in nearly all of our actions. Consistency is what allows us to see patterns, systems, and methodologies,

compare them to our expectations, and then act upon our past experiences. When inconsistency occurs, it forces us to become more cautious and more guarded, questioning what we see and suspending our confidence. In other words, we stop trusting.

Dependable

Reliable

Predictable

Constant

Uniform

Conforming

Disciplined

Standards

Proficient

Continuity

Punctuality

How organizations demonstrate their **CONSISTENCY**:

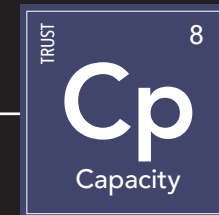
- At Enterprise Bank there is The Sundown Rule. It is actually quite simple. If a customer has a question, someone from the Bank will get back to them before the day is over. Period. No exceptions. What The Sundown Rule says is that their customers are important and they are committed to providing superior, responsive service all the time.
- Progressive.com has been awarded the #1 spot for online car insurance websites by Keynote® Competitive Research for 19 of the last 20 scorecards dating back to 2000. Keynote continually praises Progressive.com for offering so many features to the customer in real-time, while providing excellent customer support options that make the insurance shopping experience easier.
- Airline delays are one of the most common causes of customer frustration. Not only do delays happen often, but also people are pretty vocal about their feelings when their flight is delayed. Acknowledging this, @JetBlue ensures a quick response to their customers by utilizing social media. Not only do they engage with happy customers, but they also respond to and help frustrated customers as quickly as possible. Most importantly, passengers know exactly where to go to check on the status of their flight, confident in JetBlue's consistency and proficiency in sharing critical information.

- Acroturn, a metals machining company, delivers premium quality products at competitive rates. Their aerospace grade manufacturing, combined with their machining expertise and specialized manufacturing processes allow them to offer their customers a Zero Defects Promise.
- The St. Louis Cardinals have had more success in recent years than just about any other baseball franchise. Team President Bill DeWitt III credits consistency and discipline for the organization's success. DeWitt says the Cardinals have maintained discipline and consistency "from scouting to player development and from drafting to free agent signings, making sure when old people leave and new ones come in, they understand what we're trying to do."
- In 1985, Danny Meyer opened the first of his 10 critically-acclaimed restaurants - Union Square Cafe, which went on to claim Zagat's Most Popular Restaurant in New York City title an unprecedented nine times. The casual fine dining restaurant is credited with sparking a dramatic resurgence of New York City's Union Square neighborhood, and it remains one of the city's most popular spots. On the first Monday of every month, Meyer and his team meet to ask one question: "How can we improve and become an even better place to work?" They have done this consistently for the past 29 years, canceling only one of these meetings during that time span...the week of September 11, 2001

t r u s t

Cp

Capacity



DO YOU HAVE ENOUGH RESOURCES (TIME, MONEY, PEOPLE, LOCATIONS, INFLUENCE, ETC.) TO ADEQUATELY ADDRESS THE NEEDS OF YOUR RELATIONSHIPS?

Humans seek out relationships that can make their lives safer, easier, and better which means those having the greatest capacity to deliver all three are the ones that end up receiving the most loyalty. That's the good news. The bad news is that we only question capacity prior to entering into a relationship. Once we are in one, our expectations change dramatically.

Trusted relationships make our brains less discerning and critical. It's that autopilot thing that kicks in, telling us we now have a partner to depend on and we shouldn't worry so much. That reliance

and dependency causes us to forget the limitations our partner may have and overestimate their capacity. We start to believe they can do more than maybe they can.

As an element of trust, what makes capacity so difficult to manage is the expectations it creates. Having a trusting relationship requires a capacity of services and resources that can make others lives safer, easier, and better. The truth is, that may not always be possible. Limited resources limits capacity, and limited capacity means limited trust.

Resources

Size

Convenience

Accessibility

Power

Influence

Strength

How organizations demonstrate their CAPACITY:

- One could visit any city around the world, and without much trouble, find a McDonald's restaurant. But today, finding a Subway would be even easier. A Subway restaurant, that is. With nearly 40,000 locations in 98 countries, there is one Subway store for every 200,000 people in the world. There is nothing more important in a fast food restaurant than convenience, and by that measure, Subway is the new king.
- Referring to Apple...again, there has always been a clear strategy to demonstrate capacity at the Apple Stores. They over staff every store to ensure that customers do not have to wait in lines to get help, to have questions answered, to purchase products, and to check out. In addition to its abundant staff, every employee is cross-trained in all products and have the capability to support customers in any way.
- At Bloomberg News, extraneous words are discouraged. Copy is straightforward, without language that hedges, such as "but," "however" or "despite." Adjectives are shunned. Adverbs, too. The edict is to get to the point. The company's driving goal is equally forthright. Stunning both for its simplicity and its downright audacity, it is repeated -- frequently and almost word for word -- by top editors and reporters alike: "We want to be the world's most influential news organization." At a time when most news organizations

are hemorrhaging money and staff, closing bureaus, reducing coverage and lowering expectations, Bloomberg is spending, hiring, opening new outposts, launching fresh enterprises and raising the stakes. Odd for an organization built around and financed by its ability to provide information to the world's most powerful investors, an organization that prides itself on moving markets and that rewards its reporters for doing so.

