

A bright purple starburst graphic with multiple sharp rays emanating from a central point, set against a dark purple background.

ethoscentric Marketing

A dark purple sphere at the bottom center of the page, with several bright purple rays emanating upwards and outwards, creating a sunburst effect.

Discovering Your Ethos

Introduction

We've all heard the frightening refrain "8 out of 10 businesses fail". Depending on who you talk to the timeframe changes; within their first year, 3 years, 5 years, 10 years. From my research, this may not be entirely true. According to Industry Canada 49% of new businesses are still active after their 5th anniversary, but Statistics Canada tells us (in 2000) that one in 5 new businesses survive to see their 10th birthday. According to the U.S. Small Business Administration about half see their 5th year, and a third make to 10 years or more. So, while the numbers aren't as disturbing as we might have been led to believe, these stats are still awful. It makes one wonder why we even get up in the morning. If you work for a company chances are that you'll go to work one day to find chains across the fence and yourself out of a job. If you're an owner, the odds seem clearly stacked against you, why would you even bother?

Because we have to. Our economy relies on the trade of money for goods and services. We provide a good or service in exchange for money so that we can purchase other goods and service needed for our survival and hopefully a pleasant survival at that. But it goes deeper than that.

10,000 years ago we didn't visit the butcher, the baker and candlestick maker, pull out our wallet and choose paper or plastic; and we couldn't very well hunt, grind grain and light the way entirely on our own. As intellectually superior as we are, humans need the help of one another to provide our basic needs of survival. We formed bands, clans, tribes and then later villages, towns and cities because we needed to be near to each other.

In the early days, I can imagine that someone who wasn't very good with a spear either got good or found another way to serve the group, perhaps gathering wood for the fires or rocks to grind grains. Today, as our population has grown there is so much more opportunity to find a way to serve the group. So much so that I wonder if kids in high school face a form of decision paralysis when trying to figure out what they want to be when they grow up, which may also explain why so many people switch careers multiple times in their lives. Which brings me to my story.

Some time ago as a copywriter working at a radio station I heard the "8 of 10 businesses fail" statistic. Being newly minted from the school of advertising I simply assumed it was because they either weren't advertising, or they were advertising poorly. So naïve. But, because I had a want to serve the group I was going to give them the best damn advertising possible. Yet, time and time again, I would find that oftentimes the client and I were both disappointed that the ads didn't make them complete successes overnight. I was determined to find out why.

My first thought was my advertising wasn't good enough, so I studied advertising more. I learned, in addition to how to write better ads, that "good advertising will only make a bad product fail faster", and was taught to begin asking the question "are customers not flocking to your door because they *don't* know about you, or because they *do*?" What? Can a bad business really still be in business? How can I tell if the ads aren't working because my ads are bad or because the business isn't good? Thus began my continual study of what makes a business a success.

I still love creating great ads, but have learned that great ads for great companies work so much better and because I want to be as good as possible at serving the group I've decided to help companies be the best that they can be first.

The reasons for the abysmal statistics are plenty. Most blame a business's failure on the management's incompetence or lack of experience, others claim it was financial. Misunderstanding their customers, a lack of innovation, poor planning, over stretching (financial and scale), bad hiring choices or customer service, the lists go on. In the end, I'm afraid that it does fall on the shoulders of the owners, meaning: bad management.

Regardless of the issues be they financial, people, or strategic, the responsibility lies with the owner or ownership group and it is for you, that this course is intended.

As you'll learn, Ethoscentric Marketing is about ensuring that your company is focused on serving the group. Finding that one basic human need that you provide and then relentlessly striving to do it faster, and more effectively - to as many people as possible - until the need is eradicated from the face of the planet.

While at first this may seem like a ridiculous notion, human needs can't be eradicated?? And while I can appreciate the argument - I offer the following rebuttal.

My vision for Ethoscentric Marketing is to continue to fulfill a company owner's need for knowledge and understanding (a cognitive need as you'll discover) until such time that the need is no longer an issue and the success rate of every company created is 100%.

