



THE LOYALTY SWITCH *Workbook*

*How to make anyone loyal to you,
your organization, or your cause.*

James Kane

INTRODUCTION

This Workbook was put together as an extension of the books I wrote and the presentations I give. It is an attempt to answer the one question I get asked most often: "OK, so what exactly do I need to do to build a loyal relationship?"

It's a good question. Especially the part that wonders "*what do I need to do?*" because it accepts the most fundamental premise of loyalty - that unbreakable relationships are not the result of you trying to change or manipulate someone else's behavior. It is about reshaping your own.

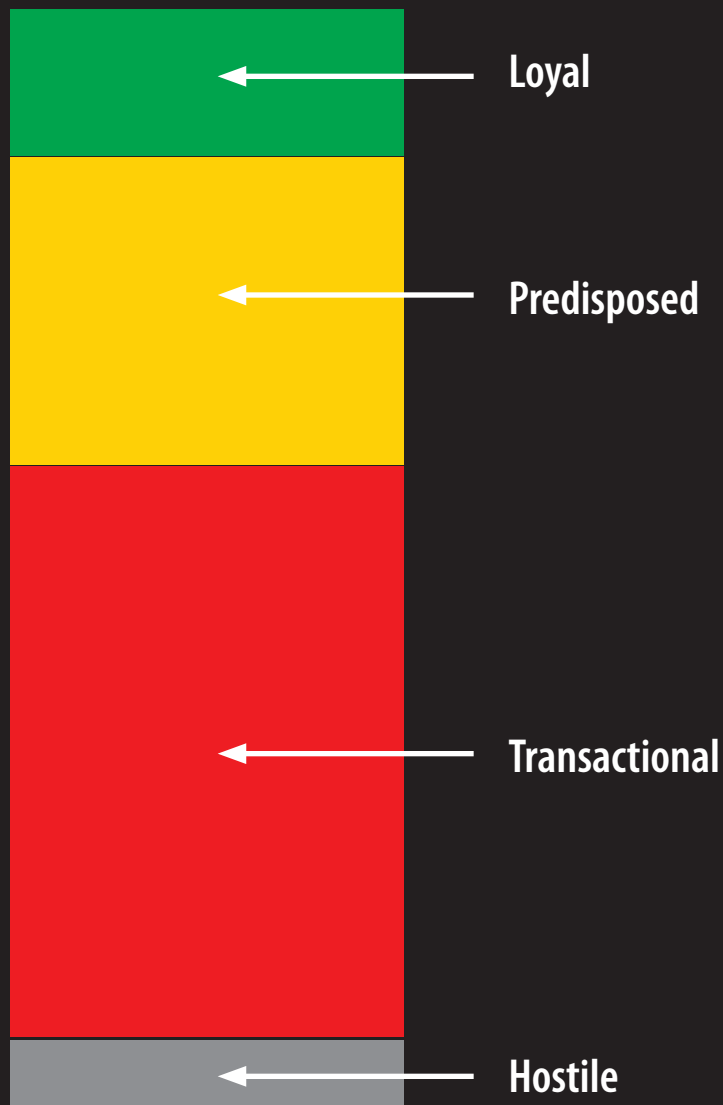
This Workbook will take you through a process similar to the one I use as a consultant to organizations and individuals. You will first identify a relationship of yours you want to be loyal. Then, examine and assess the current state of that relationship around the three fundamental building blocks of loyalty - Trust, Belonging, and Purpose. It will cause you to think about the behaviors you currently demonstrate, while helping you focus on the one's that you should.

Building loyal relationships is a process. One that requires you to be strategic, deliberate, and consistent in your approach. When you do, you will find that those relationships never leave you, give you more opportunities than you ever imagined, forgive you when you make mistakes, and become vocal advocates and supporters of you without ever being asked. In other words, they will be loyal.

Good luck.

A handwritten signature in black ink, appearing to read "A. L. Kane". The signature is fluid and cursive, with the first name "A. L." and the last name "Kane" clearly distinguishable.

**All of your relationships
fall into 1 of 4 levels:**



LOYAL
"I LOVE YOU!!!"

A loyal relationship is one that is nearly unbreakable. One that is never measured on price or ability. Those things matter, but not as much as other factors that create more emotional bonds. We are loyal to those who are indispensable in our lives and who always have our best interests at heart. Those who make our lives safer, easier, and better. Those who we trust unconditionally and view as partners and trusted advisors.

PREDISPOSED
"I LIKE YOU, BUT..."

When someone is in a predisposed relationship they are basically content and satisfied. They don't "love" you and will probably stay with you until something better comes along. But rest assured, when something or someone better does come along, or when they need to choose between you and some other alternative, they definitely will leave you or let you go. This is why satisfied relationships are never an indicator of long-term loyalty.

TRANSACTIONAL
"I DON'T OWE YOU ANYTHING. YOU DON'T OWE ME ANYTHING."

Transactional relationships are viewed as equal exchanges with no further obligations. You provide a service or product, they pay you for it, you are even. Neither side feels indebted to the other.

HOSTILE
"I HATE YOU!!!!!"

When you have an antagonistic relationship, you don't just dislike that person, product, or service, you tell EVERYONE just how much.