- During last year's holiday season, a surge of late Internet orders to online providers such as Amazon jammed the shipping systems at the US Postal Service, United Parcel Service and FedEx, as each struggled to handle the volume. In response, Amazon created a sort center concept to gain further control over their shipping process rather than relying on third parties to do the work and to improve customer service. Before creating the sort center and expanding its capacity, its Prime customers could enter their orders into Amazon's system until 2:59 p.m. and be guaranteed delivery within two days. Now that deadline has been extended to 11:59 p.m. and delivery reduced to overnight, if desired.
- Nordstrom's "One-to-one service. In most departments, if you indicate the desire to shop, there is a salesperson designated to helping you find sizes, etc." Salespeople can offer to ring up your purchase without you ever having to stand in line. This particularly happens a lot in the shoe departments
- Commonwealth Worldwide, a Boston-based limousine company known for exceptional service. "That ensures service delivery will be impeccable 100 percent of the time. We can always handle 105 percent of our absolute busiest day. Is that a more expensive way of doing it? You bet. But the fact is we don't lose customers, which means we can afford to pay that premium."



Connected | Aware | Engaged

belonging.

In 2008, a group of psychologists and sociologists completed an exhaustive, heavily researched, 7-year study on human behavior that definitively confirmed something we already knew: *human beings have an inherent and nearly unquenchable need to feel connected.*

As capable as individuals are, we evolved to live in cooperative societies and have come to rely on social groups for our survival. Our need for acceptance emerged as a means to stay alive - so as to be protected, cared for, and to gain knowledge from others. Which is why being isolated, ignored, and rejected are so painful. It is our brain's way of warning us that being alone is a bad thing and must be avoided at all costs.

We may not have needed a study to tell us about the importance of relationships, but there has been plenty of research recently showing just how far-reaching the positive effects can be. Prominent psychologists and social scientists, including Dan Gilbert, James Fowler, Barbara Fredrickson, Martin Seligman and Christopher Peterman have all concluded from their work that our human sense of belonging not only provides us with a critical safety and survival mechanism, but is the primary source for our happiness and fulfillment. When we are accepted, recognized, included and understood we feel our best. When disregarded, alone, and abandoned, our lives lose their meaning and we shrink into despair.

The incredible development of humankind is a direct result of our ability to form close, cooperative relationships. Our ancient ancestors didn't need to spend all of their waking hours worried about being

attacked by some predator, or out looking for their next meal. Having others they could count on and get help from meant they had the time and freedom to explore, think, and learn, and THAT made all the difference to our evolution as a species.

That is why belonging to a group or community gives us a sense of identity. It helps us to understand who we are, what we want, and how we fit in, while providing us with a powerful desire to be connected to people we can know and who want to know us.

Belonging

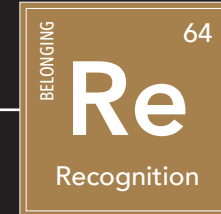
Cultivating a sense of belonging is difficult for most organizations. Their goals, products, services, the way they operate, even the way they measure their progress and success, typically centers around the trust issues described in the previous section. Very few take a deliberate approach to creating a sense of belonging.

There are plenty of reasons this most basic of all human needs usually gets ignored. For many, it seems too “warm & fuzzy” - something that would have been dreamed up in a hippie commune or written about in a new-age, self-help book and not appropriate for a business or professional association. As a practical matter, it is often considered too personal, too time consuming, unscalable, and unnecessary, but only by the shortsighted. Those organizations that can establish and communicate a deep sense of belonging with their clients, customers, vendors, employees, and members, develop relationships that are virtually unbreakable.

belonging

Re

Recognition



DO YOU SEE YOUR RELATIONSHIPS AS UNIQUE INDIVIDUALS, OR ARE THEY JUST A NUMBER, JUST A JOB TITLE, OR JUST A DEMOGRAPHIC GROUP?

While trying to be efficient and cost-effective, organizations and individuals often spend more time focusing on themselves than the people they serve. It is an easy trap to fall into because trying to address the individual needs of every relationship is hard and time-consuming.

And yet, before anyone will be loyal to you, they need to know that you recognize them and truly know who they are. You may think

of them as part of a group, but they don't think of themselves that way and they certainly don't want to be treated that way.

Recognition means knowing who someone is, not just what they do, or where they are from. It means making someone feel welcomed, appreciated, acknowledged and unique.

Awareness

Acknowledgment

Understanding

Value

Listening

Personalization

Customization

Identification

Gratitude

Dignity

Equality

Significance

Rewards

First Sight

Attentiveness

How organizations demonstrate RECOGNITION:

- When you hire a new employee, ask, "If you had a day off to spend as you wanted, what would you do and where would you go?" You'll learn a lot about the employee in those few minutes. Maybe the employee likes fishing (half a day off might be a great reward), the arts (tickets to the symphony), sports (tickets to a game) or reading (a new release on a favorite topic). Make a note of your employee's interests and then use those interests to determine what day-to-day rewards you can offer. Not only will this give you great ideas for recognition, it will show that you have interest in them as a person. One simple way to demonstrate recognition, especially with an employee, a consultant, or a volunteer, is to give them feedback on their performance. It says "I am paying attention to you," "I have an interest in what you are doing," "I want to help you succeed."
- When hiring a new employee, ask the person to share her most memorable recognition moment – when she was honored for above-and-beyond behavior. Ask what she did to earn the reward, what she was given, and how it made her feel. Not only is this a great way to uncover an applicant's strengths, it also can give you an idea of what types of rewards will be valued by this person in the future.
- Sometimes it's best to play things by the book. If you notice one of your employees reading on her lunch hour or talking about a favorite novel, remember that a new release from that author might be a wonderful,

thoughtful reward for above-and-beyond behavior.