Impossible!! I can hear many of you say and it is in this seeming impossibility where the potential lies.

100% success implicates perfection, and as many would agree with Salvadore Dali when he said "Have no fear of perfection – you'll never reach it"; George Bernard Shaw said "If there was nothing wrong in the world there wouldn't be anything for us to do" which is where the potential part I talked about comes in. If my vision of a 100% success rate is unattainable, then I will always be able to serve the group and as Vince Lombardi said "Perfection is not attainable, but if we chase perfection we can catch excellence."

By striving for such a seemingly unattainable goal, Ethoscentric Marketing will be continually urged to provide better products and services, finding ways to learn and share knowledge faster, and more effectively to more and more people. Essentially, there will always be a need for Ethoscentric Marketing!

Peter Drucker said that “business has only 2 functions – innovation and marketing.” If I understand that correctly what he meant was, and what Ethoscentric Marketing understands is: innovation refers to continually striving to research, develop and produce products and services that serve a need more effectively and efficiently, while marketing (everything else your company does) is responsible for providing these products and services to as many people as possible in a way that ensures that the company remains profitable enough to continue to innovate new products and services and then market them until such a time that the need has been eradicated. Research, develop, produce, market, research, develop, produce, market; seems pretty simple right? So why are so few companies successful then?

In this and other Ethoscentric Marketing courses you’ll learn how:

- understanding basic human needs is so vitally important to personal and professional happiness,
- by focusing on eradicating the need you serve will streamline everything you do which in turn will provide you with limitless potential and make you far more successful,
- people naturally bond through a shared Ethos (beliefs, values, vision, purpose and personality traits)
- people are naturally more motivated by intrinsic than extrinsic motivators based on their Ethos which stems from their own personal needs prioritization
- everyone has 3 potential purposes that they can employ simultaneously to help them fulfill their needs

Then, when you have a definitive Ethos you’ll learn how you can:

- use it to create a consistently cohesive brand that demonstrates our dedication to fulfilling our chosen need
- use it to remain focused on continuously and persistently innovating ways to serve our chosen need more effectively - to more and more people
- create systematic processes that ensure a consistently branded experience for our entire community while remaining profitable so that we can continue to serve our chosen need
- share your company’s Ethos to help to draw like-minded community members to your cause (customers to buy, employees and strategic partners to help innovate and market)

Along the way you’ll learn a wide variety of things I’ve learned about the practical uses of:

- psychological effects on persuasion and decision making
- goal setting, strategic planning and project management
- employee leadership and management
- making and breaking habits
- negotiating
- neuroscience and sensory marketing
- market research
- sales

- brand building
- creativity
- learning and mastery
- culture creation and cultivation
- finances and economics
- advertising copywriting and design
- effective use of good storytelling
- and a whole lot more

So, what do you say? Are you ready to beat the odds; are you ready to attempt the impossible?

Let's begin...



Standing on the Shoulders of Giants

This would be your ordinary acknowledgements section where I would list all the people I thank for their help in creating this work, but were I to do this it would be a nearly never ending list of names, titles and acknowledgements. Instead I will describe my process of enlightenment and tell you that at the end of each course will be a list of references to books, articles and websites where I gathered all my knowledge and encourage you to begin there and continue to expand your knowledge. With knowledge comes understanding, and with understanding comes belief, and with belief the possibilities are endless. (feel free to use that, I just came up with it!)

This chapter's title comes from a Sir Issac Newton quote from a letter he wrote in which he stated '*if I have seen further it is by standing on the shoulders of giants*' and I believe that this is the essence of all knowledge and understanding. Every educational endeavour requires one to read works of those who came before them and attempt to build upon them. This is what I have strove to do.