SATISFACTION \neq LOYALTY



Dogs are loyal



Cats are satisfied

Satisfaction is a mood

Loyalty is a behavior

Satisfaction is about the past

Loyalty is about the future

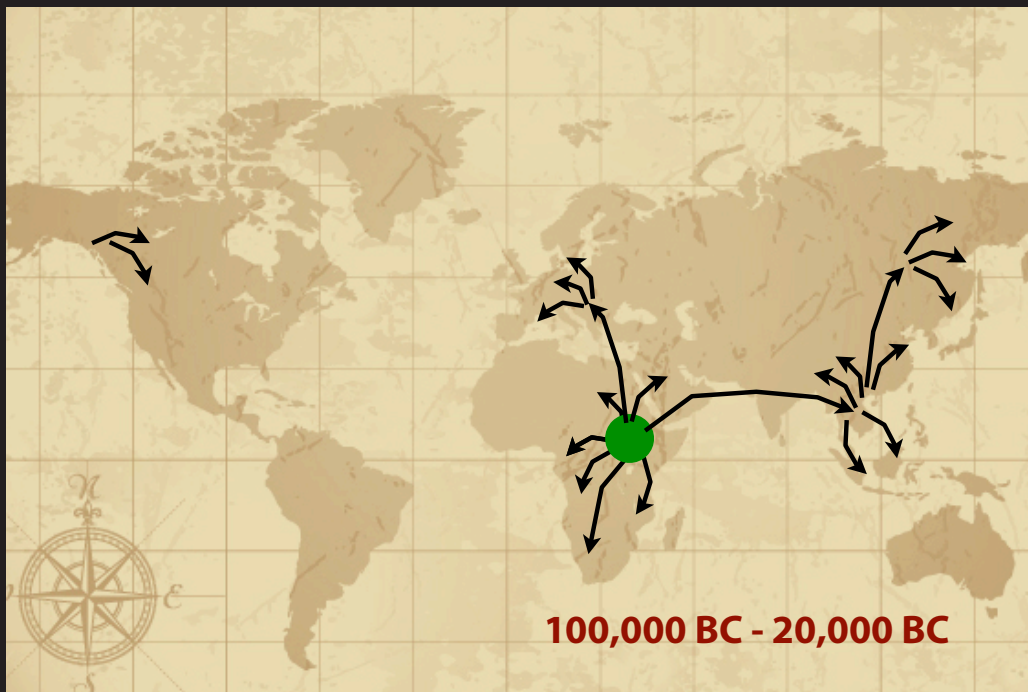
**Satisfaction is about what
you do for them**

**Loyalty is about what
they do for you**

THE EVOLUTION OF LOYALTY

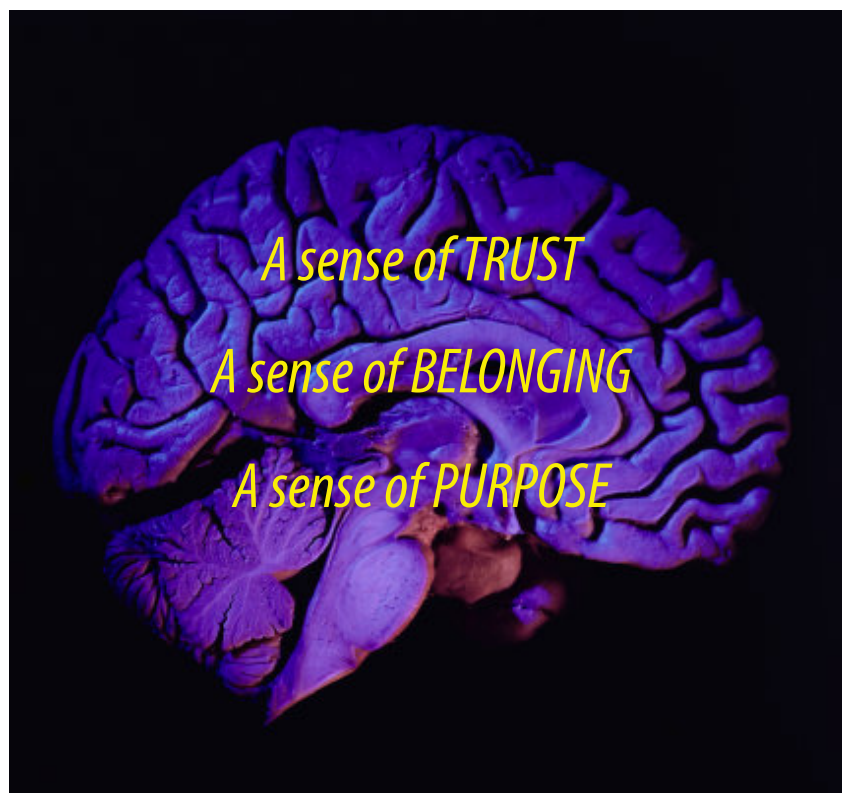
Loyalty has been evolving in humans for a hundred thousand years. Along with love, respect, admiration, gratitude, sympathy, nostalgia, remorse, empathy, and fairness, it is a part of our “higher cognitive emotion set” and integral to our human nature.

Loyalty grew out of our need to live in communities in order to insure our survival. We want to be loyal, in fact, we need to be loyal. The question is: How do we know when we can be loyal?



*The fact is, loyalty is instinctual in humans. It is part of our DNA. Like all of our behaviors, there are triggers in our brains that set it in motion. Signals that tell all of us who we can trust and who we should fear or beware. When we recognize specific behaviors in others, especially in the way they interact with us, we know it is “safe” to be loyal to that person and believe that they will make our lives **safer, easier** and **better**.*

How do we know when we can be loyal?



Trust is the bedrock of a loyal relationship, but it isn't the end-all. The relationships in your life EXPECT you to be trustworthy. They expect you to be competent. They expect you to have the capacity to adequately address their needs. They expect you to be fair and honest and ethical in your dealings with them. And they expect you to be consistent in your actions and behaviors. You will never get credit for being trustworthy, only criticism if you aren't.



A SENSE OF TRUST

TRUST

Replanting the Garden

Dan Gilbert, the noted social psychologist and I have at least two things in common:

1. We both focus our work on a very specific human emotion and the impact and influence it has on people's lives. (for Dan it is Happiness, for me, Loyalty)
2. We both suck at blogging.

According to Dan:

"A blog is like a garden; you can't fuss over it for a while, forget about it for two years, and then expect it to be there when you come back."