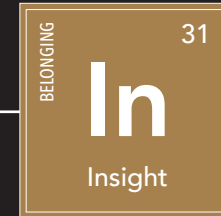
- A quick email to your team after a win or a note of encouragement during a big sale can go a long way, especially if you're working with a limited amount of time. Try to send an email around Thanksgiving or Christmas expressing your appreciation for each member of your team. It doesn't have to be a "Jerry Maguire"-style email — just type a few sentences to explain why you value them. If you can't think of anything you value about each employee, consider that a red flag.
- The vice president of HR at Franconi Automotive Supply recognizes the families of employees. When an employee has to work late for several weeks straight, she sends flowers and a note of thanks to the employee's spouse or partner. The spouse/partner/family appreciates the gesture that recognizes families or partners for their sacrifices.

belonging

In



Insight



DO YOU KNOW WHAT YOUR RELATIONSHIPS REALLY WANT AND CARE ABOUT AND WHAT THEIR WORLD IS LIKE?

Think about the closest relationships you've have in your life. Maybe it is with your parents or your siblings, a best friend, or a romantic partner. Do you think those relationships would have been as strong if you always had to tell the person when something was bothering you?

How would it feel if every time you were struggling or feeling uncertain they were oblivious to what you were going through and unaware that something was wrong? You would rethink the closeness of your connection and probably the relationship altogether. That is what makes insight so important and a predicate to loyalty.

Insight is an ability to understand what someone is thinking and feeling, what they are not telling you or what is difficult to see. So much our lives are concealed, either out of fear, anxiety, embarrassment, confusion, all sorts of emotions that cause us to keep things hidden inside.

And yet there are those who know how to break through. They are the ones who "get us," who understand what concerns us and what keeps us up late at night. They understand our dreams and our ambitions, as well as our doubts and our insecurities. They are the most important relationships we have.

Empathetic
Perceptive
Comprehension
Acumen
Savvy
Astute
Discerning
Wise
Disseminate
Understanding

How organizations demonstrate INSIGHT:

- SKIERMONT PUCKETT LLP does not bill clients by the hour. They believe lawyers should not make more money just because they take a long time to complete a task. Instead, they use Alternative Fee Agreements (“AFAs”) that align their firm’s interests with their clients’ interests. Their attorneys have experience crafting a variety of different AFAs that best fit their clients’ needs.
- The entire team at Yipit, a daily deal site filter and aggregator eat lunch together every day in their headquarters at a large picnic table. Jim Moran, Yipit’s co-founder believes “lunch is vital because everyone takes it at the same time. It is a great way to get your mind off work and get to know everyone at the company.” He says, “Eating together once a day is how we stay connected as we grow.
- At Zappos, managers and team leads are encouraged to spend 20% of their time hanging out and socializing with their team. “If you take the time to get to know your employees, I mean really get to know them, you will be able to become a mentor,” says Marcela Gutierrez, Manager of Zappos Insights and New Hire Training. “The difference between a mentor and a manager is that you will know how to coach them and help them achieve not only professional but personal goals. They will also work harder for you because they will trust you 100%. There’s nothing better than to have someone you can trust and come to for anything.”

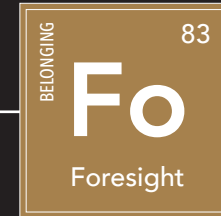
- Cigarette butts are far and away the most common article of litter found throughout the world. They have also been the biggest headache for communities and environmental groups who have been clearing them from streets and beaches for decades. A company called Greenbutts came up with an insightful solution to the problem: a completely biodegradable filter that disappears within a few days of being discarded. The “green” butts can even sprout into green grass or flowers when placed under a thin layer of soil. Greenbutts’ insightful thinking didn’t end there, however. In addition to being more biodegradable, the filters can be mass-produced using existing filter making machinery, providing a cost-effective and seamless transition for the cigarette industry.
- When A.G. Lafley was CEO of Procter & Gamble, he worked to create a culture where everyone in P&G—from the chairman down—would spend time living with consumers, shopping with consumers, or working alongside consumers. While working on Tide branded laundry detergent, Lafley discovered that P&G consumers would regularly report that they loved Tide’s packaging. Yet, when he interacted with a consumer, he noticed that she almost always used a screwdriver or scissors to open the Tide box. Lafley realized that the woman didn’t want to risk breaking her nails opening the cardboard box. She said she loved the packaging because she didn’t know of any alternatives, but in reality, she had to find a creative way to open the box because of its design limitations.
- Ritz-Carlton employees are trained to anticipate the unexpressed wishes of their guests. During one stay the receptionist called me and said, “We see that you are scheduled to leave very early tomorrow. Can we leave a pot of fresh, hot coffee outside your door?”

belonging

Fo



Foresight



DO YOU ANTICIPATE WHAT YOUR RELATIONSHIPS NEED - EVEN BEFORE THEY TELL YOU?