I must pay homage to all of the psychologists, adfolk, economists, marketing and management theorists, brand builders, and sociologists who have taught me everything I know and without whom I wouldn't have been able to build upon their ideas in the culmination of this work. As I said, at the end of each Ethoscentric course there will be a reference section listing all the books, articles and webpages that I reference within the courses and again I encourage you to read as many of them as possible for further understanding of the ideas and theories that I make reference to. There were many times that as I read one book the author made reference to an idea proposed in another book and my "to-read" pile became ever growing. Eventually, the books I was reading began referencing books that I had already read, which I took as a sign that my education was nearly complete in that area and that I could move on to another area. That being said, there are more and more books published every year, and research papers and blog posts published every day which continue to provide us with more material, ideas and theories of which to ponder and build upon.

I have come to accept that my path to knowledge and understanding is one that is never ending and I would encourage you to accept the same and to dedicate yourself to lifelong learning so that you too may see farther by standing on the shoulder of giants.

The Ethoscentric Process



Each Ethoscentric course will follow the same 3 Stage format: the first is **Discover**, the second is **Develop, Define, and Document**, and thirdly **Demonstrate and Draw**.

Discover

While many large corporations will spend thousands (perhaps tens of thousands) of dollars sending a plane full of their top executives to a far off mountain retreat for a weeklong discovery session with the help of a high-priced consultant, I feel that it would be much more prudent (and cost effective) for you to gather one or 2 of the key members of your management team to sit down and complete the discovery portion. Be it at your favourite restaurant, country club or your kitchen table. Many of the world's greatest ventures have been started in very humble places. The story goes that Southwest Airlines' business plan was first sketched on a napkin! If you're a "team of one" I would suggest bringing in one or 2 conscientious advisors who are not so close to the business to help provide insights and to help keep you from looking at things through glasses that are too rose coloured.

The Discovery phase should be a lot like a brainstorming session; creating a wish list of sorts. No ideas are bad ideas, just ones that may or may not be pursued. I would urge you to avoid delving into their importance or relevance until the Develop phase to avoid getting too far off track. This phase should be solely for the purpose of getting thoughts on paper.

The specifics will be laid out within their individual sections later on, but for now I want you to understand that there should be separate sessions for each fundamental so that you can remain on track and maintain focus while brainstorming ideas. There should be one session for each segment of your Ethos: Beliefs, Values, Vision, Purpose and Personality. The reason for this order will also become apparent as we move forward.

Develop, Define and Document

After the Definition phase, it's time to drill down and make a finite list. You may find some that while important, they may not be what you want to consider of "core" importance, or you may find that there are some that are similar and can be combined.

During this phase you may want to open things up to your employees to see if they have ideas that your group didn't consider. This is also a great way to build a culture of inclusion within your company. Employees who have a feeling of vested interest in their company are more productive and will offer their innovation ideas more freely. Great ideas can come from anywhere, be open to suggestions!

Tony Hsieh of Zappos.com took this approach when he developed the core values for his company. He offered the chance for his employees to have their input. Zappos also uses this type of process annually for their culture book (more on this in a moment) to ensure that their values stay current, believing that a company's culture is a living and growing being of its own.

Something else Zappos does brings me to the next phase, Document. Each year, Zappos publishes a culture book. A book filled with employee descriptions of what being a part of the Zappos family means to them. This book is then handed out to each employee and is also included in their new employee kits.

Documenting our Ethos allows everyone within the company to remain focused on what's important. Anything worth putting in writing usually means it is important, writing it down makes it seem more "official", and if we had a hand in helping to create it, we're more apt to follow it.

As these will be the guiding principles by which our company is to live:

- the beliefs and values that guide our actions
- the vision and goals we're ultimately and unerringly striving for
- and the personality traits we endeavor to have others see in us

They're important above all else and deserve to be documented and reflected upon often. This way, whenever we're in doubt, we can refer back to the Documentation and ask ourselves "What Would Our Company Do?"