He's right, which is why my blog garden is so overgrown with weeds these days that those few people who were once attracted to it are now long gone. I'm sure they are managing to get along just fine without me, but that isn't really the point. The lesson in loyalty that comes out of my neglected blog is one of trust, and its much overlooked attribute - consistency.

Establishing a sense of trust is critical to a loyal relationship and one of the components of trust is consistency. Can the people we interact with, whether it be a client or an employee, count on us to act in a predictable manner? Do we say and do one thing today, and tomorrow something else? Do we give them the proper attention and recognition all the time, or just when we need something from them?

Being consistent is a minefield for most relationships. We don't realize that adjusting prices, offering incentives, and promising deals and discounts can have a subconscious impact on our customer's trust of us. We overlook the fact that treating some employees different than others reflects poorly on us as managers and leaders. And we ignore the distrust that comes from providing one level of attention during the "sale," and other level after the contract is signed. We make promises to those who choose to have relationships with us - even those relationships that are virtual. When you don't consistently deliver on the promises you make, the trust you built becomes broken and the loyalty you hoped for goes away.

To paraphrase Dan Gilbert: "A (relationship) is like a garden; you can't fuss over it for a while, forget about it for two years, and then expect it to be there when you come back."

The Risks We Take

For a few years after I graduated from college, some friends and I would rent a house on the Outer Banks of North Carolina for our summer vacation. It was always one of the last few weeks of August when the rates would drop - not only because most families were leaving to get their kids back to school, but because it was in the heart of hurricane season. Given the choice of a discounted house and the chance of a little rain, we always took the bargain. In 1986, however, it didn't turn out to be such a great deal.

The day after we arrived in Whalehead, the forecast we were hearing on the radio and television was that Hurricane Charley was heading straight for North Carolina and that the entire peninsula of the Outer Banks was going to be evacuated. The weather services and local public safety officials were directing everyone in the area to leave immediately and seek shelter inland. Of course, as you probably already guessed, we didn't leave and decided to ride out the storm. Big mistake. It was by far, the most terrifying experience I've ever had in my life and one I will never forget.

Now all this time, I assumed that the reason my friends and I stayed in that house as 130 mph winds swirled around us destroying everything in their path, including the homes on both sides of us was: a) we had spent all the money we managed to save each year on this house and vacation and weren't going to waste it by sleeping on some cots with a bunch of strangers in the Elizabeth City YMCA, or b) we were 24 and stupid. Maybe both of those reasons were true, but I have come to learn that there may have been something else at work in our brains that year.

Some researchers at the University of Sheffield in South Yorkshire, England have been looking into how humans react to natural emergencies, such as hurricanes, tornados and flooding and why we tend to avoid the warnings we are given. It seems that my friends and I were not the exception, but more the rule when it comes to this type of risk-taking. Despite all of man's advancements in technology, our ability to accurately predict weather patterns, and our awareness through video and photographs of the devastation these storms can cause, many of us don't trust those who deliver the message or sound the warning. The scientists studying this phenomena tell us that we need to sense the risk for ourselves and take ownership of it before we will react.

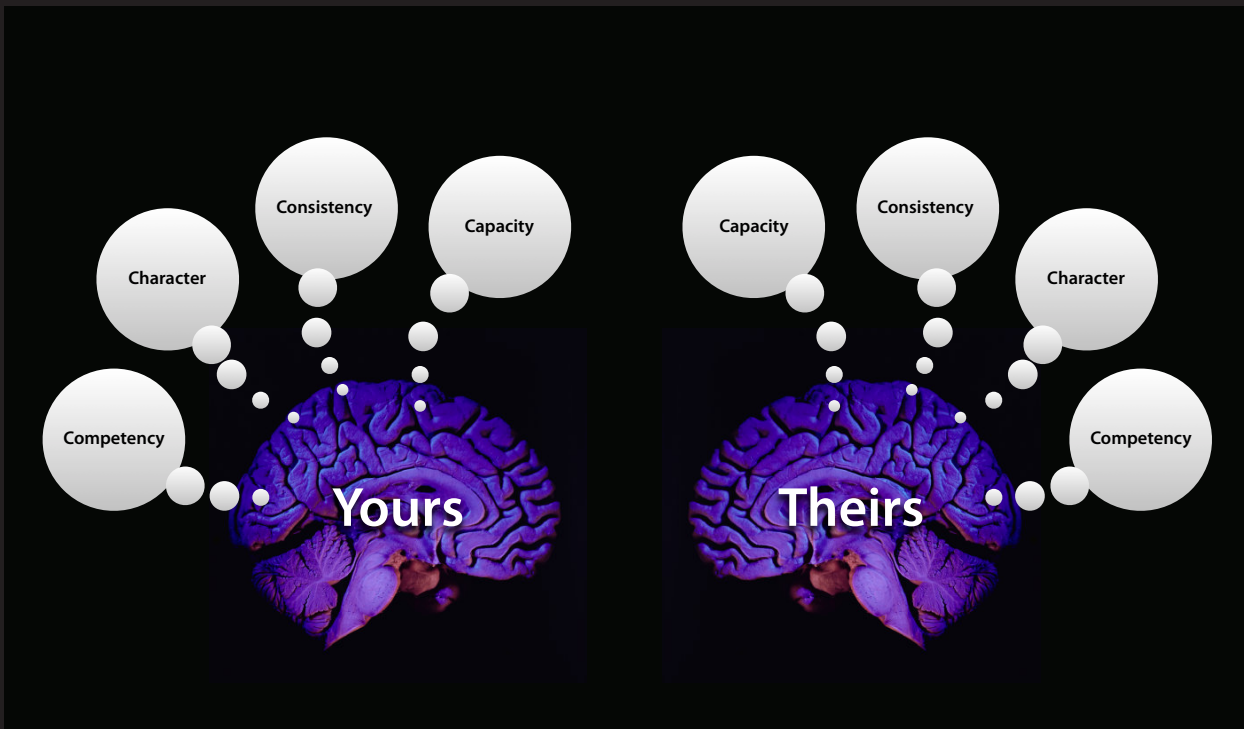
In the end, the conclusions of the research has little to do with the way we prepare for storms and everything to do with the way humans establish trust. The majority of us aren't danger-seekers. We don't seek out the thrill of being caught in hurricane or chasing down a tornado or videotaping flood waters as they break through a dike. But our evolutionary instinct tells us that the greater the danger and the greater the risk the more we need to "see for ourselves" or be informed by someone we trust. It explains why an emergency siren could be sounded in the streets alerting us to stay indoors and most of us will go out to see what the emergency really is. And yet, if someone we trust implicitly, ran in our house and told us to get in the basement or hide in a closet immediately, we would do it without question. Even when we are in the greatest potential danger and our very lives may be at risk, we don't blindly trust the public safety officials and the expert systems they built. But the people we have great relationships with, we do. More proof that great relationships have far more influence on us than expertise and competency.