Humans are cooperative beings. We help others when they need it, if for no other reason, than we hope they will return the favor someday and help us when we need it. It is a social contract we have been living with for nearly our entire existence as a species.

Having foresight and the ability to anticipate someone's needs before they ever ask for help, however, is critical when it comes to building loyalty.

Foresight demonstrates to others that you not only understand the challenges they

face, but more importantly, are actively looking for solutions that can help them -today, tomorrow, next week, next year, the next ten years, etc...

In order to build loyal relationships, organizations and individuals need to develop the foresight to solve problems before being asked. They need to anticipate the needs of those they serve, predict their challenges, and help them prepare for their future. When one can do that, they become indispensable and their relationships will never leave them.

How organizations demonstrate FORESIGHT:

Anticipate

Proactive

Predict

Expect

Prepare

Preempt

Forecast

Envision

Innovative

Creative

New

Inspirational

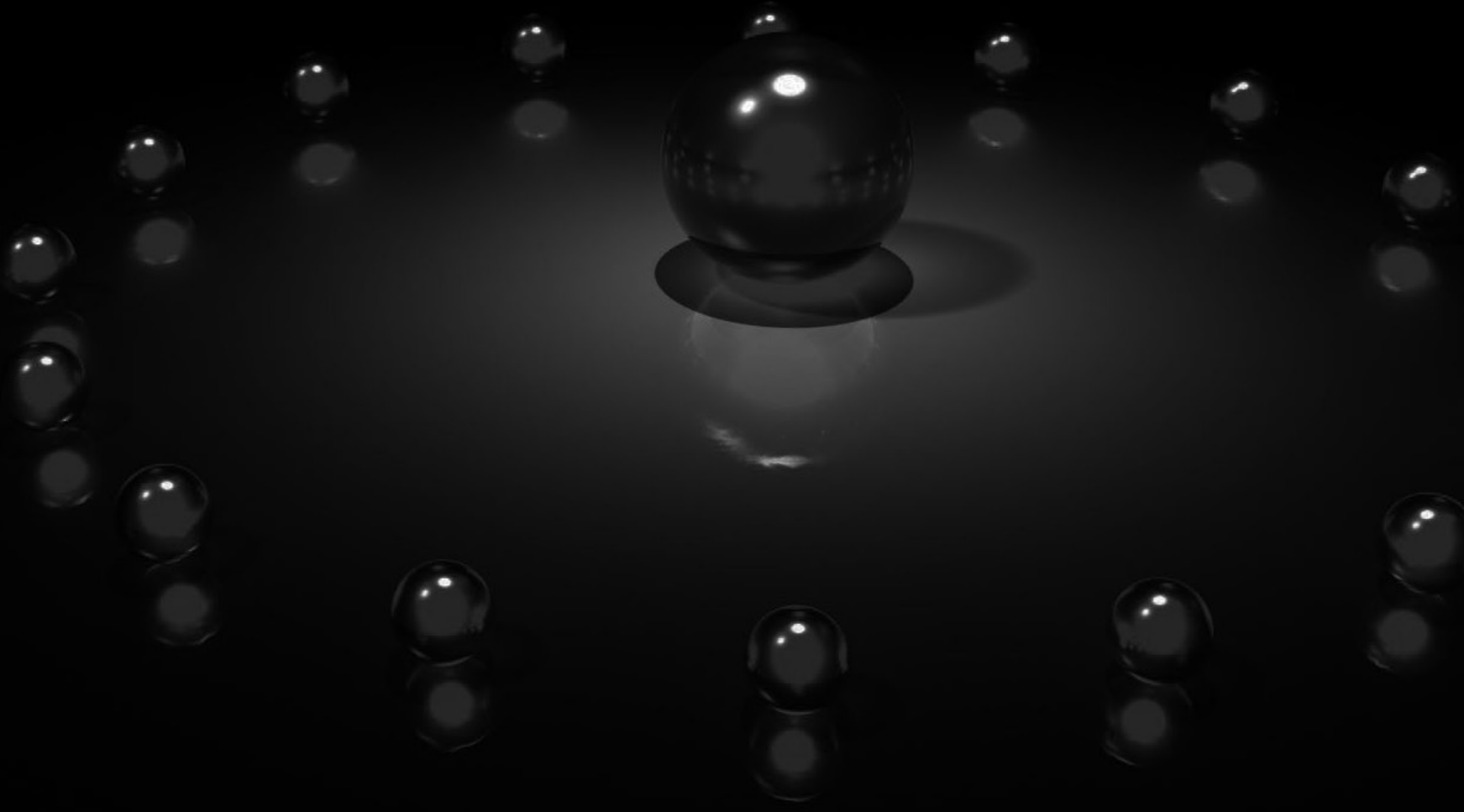
Problem-solving

- Armstrong Lambert Associates focus on mentoring their young associates, offering them the opportunity to meet some of the higher-ups in the business community. ALA offers a highly detailed and customized training process for each of their new professionals with programs designed to educate and provide real world experience in the field. Since very few college graduates have ever made a “cold call” ALA takes the time to lead them through the process. This means that a partner in the company will make the first telephone calls for them to provide a real life example. They are there while the associate makes calls to provide immediate constructive feedback and will accompany them on their first face to face cold calls.
- The Special Libraries Association (SLA) is a nonprofit global organization for innovative information professionals and their strategic partners, serving more than 7,000 members in 75 countries in the information profession, including corporate, academic and government information specialists. Understanding that many of their members can be shy and introverted, the Rocky Mountain Chapter of SLA have adopted a “buddy” system to make attending chapter events less intimidating and uncomfortable. The “buddies” will reach out to those members who may be reluctant to attend an event alone and make plans to go with them. In addition, the buddy will serve as a connector, introducing the reluctant member to others and helping them to form new relationships with colleagues.

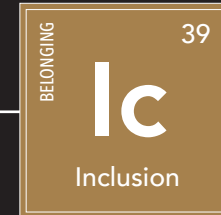
- The Grand Del Mar resort in San Diego, CA trains its staff to anticipate guest needs, not just respond to requests. Mention that you are heading to the beach the next day with your kids, expect them to have a package of sand toys delivered to your room or placed in your car - because who packs a pail and shovel when going on vacation?
- Safelite Auto Glass repairs cracked windshields by sending technicians out to their customer's locations instead of requiring the driver to bring their vehicle into a shop or garage. Safelite anticipates the potential anxiety their customers may have regarding a complete stranger coming to their home or office and working on their vehicle. In addition to emailing the customer a confirmation of the scheduled appointment, Safelite sends a photo of the technician who will be doing the work, and a short biography outlining their experience and qualifications.