Demonstrate & Draw

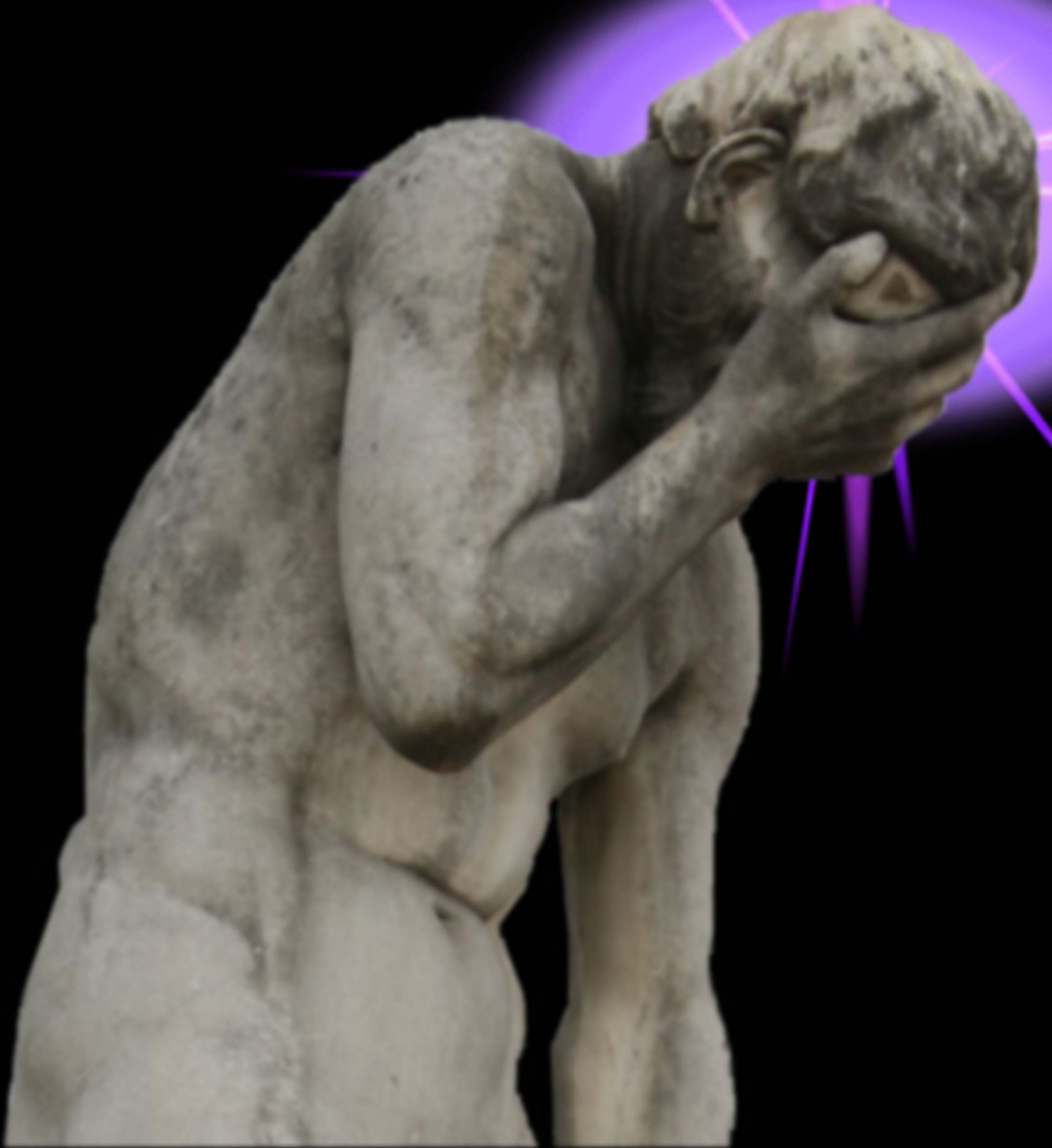
As I said before, the order of the steps will become apparent as we go along and if it's not already, you will see as you go through the process for yourself; but I assure you, these two steps will not become completely clear until you've completed each of the previous phases.

Your company's Demonstration process will be completely dependent on the results of the previous phases. Your Ethos (beliefs, values, vision, purpose priority and personality) will help guide you through everything from setting expansion and innovation strategies to advertising messages, and community involvement initiatives.

The important thing to note here is that sharing your Beliefs, Values, and Vision with healthy doses of your Personality mixed in will help you to differentiate yourself from your competitors and help to Draw others who value the same things to align themselves with you. As much as we all love our individuality, we also long to be part of a group.