You can continue to sound warnings to your clients and customers and members about the "risks" they face if they don't buy your product or the service you are offering them. You can continue pointing to data that is self-evident and predictive of the future if they don't follow your expert advice. But that will never win them over. The greater their risk, such as the size of the job, the amount of money they will spend, the value of the time they will commit, and the potential impact on their reputation and position, the more they will base their decision on the relationship they have with you personally, and not the facts and figures you put in from of them.

MANAGING EXPECTATIONS

Trust is not a universal belief. It is not a “thing” that we all recognize equally and agree upon. Instead, trust is an alignment of standards. When we interact with someone, we look to see if their standards are the same as ours. When they are, we trust them. When they aren't, we don't. It's as simple as that.

It's not enough that someone is competent. Their competency needs to meet our standards before we will ever trust them, even if those standards are unreasonable or prejudiced. The same holds true for their character, their consistency, and their capacity. Too often, organizations and individuals believe they should get credit for setting their own standards of trust. What they fail to understand is that we don't care about their standards, we only care about our own.



If you are still trying to get credit for being trustworthy,
don't worry...you aren't alone.



Quality Is Job One

(As opposed to what? Three? Four? We expect quality to be job one.)



- 4** We will treat you and your home with courtesy and respect.

(Was this previously just an option?)

- 5** We're here for you, 24 hours a day, 7 days a week to answer questions.

(You are a cable company! What makes you think "being there for me" 24 hours a day, 7 days a week - or any time I actually watch TV! - was ever anything other than a requirement?)

COMPETENCY

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



Being competent is necessary in order to build loyal relationships. Unfortunately, you don't get credit for it. The people you have relationships with EXPECT you to be competent. They don't see it as an added bonus. Look at the way you position yourself and your organization. Do you try to get credit for things that are already EXPECTED of you? Do you have the competency, either as an organization or as an individual, to do the job that your relationships expect?

Think about a key relationship in your professional life (a client, a customer, a member, a sponsor, a donor, an employee, a manager, etc.) and complete the following:

List and prioritize the top 5 competencies (behaviors, knowledge, skills, and abilities) that your relationship requires of you and/or your organization:

1. _____
2. _____
3. _____
4. _____
5. _____

Now state the MINIMUM standard you believe that relationship requires for each competency (How much experience? What level of education/ expertise? How much attention to detail? Just how creative? etc.)

1. _____
2. _____
3. _____
4. _____
5. _____

How CERTAIN are you that YOUR list, your priorities, and your standards are THEIRS, as well? What proof do you have? Did they tell you? Did you bother to ask? Why don't you ask them to answer these same questions and see how aligned you actually are?

CHARACTER

**ARE YOU FAIR, HONEST,
MORAL AND ETHICAL?**



Just as with Competency, having strong character is necessary - but you don't get any credit for it. All of your relationships EXPECT you to be honest, and ethical. They EXPECT you to be fair with them. They EXPECT you to return their phone calls. They EXPECT you to tell them the truth.

Review the messages you put out to your relationships in your advertising and promotions, on your website, in your literature, in your evaluations, reviews, and daily interactions to see how often you try and get credit for being fair, honest and ethical.

Consider the ways you and/or your organization demonstrate CHARACTER to your most important relationships. What do you do that makes them believe you are fair, honest, ethical and moral?

Is demonstrating CHARACTER (honesty, fairness, ethics, transparency, etc.) a deliberate focus of you and/or your organization, or is it just an assumed behavior? If so, how and where do you place this focus (personal interactions, through your website, through contracts, pricing, and membership agreements, etc)?

Which of your and/or your organization's behaviors could cause your relationships to question your CHARACTER? Example: your pricing strategies, the transparency of your deals, broken promises – "yes, we can include that," "yes, I will recommend you for that promotion," "yes, I will call you back," etc. What can you do to change those behaviors?

CONSISTENCY

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



Your relationships expect your behavior to be consistent. They assume that you will give them the same attention, respect, courtesy and service all the time, not only when it is easy, when it benefits you, or when you want something from them.

Which of your behaviors does your relationship demand CONSISTENCY? Which are non-negotiable as far as they are concerned? And are you certain of the ones you chose?

What is your biggest challenge to being CONSISTENT? Time? Stress? Limited Resources? Difficult relationships? Lack of focus or discipline? Technology? etc.

CONSISTENCY is easily measured. How often do you evaluate each of your relationship interactions to ensure that you are acting CONSISTENTLY?

CAPACITY

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



Your relationships could believe that you are competent and may actually WANT to be loyal. But if you don't have the capacity - either as an individual or as an organization - to help solve their problems, they simply can't be.

You can't give what you don't have. While your relationships may understand that, they would still have to look elsewhere when you aren't able to satisfy all of their needs. It doesn't mean you can't develop some loyal relationships, but the limits of your capacity will determine how many.