- When Homestead Kitchens of Littleton, MA builds and installs a kitchen, they understand the inconvenience (and havoc) it creates in a home. Being without a kitchen for several weeks is stressful, but Homestead anticipates the needs of his customer families and has the foresight to solve their problems without them asking. At the start of the job, Homestead provides their customers with gift certificates and coupons to several local restaurants they have developed relationships with, knowing their families will need to find alternative places to eat during construction. In addition, Homestead proactively solves another unanticipated problem at the end of the job. After being without a kitchen for several weeks, families will be starting off with an empty refrigerator and no perishable foods. Before turning over the new kitchen, Homestead stocks the refrigerator and cabinets with some of the family's favorite food and beverage products. The quality of the work satisfies their client's trust issues, but it is their foresight in understanding what their customers real needs are during construction that produces loyalty.

belonging

IC



Inclusion



DO YOUR RELATIONSHIPS FEEL LIKE THEY ARE AN INTEGRAL PART OF A TEAM, OR ARE THEY MERELY “THE CLIENT,” “THE CUSTOMER,” “THE MEMBER,” “THE SUPERVISOR,” OR “THE EMPLOYEE?”

Transactional relationships have sides. Your side and their side. Often with different interests, different objectives and different points of view. Loyal relationships, on the other hand, are inclusive. Both sides welcome one another, include one another, and value more than just the outcome (money, a job, the product or service, etc.), they value the relationship, as well. Making someone feel included means that they are not only invited to participate, but encouraged. Their suggestions are not only noted, but acted upon. Their involvement is not only appreciated, but valued. When you create an Inclusive environment, your relationships will be loyal.

But Inclusion is also about availability or “being there” for your relationships. It can take many forms - physical, emotional, virtual, even communicative - and impacts our sense of belonging by letting us know we aren’t alone. How one responds to emails, blog comments, phone calls, text messages, tweets, etc., can demonstrate Inclusion. However, ignoring or not responding to these virtual interactions can have the same negative effect as not showing up for a meeting, appointment, or event, or holing oneself up behind a closed door. They cause others to feel excluded, disrespected, and unappreciated.

Availability

Accessibility

Present

Teamwork

Collaboration

Cooperation

Open

Welcoming

Engaged

Participating

Solicited

Share

How organizations demonstrate INCLUSION:

- Trader Joe's is known for treating employees with a measure of respect and dignity that is virtually unequaled in the supermarket industry. Everyone from vice presidents to clerks are encouraged to come up with new ideas, all of which are taken very seriously and often acted upon. While Trader Joe's stores have very clear spending and behavioral guidelines, they have few execution guidelines--meaning the corporate office may tell workers what to do but not how to do it. Basically, the company believes that people--given the opportunity--usually make good decisions about things like signage and merchandising.
- At Southwest Airlines, leadership wants a culture where employees feel they are part of a family. They believe it is very important for organizations to have products and services around which employees can feel proud and that organizations need to leverage the talents of the employees by letting their ideas come forward.
- JetBlue promotes a system of "desired behaviors" that foster a collaborative work environment to improve customer service. For example, the airline encourages pilots, flight attendants and gate agents to work together to help clean the main cabin, which reconciles potential conflict between cabin cleanliness and speed of turnaround between flights, as the aircraft crew is responsible for both.