But before we begin to discover your ethos we first must answer one important question...

Are You in the Right Business?



In 2011 and 2012 the global research company Gallup did a study of over 225,000 workers in 141 countries to discover how many employees felt they were engaged in their work. Their revelation? 63% of workers do not feel engaged in their work. What's worse is that there are nearly twice as many people that are *actively disengaged* in their work than those that consider themselves *engaged*.

To understand a bit better, let's look at what they mean by "engaged" and "disengaged". In the study they describe an engaged worker as "*emotionally invested in and focused on creating value for their organizations every day*" and a "disengaged" worker as "*those who are negative and potentially hostile to their organizations*".

It's a sad state of affairs when there are nearly twice as many "negative and potentially hostile" people at work than "emotionally invested and focused" value creators. And further, what does this say about the potential quality one can expect from the products and services offered by companies with these employees, or the safety of the workers who work at these companies? It's no wonder that we continually see product recalls, class action lawsuits, and why Human Resources and Skills Development Canada states that "*the total costs of occupational injuries to the Canadian economy can now be estimated to be more than \$19 billion annually*".

What's worse is that these numbers haven't really changed much since Gallup started measuring employee satisfaction in the 1990's.

So, it begs the question, why the hell are people working in a profession or at an organization where they're not happy and engaged?

And, it begs another question, which are you?

Would you consider yourself actively engaged, not engaged or actively disengaged in your work?

In his article for the Harvard Business Review titled "*The Happiness Dividend*" Shawn Achor brings up the often quipped corporate refrain "*Our people are our greatest asset*" but then quotes the results of numerous studies that tell us that over a third of workers are so unhappy that they're seriously considering leaving their current positions.

In his book *The Happiness Advantage*, Achor makes a case for what he believes to be the single most important factor to the modern economy - a happy and engaged workforce. He goes on to explain that a decade's worth of research describes how a person's happiness increases educational and professional success measurements – sales increase 37%, productivity rises 31%, and accuracy on tasks are heightened by 19%. People also experience a myriad of health and quality of life improvements simply by feeling happy.

In her book "*The How of Happiness*" Sonja Lyubomirsky calls upon a variety of research studies to tell us that happiness can improve mood, vitality and morale, boosts our beliefs of self-worth and esteem, makes us better able to cope with stress and trauma, makes us more successful at building, nurturing and strengthening social bonds, all while alleviating guilt, anxiety and stress.

So, with all the benefits of happiness both personal and professional, where does the disconnect occur?

According to Lyubomirsky, people have a variety of misconceptions with regard to happiness. She says that many of us - like the U2 song says - we "*still haven't found what we're looking for*". Her research tells us that many people think that we have to *find* happiness, which she says is a myth. What's more is that many of us feel that we won't be happy until a specific event occurs, "when we get married", or "when I get that promotion", or "when I win the lottery". Unfortunately, what she calls Hedonic Adaptation or what others call the satisfaction treadmill, tells us that while these events do cause a boost in our feelings of happiness, they fade over time and return to our usual level of happiness.

Positivity's effect on success isn't a new theory; Napoleon Hill described what he called a "positive mental attitude" in his book *Think and Grow Rich* in 1937, and sales and motivational writer Zig Ziglar told us that "*your attitude determines your altitude*". Motivational speakers have been telling us for decades, which seemed to reach its pinnacle with Rhonda Byrne's book *The Secret*, that by using the *Laws of Attraction* we reap what we "put out there". Positive thinking has long been regarded as ungrounded fluff used to sell books and seminar tickets by realist critics for years, but it seems that psychology, especially the realm of positive psychology, is beginning to put some research based facts behind these previously unproven ideas. And if the data uncovered by the Gallup poll is any indication, it couldn't have come at a better time.

Research by Lyubomirsky, Achor and their positive psychology colleagues are discovering, with scientific proof, that happy people are indeed more creative, effectively productive and successful. They're also beginning to be able to tell us what we can do to affect our own happiness so that we can begin to reap the benefits.