What limits of your CAPACITY (time, money, experience, influence, staffing, etc) have had the greatest negative impacts on your professional relationships and their perceptions they have of you?

What opportunities do you have to expand both your CAPACITY and the value you offer to your relationships?

How do you and/or your organization demonstrate and communicate your CAPACITY to your most important relationships? Can you do more than they think you can, or is your CAPACITY less than they expect?

The real key to building and maintaining a loyal relationship is conveying a sense of belonging. Recognizing everyone as unique individuals. Having insight into their hopes and fears, challenges and opportunities. Being proactive in solving their problems before they ask for help. Making them feel included, wanted, appreciated and valuable. Offering them an identity they can relate to or aspire to, through common and aligned interests.



A SENSE OF BELONGING

BELONGING

Tell Me What You Think -NOW!!!!

If you want me to be loyal to you, you need to know who I am. I can't be just another customer, just another member, just another volunteer, or just another employee. That is sometimes hard to do depending on the size of your organization or the number of relationships you have, but recognition and awareness of others is critical if you want them to be loyal.

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." But an interesting study conducted by professor Gerald Häubl and doctoral student Keri Kettle, both of the School of Business at the University of Alberta suggests that the sooner you offer feedback, the more you can influence performance in a positive way.

Häubl and Kettle's research has shown that when you give someone a task and tell them they will receive feedback on their performance of that task - whether it be an evaluation, a critique, or a grade - their performance and execution of that task actually improves if they believe the feedback will be imminent. In other words, if the person you are evaluating believes you will offer feedback as soon as the task is finished or even periodically during the task, their execution and performance will be much greater than if they don't anticipate a quick review.

In terms of a person's need to feel recognized, this makes perfect sense. When you put off a performance review or fail to discuss the work they are doing, people feel ignored and unimportant. They begin to think "Does what I do really matter?" and "Does anyone really care?" That attitude will obviously impact the quality of their work and their sense of being recognized as an important and essential part of your team.

So here is my advice: when assigning a task to someone, make sure you let them know that you will be evaluating their performance and offering feedback either at specific milestones during the task or immediately after the task has been completed. And then, most importantly, follow through! You will accomplish two things: 1) the quality of their work will be greatly improved, and 2) the person who received the assignment and feedback will feel recognized, which in turn leads to them having a more loyal relationship with you.

Held Hostage (Where Was Sully Sullenberger When I Needed Him?)

I fly a lot...and I mean A LOT...and will tell you that I am not the best person to sit next to if you are looking for a talk buddy to pass the time. My headphones go in from the moment I sit down until the cabin door opens and everyone gets up to leave. I will admit that listening to music, an audiobook, or a podcast is not only relaxing for me, but usually serves as a necessary deterrent to the seat mates around me who might be feeling more than a little chatty. I say usually because it doesn't always work. There are those times when I could have headphones the size of two cantaloupe on my ears and a pillow over my head and the person sitting next to me will try and strike up a conversation. I suppose I could admire their quest to make airplanes more sociable places, but I sure wish they would take the hint and not begin with me. My flight yesterday from Denver was one of those moments. It was three hours of torture, but it did produce this blog post.

Cheryl, or Sherrie, or maybe it was Joan (I wasn't really paying attention when the woman in seat 5B introduced herself to me) was traveling with her two teenage daughters to visit her parents in Philadelphia. Initially, she was fishing for any kind of conversation starter, from the basic stuff like where do you live and what do you do, to the more obscure revelations that her best friend won the Pennsylvania lottery and "didn't give her a dime." But as time moved on, so did she - to the volcano erupting in Iceland, the Tea Party protests, and how she was thinking about buying a hybrid car. Hoping she would eventually run out of material, I didn't offer much in return and tried to stick to a simple head nod, or an occasional "Oh, really." But it was clear 5 minutes in that she came prepared and filling three hours with information and questions would be nothing for Cheryl/Sherrie/Joan. I carefully thought through all of my options, including changing seats, hiding in the lavatory for the remaining 2 hours, and lighting my shoes on fire in the hope that a Federal Marshall would be onboard and force the pilot to land immediately.

In the end, I suppose I just listened politely and let her go on with her three-hour monologue, as I watched with envy her two daughters sitting across the aisle, shut off from the world (and more importantly their mother), listening to their ipods and reading their CosmoGirl and Seventeen magazines. They knew how to handle their mother and like any good family member, they weren't worried about being rude. I, unfortunately, didn't have that luxury.

I had no problem sending Cheryl/Sherrie/Joan every possible signal I could think of that I would rather be left alone to do my own thing, but I wasn't going to come right out and tell her that. That would be disrespectful, and a poor reflection of who I am and how I would like to be seen by others. And that is the point of this story. I was every client, every customer, every member, every fan, every volunteer... every employee who leaves those not so subtle clues that they aren't very happy, or understood, or given the recognition and respect they desire. C/S/J was every organization and every manager, who fails to pay attention, or worse, lacks the insight to even notice. They spend all of their time doing the things THEY want, talking about the things THEY care about, and are oblivious to the signals and responses (or lack thereof) they get in return. It is the story of Blockbuster, Eastman Kodak, Starbuck's, US Air and others. Organizations that "talk" too much, and fail to listen. Like Cheryl/Sherrie/Joan, it may not hurt you when your audience is a hostage and has nowhere else to go. Just remember, sooner or later, that plane will land (there will be more options, the economy will get better, costs will come down, technology will change) and the people who were right there next to you for what seemed like forever, will get off, vowing to never be in your company again.

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 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.

Consider the ways you and/or your organization RECOGNIZE your most important relationships. What do you do that makes them believe you see them as a unique individual?

How well do you and/or your organization know your most important relationships? How much do you know about them personally (beyond the superficial and apparent) and how much time do you spend trying to learn more?