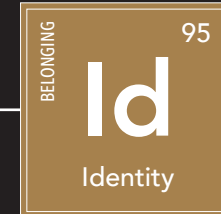
- The website, www.travelbrilliantly.com is a platform for portraying Marriott's past and future innovations and soliciting similar, future-forward ideas from influencers, experts and traveling consumer enthusiasts. Visitors to the website are invited to share their groundbreaking ideas to improve the modern travel experience across design, culinary, wellness and technology.
- Freeborn and Peters is a law firm that knows how to get employees out of the office for a little R&R. Each year the company holds a "luggage party." Every employee is eligible, and each associate that wants to be part of the drawing brings a packed bag into the office on the day of the party. Four names are drawn, and the winners are whisked away by limo to the airport for an all-expenses paid weekend trip to Las Vegas.

belonging

Id



Identity



WHO WE ARE. WHO WE ASPIRE TO BE.

So it is no great revelation that in order for someone to be loyal to you and/or your organization, they have to like working with you, being involved with you, and being around you. They need to feel like you have common and aligned interests, or that you represent someone or something they aspire to be.

This very human behavior has its roots in our evolutionary past. The first groups we obviously identified with and felt safest around were our kin - the people we shared the same genes with, the people we looked like. This made things easy for our suspicious brain. If someone looked like us, talked like us, and acted like us,

there is a good chance they were related to us, so our brain used this as a shortcut to form a relationship. Identity is satisfying our brain's desire to find others who seem familiar, and therefore can be trusted.

Of all the elements that define loyalty, Identity is the most powerful. It is the one principle that can make up for a deficiency in any other. Because when all is said and done, what we desire the most is to be welcomed into a relationship that feels familiar and safe, with people we can trust, who have our best interest at heart, and who care about the same things we do. People just like us.

Authentic
Similar
Resemblance
Reflection
Familiar
Recognizable
Aspirational
Empathetic
Culture
Association
Sharing
Assimilation
Chemistry
Compatibility
Alignment

How organizations demonstrate IDENTITY:

- Jeff Bezos asks thousands of Amazon managers, including himself, to attend two days of call-center training each year. The payoff: humility and empathy for the customer.
- If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart. " - Nelson Mandela
- Every day at about 5:30 p.m. the Fundable team turns off computers, ends client phone calls, and gathers together for a happy hour featuring a giant NBA Jam tournament. It's a great reward at the end of a productive day, and it is one of the best ways to allow co-workers from different departments to catch up or get to know each other.
- If you've ever been in a culture where the executives have their own parking spaces and make you carry their luggage when traveling, you know firsthand what it feels like to think your leader doesn't care about you. When I sense an employee's having a problem, I think about what I've gone through and share with him how I did or didn't overcome the situation. As a leader, employees sometimes place you on a pedestal, but putting yourself on their level by showing your own vulnerability and imperfections helps them overcome their challenges.

- New Jersey Governor Chris Christie makes a point of sharing intimate details of his life and times with his constituents — that he uses an asthma inhaler, that he has struggled with dieting and exercise since his days as a high-school catcher came to an end, that his mother told him on her deathbed that he should go back to work because nothing between them had been left unsaid. That last one, which elicited audible gasps of sympathy from the audience in Chesilhurst, is his way of saying that he wants to leave nothing unsaid between him and the voters, either, even if they both occasionally get hurt. The reasoning behind this candor: “If you’re asking people to do some really difficult things, which I am asking them to do, then I think they feel more comfortable doing those things if they know you.”
- Howard Stern has been on the airwaves for over 40 years.. But how did a shy, nerdy teenager become the self-acclaimed King of All Media? Stern realized early on that he should be honest rather than just being entertaining. He has an innate sense of what his audience wants and will tolerate and isn’t afraid to broach any subject with his guests. His audience identifies with Howard because he is their subconscious, asking all the questions they would like to and doing all the things they want to, but would never have the courage.



Intention | Determination | Alignment

purpose.

In the Greek myth of Sisyphus, the scheming king of Corinth is reduced to an existence of utter hopelessness as he is forced by the gods to push a huge stone up a hill only to have it roll back down as it nears the top. A task he must repeat for all eternity. What makes this punishment so torturous to the reader is not the physical pain of moving the rock, but rather the mental anguish of being condemned to a life with no meaning or purpose.

The story of Sisyphus reveals the single attribute that separates humans from all other species, and that is our continuous search for meaning in the things we do and the way we live. The evolution of our brains over hundreds of thousands of years has created a self-awareness and the capacity for introspection and self-reflection that motivates us to learn more about our fundamental nature, purpose and essence. In other words: why we are here.

While establishing a sense of trust and belonging are critical to any relationship, it is a sense of purpose that is most often responsible for someone becoming loyal. Trust and belonging are often "satisfiers" for any close relationship, but identifying a sense of purpose is what draws us to others and creates nearly unbreakable bonds. When individuals and organizations stand for something and convey to others an intention that is not only clear and identifiable, but aspirational, they establish connections that go beyond simple economic transactions. Our lives become more meaningful.

If our lives were a recipe, then purpose would be the spice. Beyond the basic needs of nutrition and calorie intake, we crave seasoning and flavor in the foods we eat. Without them, our meals are bland and tasteless. The same is true with respect to our lives and the needs we all have beyond the necessary. Going on vacation, buying a new car, watching a movie, attending a concert, learning to draw, attending a religious ceremony, or celebrating a birthday have nothing to do with the sustenance of our lives, but they are essential when it comes to the meaning and purpose our brain desires.