It seems that those motivational coaches throughout the years weren't entirely full of hippy-dippy kool-aid. The idea of setting goals and working toward achieving them can help you gain a boost in self-worth and esteem which in turn will help build your happiness, which in turn will help you be motivated to achieve further goals in what's called a Positive Feedback Loop.

Another way to affect your happiness is by meditating. According to the research, meditation reduces stress, increases activation in the left prefrontal cortex which is associated with happiness and can even be directly correlated to a boost in your immune system. But what I believe to be one of the most significant effects discovered was its ability to affect focus. In our over stimulating world, finding a way to keep focused is extremely important; especially when you're attempting to find ways to work those new goals into your already busy lifestyle.

One last correlation (there are many, I encourage you to read each of these books) that I found from all my research on the subject is the idea that by helping others we can find personal happiness. The fact that doing something for someone else can have effects on our mental chemistry by producing oxytocin, which in turn makes us happy, only reinforces the idea that we're hardwired to be social animals.

In *The Happiness Advantage*, Shawn Achor discusses the power of our mindset's ability to shape our reality, and potentially our outcome. He describes research done by Yale psychologist Amy

Wrzesniewski who found that employees have one of three mindsets regarding our position at work. We view our work as a Job, a Career, or a Calling. Those who have a *job* see their work as a chore that must be completed so that they can earn money to do what makes them happy. Those who have a *career* tend to be more oriented to achievement, doing the work so that they can move up. Those who feel they are in their *calling* feel that their work is an integral part of their lives and who they are.

While Achor provides some techniques on how you can work to change your mindset regarding your current orientation, I merely ask you to consider which you believe yours to be first.

Do you have a job, a career or are you working at your life's calling?

If we can guess from the outcome of the Gallup poll, we can pretty safely assume that most people don't feel that they're working at their life's calling.

So, why not?

Lack of resources like knowledge, skills, tools and materials or capital is often a major hurdle to overcome. Because acquiring these things is always a concern with any business we'll be looking at ways to overcome them in our course on Strategy. For now I can tell you that it's simply a matter of making your needs a goal and working through a systematic process to acquiring them.

Another potential reason is fear. The difficulty with this is that no matter what advice anyone gives you, fear is such a personal difficulty that it's entirely up to you to take care of it.

In his books *The War of Art* and *Do the Work* Steven Pressfield describes what he calls the major hurdle to any creative or entrepreneurial venture: Resistance. He classifies resistance as fear, self-doubt, procrastination, addiction, distraction, timidity, ego and narcissism, self-loathing, perfectionism, or any other self-imposed barrier. He says resistance is the dragon that you, the warrior, must slay. He goes on to say that fear is the indicator of the work we must do. "*The more scared we are of a work or calling, the more sure we can be that we have to do it*". He equates fear with love, the more fear you feel, the more you must love what it is you are about to do and therefore, you MUST do it.

Susan Jeffers in her book *Feel the Fear and Do It Anyway* tells us that we're not alone. Everybody experiences fear. She tells us that one of the major causes of fear is the idea that we won't be able to handle the results. We can't handle being rejected. We can't handle the changes that will occur in our life: losing friends, gaining responsibility, or having to start all over from the bottom rung of the corporate ladder.

Both Pressfield and Jeffers hint at what they consider to be one of the biggest fears, success. At first, many of us might consider this ludicrous; how can anyone fear being successful, isn't that what we really want? But in my studies I came across a psychological phenomenon called *Imposter Syndrome* which explains that although many of us may reach a level of success, some may not truly believe that they deserve it. Many of those with these feelings write off their success as a result of luck, timing (as in *right place at the right time*) or that they were somehow able to deceive people into thinking that they are more intelligent or competent than they really are.