When communicating with your most important relationships, how do you and/or your organization demonstrate RECOGNITION? What specifically do you do that makes them feel like the unique individual they are?

INSIGHT

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



Do you understand what they care about? What they worry about? What their greatest concerns and greatest challenges are? Do you know what motivated them to seek out your service or product? Do you understand that you are a mere blip in their lives and that there are other things they spend more time thinking and worrying about than you and the services you offer.

If you do, that is Insight. It is understanding your relationship's personal needs and desires. To develop savvy, you need to ignore the obvious and dig deep into what your client ultimately wants. Insight is tricky because most people don't readily share their inner most thoughts, desires, challenges and motivations. You need to work hard to earn their trust and uncover them.

Consider the ways you and/or your organization demonstrate INSIGHT to your most important relationships. What do you do that makes them believe you understand what is going on inside their world and know what they truly care about?

How much time do you think your most important relationships spend thinking about you? If they aren't thinking about you, what bigger issues in their life are they thinking about? How can you and/or your organization help your most important relationships solve those bigger issues?

How do you let your most important relationships know that you have INSIGHT and that you understand the real challenges and concerns they spend most of their days dealing with? How can you demonstrate INSIGHT and savvy?

PROACTIVITY

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



Insight is understanding what your relationships need, want, and worry about. But being proactive is actually doing something about them. In order to develop a loyal relationship, you must anticipate what that person needs before they even have to ask. When you are proactive in a relationship, the other person begins to rely upon you exclusively to help them manage their life and the challenges they face. They see you as someone who truly understands them, has their best interests at heart, and one who is concerned about their well-being and success, not only today, but tomorrow, next week, next year, the next ten years, etc... You become a trusted advisor, not merely the deliverer of a specific service. You become indispensable.

Consider the ways you and/or your organization are PROACTIVE with your most important relationships. How often do you anticipate their real needs and provide them with solutions before being asked?

Do your most important relationships think of you and/or your organization as a trusted advisor and an indispensable resource in their lives? If so, why? If not, why not?

How much time do you and/or your organization spend developing solutions for what your most important relationships need next week, next month, next year, the next five years? Do you spend more time thinking about what their future challenges are or what you and/or your organization's future challenges are?

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.). Making someone feel Included means that they are not only invited to participate, but encouraged. That their suggestions are not only noted, but acted upon. And that their involvement is not only appreciated, but valued. When you create an Inclusive environment, your relationships will be loyal.

Consider the ways you and/or your organization INCLUDE your most important relationships in matters that could effect them. When and how do you value their participation in the work you are doing with them?

How often do you seek your relationship's advice and input? If not often, why not? What are the barriers that prevent you from creating a more INCLUSIVE relationship?

What 3 things can you do to make your relationships feel more INCLUDED, welcomed, and valued?

IDENTITY

**DO YOUR RELATIONSHIPS ENJOY
THE EXPERIENCE OF WORKING WITH YOU?**



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. But Identity does not only exist between two people. Identity can often be felt in the spaces we create, the packaging we design, the websites we build, and the advertising and marketing campaigns we promote. Having great chemistry with your relationships means you and/or your organization create unforgettable experiences with everything they see, touch, hear, smell, or taste. They see themselves as being like you, and maintain their connection with you because it feels both comfortable and familiar.

Consider the ways you and/or your organization create an Identity with your most important relationships. When and how do you create memorable, enjoyable experiences and how do you demonstrate your common and aligned interests?

How consistent are the experiences you and/or your organization create for your most important relationships? Is a personal experience different from an online experience? Can your most important relationships see a consistent and familiar quality in everything you and/or your organization do?

How much time do you and/or your organization spend thinking about the kind of experiences you want your most important relationships to have when working with you? How often do you review those experiences and how often have you modified them?

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.



A SENSE OF PURPOSE

PURPOSE

“He who has a *why* to live
can bear with almost any *how*.”

Friedrich Nietzsche:

Where Do You Stand?

An organization's purpose is the set of reasons for conducting business that resonates with people's ideas about what is right or worthwhile. These ideas are personal; everyone has a unique view about which purposes are worthwhile. But they are also typically rooted in one or more traditions articulated throughout human history by moral philosophers. These traditions draw on common experiences and world views and have played a major role in shaping modern culture. Hence, individuals from widely different backgrounds can often share the same purpose.

A clearly understood purpose can link management and employees in a natural, unforced, and highly productive way. When there is a common purpose in an organization – one that appeals to the moral ideals of a critical mass of employees – individuals are more likely to act with conviction and self-determination without being micromanaged. Furthermore, if this purpose also coincides with the strategic strengths of the company, then the company will be on its way to long-term success.

Purpose only has this force if it is pursued genuinely for its own sake. This is one of the great paradoxes of purpose: by aiming for an objective that is more important than money, companies actually make greater profits in the long term.

Five Types of Purpose (There are others...)

As you start thinking about your organization's greater purpose, keep in mind that your "cause" can fall into many different categories. Here are a few:

1. Discovery.

Is your organization's Purpose to push boundaries beyond anything that has ever been done before? Do you strive to be new, innovative, cutting-edge? Companies with a Discovery purpose include Apple, Pixar, Google, Tesla Motors and Uber. When adopting an outside cause to support, are you aligning your organization's Purpose with programs and organizations that are all about discovery and innovation - i.e. IT, medical or scientific research (professional and student), business incubators, innovative thinking, etc.?

2. Excellence.

Is your organization's Purpose to be the best in its industry? Does it exceed standards of quality and excellence in everything it does, down to the smallest details? Companies whose purpose is Excellence includes Mercedes-Benz, Bose, Harvard, Singapore Air, Ritz-Carlton, Hermes, and Steinway. When advancing an outside cause, sponsoring an event, or supporting an organization, is a standard of excellence the common theme that will translate back to your organization? The outside causes you might support include scholarships for top-ranked students, awards for winners of athletic, academic, or cultural events, community pride awards, etc.