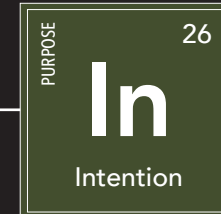
Finding purpose, whether it be in our professional or personal lives, is difficult, and so we often seek in others a purpose or meaning that we can identify with and align our own lives to. Our minds are attracted to those that stand for something and demonstrate a clear intent. Herb Kelleher built Southwest Airlines on a sense of humor, Steve Jobs did the same with Apple around beautiful design, Bruce Springsteen's 4-hour concerts reflect a blue-collar work ethic that appeals to his fans, and the New York Yankees, Montreal Canadiens, and Manchester United wrap their franchises in a shroud of history and tradition.

Each of these individuals or organizations have developed a loyal following, not because they were able to transport passengers from point A to point B, manufacture computers, write and perform music, or play games. The loyalty they receive comes from their deliberate and committed intent to be more than merely what they do. It is their purpose that has made them distinct and earned them an unrivaled following.

podruse



Intention



DO YOUR RELATIONSHIPS BELIEVE YOU STAND FOR SOMETHING BIGGER THAN BOTH OF YOU? DO THEY BELIEVE YOU HAVE A SHARED VIEW OF THE FUTURE AND SEE THE IMPORTANCE IN A GREATER CAUSE?

Intention is a matter of focus. It not about *what* you do, but *how* you do it, and most importantly, *why* you do it.

If someone were to fly on Southwest Airlines for the first time and hear a flight attendant tell a few jokes during the safety instructions, they might think they were witnessing an anomaly - merely an exuberant employee just trying to make some people laugh. Until they took the return flight home and saw the same behavior by a different crew member, or when they called Southwest's customer service and discovered more fun-loving

personalities, or watched the Airline's CEO joke his way through an interview. Very soon, they would realize this was not the act of a few gregarious personalities, but instead the culture of the entire organization. Humor is part of Southwest Airline's intention. It is deliberate - in their hiring, their training, and the service they deliver at every level of the organization, especially the top. According to it's founder Herb Kelleher, "Work should be fun."

Loyal relationships are built upon the *why* of an individual or an organization, not the *what*. Be clear about your intention.

Vision

Meaning

Motivation

Reason

Cause

Justification

Objective

Goal

Interest

Advantage

Benefit

Ambition

Aspiration

Drive

How organizations demonstrate INTENTION:

- Steve Jobs created a dedicated room where designers went through hundreds of iterations of package design. For months, these designers would hole up in this room performing the most mundane of tasks - opening boxes. Anyone who has ever opened an iPad box will tell you that those were months well spent. It's a box that glides open, like the curtains slowly raising on a high-tech stage. It could hardly be better if there were choirs of angels inside. It matters because it sets the tone for your whole relationship with that product. It's the last thing they did before they gave it to you, and your first experience of it.
- At Amazon, CEO Jeff Bezos periodically leaves one seat open at a conference table and informs all attendees that they should consider that seat occupied by their customer, 'the most important person in the room.'
- Southwest Airlines allow their flight attendants to go off-script: cracking jokes, singing, and doing whatever it takes to get passengers to pay attention to safety videos. This unique approach has had positive results both on the aircraft, where the passengers enjoy the show, and on the web, where videos of the improvised Southwest Airlines safety shows are uploaded by passengers and go viral.
- At Intel, innovation is everything...all the time. 2009 was a tough year for the company Demand for its chips plummeted as PC sales suffered, but the massive

chipmaker, which controls 80% of the world's PC microprocessor market, kept innovating. It launched the first-ever 32-nanometer chip, a smaller, faster, more powerful chip that became the industry standard. It was developed as part of Intel's "tick tock" strategy -- a goal to introduce new cutting edge products every 12 months. Every customer and employee of Intel understands the company's purpose...innovate, innovate, innovate.

- Until Bill McGowan came on the scene in 1974, American Telephone and Telegraph had controlled all aspects of telephony in the United States through its monopoly position. It provided the lines into your home or office. It designed at Bell Labs and manufactured at Western Electric the phones and switchboards everybody used. It had a total monopoly on long distance for which it mostly charged about \$4 per minute to make a phone call. McGowan, the CEO of MCI, was truly a visionary who taught others the important lessons about the ability for David to take on Goliath in the corporate world. Those lessons extended to MCI employees who were tenaciously loyal to the cause they believed they were fighting. McGowan created a culture where employees, investors, even some regulators and legislators believed they were fighting for "the little guy" and on the side of good versus evil.

purpose

Life



Fellowship



PURPOSE IS ONLY APPRECIATED WHEN IT IS
RECOGNIZED AND SHARED. DO YOUR RELATIONSHIPS
FEEL LIKE THEY ARE A PART OF YOUR PURPOSE?
DO THEY FEEL LIKE THEY ARE INVESTED IN YOUR
COMMUNITY AND YOUR IDEALS?

Having and exhibiting an intended purpose is critical, but it is the sharing of that purpose through fellowship that creates loyalty.

That sounds a little complicated, but stated more simply your purpose will only matter to your relationships when they can share it. Whether you are trying to change the world, transform an industry, or simply spread a little joy and happiness, you need to help your relationships feel like they are an integral partner.