Studies have shown that roughly 70% of all people have these feelings from time to time and that 2 out of 5 high achievers consider themselves to be frauds. Even Albert Einstein was said to say *“the exaggerated esteem in which my lifework is held makes me very ill at ease. I feel compelled to think of myself as an involuntary swindler.”*

So, what do we do about it? *Do the Work* says Pressfield. *Feel the Fear...and Do It Anyway!* says Jeffers. It seems that the only way to overcome that mountain of fear is to blast a hole right through it and keep on going. The more often you fight against it, the easier it gets.

Pressfield likens it to when a child takes their first few steps away from their mother, at first they're elated at the feeling of achievement and freedom and then all of a sudden they realize that they've left the safety and comfort of mom and race back. But the next time...

Jeffers says that although we may fear whatever comes from the endeavour, we need to realize that *“we can handle it”*. Disastrous failure, world-wide fame or anything in between; we humans have the mental capacity to deal with whatever life throws at us.

Necessity is the mother of invention. When you feel that you absolutely MUST do what you're doing you somehow find the strength to continue through adversity. Others have what they call “faith” in the ultimate good of their intended outcome; others believe that their creator has put them on this earth for a specific purpose.

In 1962 President Kennedy visited Rice University in Houston Texas to garner support for his proposed manned space flight to the moon.

“We choose to go to the Moon. We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard; because that goal will serve to organize and measure the best of our energies and skills; because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one we intend to win ...”

While the speech called upon Americans to live up to their pioneering nature in the spirit of knowledge, and understanding for all mankind there were more immediate concerns that drove his need. Four years earlier the Soviet Union had successfully sent their cosmonaut into space causing such a fear in the American government that they were “losing the space race” that they felt that they had no other option, they MUST beat the Soviets.

According to Wikipedia “Landing men on the Moon by the end of 1969 required the most sudden burst of technological creativity, and the largest commitment of resources (\$24 billion) ever made by any nation in peacetime. At its peak, the Apollo program employed 400,000 people and required the support of over 20,000 industrial firms and universities”

They lacked the knowledge, skills, tools, and materials, the capital required was almost unfathomable, and the fear they must have felt could have been paralyzing. But, the program also demonstrated the motivating power of fear.

While space exploration could have brought innumerable unimaginable threats, and they still faced the very real possibility that they could in fact lose the “race” against the Soviets, yet they still pushed on; they pushed through those fears and succeeded.

The Apollo program is one of the greatest examples of achievement by necessity ever. It proves that even if you have no idea how you’re going to accomplish the task, even if it brings debilitating fear with it; with enough sheer will, and faith in your purpose, you can achieve seemingly impossible goals.

Now, this is all well and good for those who know what they want to be when they grow up. But, What if you don’t know what your calling is?

This can be the most difficult of all. So many of us live our lives stuck in the perpetual loop of the day-to-day; taking care of all the things we feel obligated to do, all the immediate needs to be taken care of that we don’t really stop long enough to reflect on what really matters to us.

This is the crux of this course. As we’ve seen, most people are unhappy with what they’re currently doing in life. We’ve also learned that by merely focusing on what makes us truly happy we’re not only healthier but more motivated, creative, and effectively productive. We’re actually better at doing the things we love to do!

It’s time to stop sucking at things that don’t make you happy.

I love the advice that Derek Sivers gave in a blog post he wrote back in 2009. Derek is the “accidental” founder of CD Baby which began when he wanted to sell his own music online and other musicians started asking him if he could sell theirs too. Derek sold the company for \$22 Million (which he’s bequeathed to a trust to help educate musicians) and now spends his days helping other entrepreneurs and musicians build businesses. In this post Derek described an experiment he was trying to unclutter his life, “if it’s not a ‘Hell Yeah! Then it’s a No!’” Whenever you are contemplating a task ask yourself “do I really want to do this?” and if it’s not “hell yeah” then it’s “No.”

Mark Manson, personal development coach and author takes it up (or down depending on your opinion of cursing) a notch and says when contemplating your relationship with someone, if it’s not “Fuck Yeah!!” then it’s “No!” He also advises when you’re contemplating the other person’s opinion of your relationship if they’re not saying “Fuck Yeah!” then it’s a “No.”