3. Altruism.

Does your organization's Purpose have an outward focus, looking to lift others up - economically, socially, culturally, etc.? Altruistic companies include Tom's Shoes, Kiva, Aveda, P&G, Starbucks, and Virgin Airways. Are the causes your organization supports those that selflessly help others, such as the Ronald McDonald House, Operation Smile, free health care clinics, food banks, micro-loans, etc.?

4. Well-being.

Is your organization's Purpose to promote well-being-to provide joy, happiness, humor, fun and fulfillment to the communities it serves? Companies and organizations whose purpose is Well-Being includes Zappos, Walt Disney, Southwest Airlines, GoDaddy, Starwood Hotels, Netflix, and Nike . Does it align itself with organizations that seek to improve the well-being of everyone, not just a specific group? The outside causes you might support include youth sports, Happy Hours, cultural programs, block parties, fireworks displays, New Year's Eve events, etc.

5. Lifestyle.

Is your organization's Purpose to promote a particular Lifestyle? When adopting a cause or organization to support are you looking for those that promote a Lifestyle? Companies whose purpose is Lifestyle include Rolex, Lululemon, Harley Davidson, Jimmy Choo, Patagonia, Pottery Barn, Four Seasons Hotels, and Porche. The outside causes you might support include car and home shows, "Win a _____" give-aways", fashion shows, golf tournaments, etc.

INTENTION

DO YOUR RELATIONSHIPS BELIEVE YOU STAND FOR
SOMETHING? 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. Loyal relationships are built upon the **why** of an individual or an organization, not the **what**. Be clear about your intention.*

(It is important to note, that purpose does not need to be some grand, social cause. Your intention can be something as simple as a sense of humor, a desire to educate, innovate, or create. Intention can focus on style, on effort, on emotion, or on health. It simply needs to be something that motivates you and permeates every aspect of your organization.)

Do you and/or your organization have a purpose – beyond creating a product, delivering a service, and making money? If so, what is it? If not, you are done with this workbook and can enjoy numerous relationships (just none of them that will be loyal).

How do you and/or your organization communicate and develop your purpose to your most important internal relationships (employees, managers, leaders, etc.?)

How do you and/or your organization demonstrate and communicate your purpose to your most important external relationships (clients, customers, members, fans, etc.?)

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. 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.

How do you engage your internal and external relationships in your purpose? If you currently don't, how can you?

Internal (employees, managers, leaders, etc.):

External (clients, customers, members, fans, donors, etc.)

COMMITMENT

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



Committing to a purpose 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.

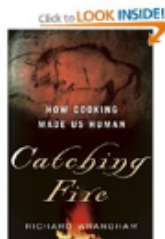
Consider your purpose. How do you measure your commitment to it? Do you assume there is commitment or do you actively measure and monitor it?

Are there limits to your commitment? Are your relationships aware of those commitments? If so, how have you made them aware? If not, how can you make them aware?

Have you publicly stated your commitment to your purpose? If so, how? If not, how could you?

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Editorial Reviews

From Publishers Weekly

Starred Review. Contrary to the dogmas of raw-foods enthusiasts, cooked cuisine was central to the biological and social evolution of humanity, argues this fascinating study. Harvard biological anthropologist Wrangham (*Demonic Males*) dates the breakthrough in human evolution to a moment 1.8 million years ago, when, he conjectures, our forebears tamed fire and began cooking. Starting with *Homo erectus*—who should perhaps be renamed *Homo gastronomicus*—these innovations drove anatomical and physiological changes that made us adapted to eating cooked food the way cows are adapted to eating grass. By making food more digestible and easier to extract energy from, Wrangham reasons, cooking enabled hominids' jaws, teeth and guts to shrink, freeing up calories to fuel their expanding brains. It also gave

VIRTUAL LOYALTY

It is possible to build loyal relationships online using your websites and social media tools.