We all want to feel like our lives have purpose and meaning. When the relationships we have with others allow us to feel fulfilled and aligned with a greater purpose, they will be loyal.

Association
Affinity
Fraternity
Brotherhood
Investment
Union
Community
Communion
Society
Faith
Camaraderie

How organizations demonstrate FELLOWSHIP:

- The Grateful Dead were committed to anti-authoritarian values and a benevolent view of humanity. This did not just come through in their music, but in the way they ran their business and the way they treated their fans. While most musical artists took extraordinary measures to protect their copyrights and trademarks, the Dead allowed fans to tape record their concerts and share the bootleg copies with one another. The music industry had always assumed that allowing fans free access to live recordings would reduce demand for commercial recordings and damage the band's income. Rather than hurting the Grateful Dead's business, their fellowship with fans made them more successful. Fans shared tapes which drew even more people to their scene. The Dead lived the values they sang about and created a fan base that continues to grow after nearly 50 years.
- Nike's purpose is to make people healthy and help them perform at their athletic best. Creating athletic gear is one way to make that happen. But Nike creates a fellowship with their customers. By creating technology, including apps and online tools, that allows amateur athletes to track and compare their performance to the professional athletes they aspire to be, motivates them to reach their goals.
- Although Yvon Chouinard owns Patagonia, he surrounds himself with talented leaders to help advance the company's goals. Patagonia utilizes individuals who are just as passionate about the outdoors by collecting insights from what

it calls their Ambassadors from different outdoor sports areas, such as fly fishing, alpine climbing, skiing, and trail running. Patagonia ambassadors are athletes and adventurers who work closely with the design department to test, refine and validate products in the harshest and most remote locations on the planet.

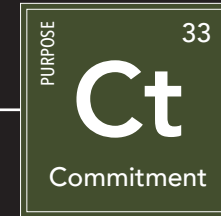
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purpose

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Commitment



DO YOUR RELATIONSHIPS BELIEVE YOU ARE DEEPLY COMMITTED TO A PURPOSE? IS YOUR PURPOSE EVIDENT IN EVERYTHING YOU DO?

Identifying with the purpose of an organization or individual is very different than trusting what they do, such as manufacture a product or deliver a service.

It is far more personal and intimate and more closely aligned with an ideology or belief. It is a way for your relationships to see themselves as they are or what they aspire to be. When a client, a customer, an employee, or a member identifies with your purpose, it is comparable to "giving one's heart" in a romantic relationship. It is an emotional attachment that goes beyond mere economics.

This is why committing to a purpose is so important. It provides your relationships with safety, with an assurance that the purpose you express and the one they identify with is not temporary, artificial, or manipulative, but genuine to your core. They need to feel like you won't betray them or let them down and that the meaning they found in the relationship with you will endure any challenges and pressures that may arise or threaten your purpose.

How organizations demonstrate COMMITMENT:

Dedication

Resolution

Follow-through

Duty

Faithfulness

Pledge

Obligation

Contract

- Food and agribusiness companies, including Starbucks, Unilever, Nestle, P&G, SC Johnson, General Mills, Mars, McDonalds and Walmart have committed to sourcing sustainable palm oil for 100% of their products by 2016 to ensure that rain forests in Indonesia are not completely destroyed. The commitments have been led by shareholder demands.
- Religion and spirituality are not often a part of large corporate purpose statements, but they are for Chick-Fil-A and Hobby Lobby. Chick-Fil-A makes clear their mission (in addition to serving food) is: "To glorify God by being a faithful steward of all that is entrusted to us and to have a positive influence on all who come into contact with Chick-fil-A." Their purpose resonates with many of their customers who came to their defense when attacked by secular interest groups.
- The late folk singer, Harry Chapin ("Cats in the Cradle" "Taxi") was not only a dedicated musician who gave much to his fans, but also a great humanitarian who fought for numerous social causes, including world hunger. Chapin demonstrated an amazing personal commitment, giving the proceeds of half of his more than 300 concerts each year to organizations fighting hunger. Harry Chapin's commitment has inspired countless organizations around the world and influenced other artists, politicians and people of all walks of life.

- At Morning Star, the world's largest tomato processor, there are no managers. No directives from above. No promotions. No titles. Morning Star calls what it practices self-management. But it is also mutual management. Employees' decisions about what they will do are determined largely by their commitments to others. You know what you need from me to do your best possible work, and I know what I need from you to do mine. Those commitments are embedded in peer-to-peer contracts known as colleague letters of understanding, or CLOUs. The keystone of each CLOU is a "personal commercial mission," crafted by each employee to describe her contribution to Morning Star's success. The terms of how everyone will work with everyone else are negotiated by the people doing the work and a firm commitment to adhere to each agreement.
- Outdoor clothing retailer, Patagonia is just one of a host of for-profit companies—including brand names such as Method (creating soaps and cleaners with environmentally sound practices) and Better World Books (selling, recycling, and donating books while funding literacy projects around the world)—devoted to what is known in the business community as the triple bottom line: people, planet, and profit. Patagonia makes clear their core purpose that connects with their environmentally-sensitive customers: Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.

JK

JAMES KANE