TRUST

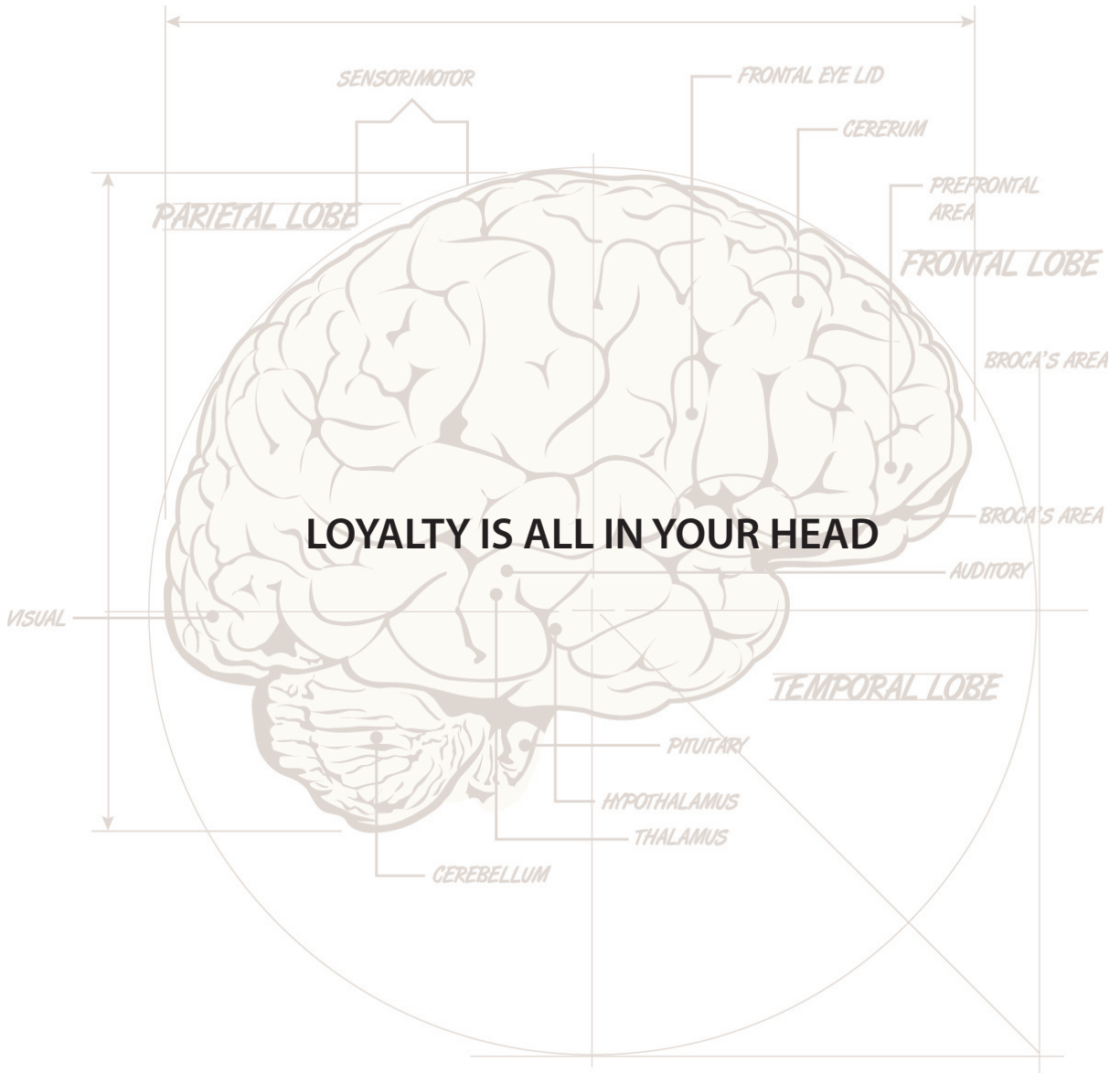
Competency	<i>Amazon has more books than Barnes and Noble, Borders and every other large retailer - combined! All are easy to find.</i>
Capacity	<i>They have distribution centers located all over the world and most deliveries can be made overnight.</i>
Character	<i>They not only offer discounted prices, they offer used books for those who can't afford the new book price or don't care about the quality.</i>
Consistency	<i>The online experience is the same - all the time.</i>

Belonging

Recognition	<i>Every time a member logs in, their personal profile, preferences and Wish Lists are loaded and they receive a "Hello (name) greeting."</i>
Insight	<i>They know that ordering online can be stressful, so they provide security for your credit card and allow you to track your deliveries. They also gift wrap and allow you to personalize your gift messages.</i>
Proactivity	<i>When you select a book, they offer you other selections that you may find interesting. Books you may have never even heard about, otherwise. They will even bundle them together for a discounted price.</i>
Identity	<i>Identity online often means chemistry or the easy interaction with the user interface. Do you feel comfortable, not intimidated, are things easy to find?</i>
Inclusion	<i>They allow you to submit your own book review - unedited and without bias. A crazy idea if you are trying to sell books, but a great idea if you want customers to feel included.</i>

PURPOSE

Vision	<i>The Amazon.com Nonprofit Innovation Award is designed to recognize and reward non profits whose innovative approaches and breakthrough solutions most effectively improve their communities or the world at large.</i>
Fellowship	<i>Amazon allows customers to vote on the nonprofit finalist and select a winner and also allows customers to make donations to the nonprofit of their choice through their website.</i>
Commitment	<i>Amazon has been contributing to social causes since its founding in 1994. Always without fanfare or recognition.</i>



I hope that this little booklet can help you start to build more loyal relationships, but just in case you needed or wanted more help, please feel free to contact me at james@jameskane.com, or 570-239-1699 and I will be happy to clarify any of the information or offer free advice. You can also contact me about any of the following services, if you were looking for more in-depth help.

SPEAKING

Some organizations know exactly how to build loyal relationships. Others don't have a clue. But there are also those who are almost there. Those who can learn how to forge incredibly valuable relationships when given just a little more information and a lot more motivation. In **ONE HOUR** (actually 90 minutes plus 30 minutes of Q & A), James Kane can deliver both. With a unique presentation style that will engage an audience of any size, Jim reveals the brain science behind loyalty and describes the specific behaviors every organization or individual needs to demonstrate in order to build true loyalty and establish a loyal following.

WORKSHOPS

If a 1-hour speech is good, an 8-hour workshop has to be even better, right? While Jim's presentations identify each of the human behaviors that trigger loyalty in every one of us, his **ONE DAY** workshops explain them in much greater depth and clarity. More importantly, he is able to customize each workshop and incorporate into each session, actual solutions to the real loyalty challenges faced by that organization. Participants are able to walk out of the workshop with not only a thorough understanding of what they and their organization need to do or change in order to build truly loyal relationships, but with an action plan, as well.

TRAINING

Part 1

We all know that change is hard. You can be told what you are doing right and what you are doing wrong, but in the end, the only way to really change your behavior is to repeatedly work at it. By offering a **ONE WEEK** training session, Jim Kane can help those within an organization develop and practice the specific skills they need to build and maintain loyalty in all of their relationships. The training is accompanied by a loyalty survey and assessment that will determine which of the organization's relationships are in fact loyal, which are not, and which of their specific actions are causing those results.

Part 2

Relationships aren't only built by people. They are also the result of management practices, web site interfaces, marketing campaigns, and successfully planned events. In other words, they are impacted by everything you do. That's why Jim Kane developed a **ONE MONTH** strategic planning and consulting program that allows him to spend the necessary time looking at all of the ways an organization builds and maintains its relationships. By evaluating every aspect of an organization's operation and understanding its limitations, Jim is able to develop extremely effective loyalty solutions that are not only tactical, but practical.



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