There is only so much time in a day and everyone feels overwhelmed by the tasks that we assign ourselves. What’s that you say? It’s your boss/spouse/kids/grandma who assigned it? No. Anyone can ask you to do something, but only you can agree to do it. Everything on your “to-do” list - YOU put there. By doing things that don’t make you happy, (as we’ve learned) you’re going to do a piss poor job of it anyway – stop sucking at things that don’t make you happy.

Now this isn’t to say that you can just up and quit working for a living and stay at home watching soap operas or playing video games, and why not quit taking out the garbage while we’re at it; there’s always those seemingly mundane tasks that we all must attend to. I personally absolutely despise shaving. Never wanted to start, put it off as long as possible and usually put it off until the Mrs. (and now my

daughter) rub my face and say “it’s time!” My daughter even goes so far as to add “or Mom won’t kiss you anymore!” (the Mrs. prefers a smooth face) and it is that phrase that brings me to the why and the how to mundane tasks becoming “Hell Yeah”.

Every task has an underlying purpose, which is borne of our personal beliefs and values. If we can find the deep underlying value to the purpose of the task and THAT makes us say “Hell Yeah!” than we should keep it on the to-do list. I really dislike shaving, but by doing so I can safely assume continual smooches from those ladies most dear to me and that is definitely a “fuck yeah” in my books.

In nearly every book I read on the study of happiness I learned that the way to decipher what truly matters to us is through contemplation and journaling. While many of us truly hate the idea of talking about our feelings, it is only by taking the journey of self-discovery that we can truly begin to live the life that will bring us the most joy, and fulfillment. Otherwise, it’s the perpetual hamster wheel - attempting to catch up to the day-to-day tasks on our never ending to-do list - for us.

Throughout much of my research, in a variety of disciplines, came up the idea of *flow* or optimal experiences. Everyone made reference to Mihály Csíkszentmihályi (pronounced MEE-hy CHEEK-sent-mə-HY-ee) and his various books on the subject of *Flow*. Csíkszentmihályi says that “*Happiness, in fact, is a condition that must be prepared for, cultivated, and defended privately by each person. People who learn to control inner experience will be able to determine the quality of their lives, which is as close as any of us can come to being happy.*” He goes on to explain that with so much in our lives that we don’t have control over we long for those moments where we can feel in complete control. These moments when we feel that we’re doing something, although difficult, but extremely worthwhile; when we feel challenged, yet feel that we have the skills and competence to overcome these challenges, that is when we are in *Flow*.

At the base of my understanding is the fact that each of us has a unique experience for every moment and how we feel about it (happy, sad, angry etc.) depends on our intentions. So, those who are “happiest” are those who can choose to act according to these intentions in any situation. For instance, when a person feels hungry, depending on our personal intentions, we may choose to seek out something to eat. However, if we’re currently dieting off the holiday feasts we ate, our intentions are to lose the pounds so we choose to ignore those hunger pangs and although hungry, we can feel happy in the moment because we are choosing to reach for our goal of the slimmer waistline. Similarly, a person living in a prison camp can overlook their dire situation to feel the joy in the moment with the sun beaming down on their face as they witness a butterfly settling on a flower. They have chosen to find a happy moment within a seemingly terrible existence.

Again we see the concept of positive thinking, or rather finding the positive in the situation in order to remain as happy as possible. However, this is far from “optimal” experiences, so how do we discover which experiences we find optimal?

Csíkszentmihályi’s studies also asked participants, although at random points during their day, to stop, reflect and journal how they felt about the particular task they were involved in at the time. You too can undertake this task and simply set some random alarms throughout your day so that you can reflect on

how you feel about each task you're currently attending to while seeking to find the underlying intention, or personal value you're deriving from the task.

Unfortunately, I cannot go into the plentitude of things Csíkszentmihályi has discovered that are affecting your "state of flow" such as physiological, biological and social restrictions. If you're having trouble finding your optimal moments, I encourage you to begin with his book *Flow: The Psychology of Optimal Experience* to further discover how you can take an active role in finding your moments of flow and discover more happiness in your life.

So, what have we learned?

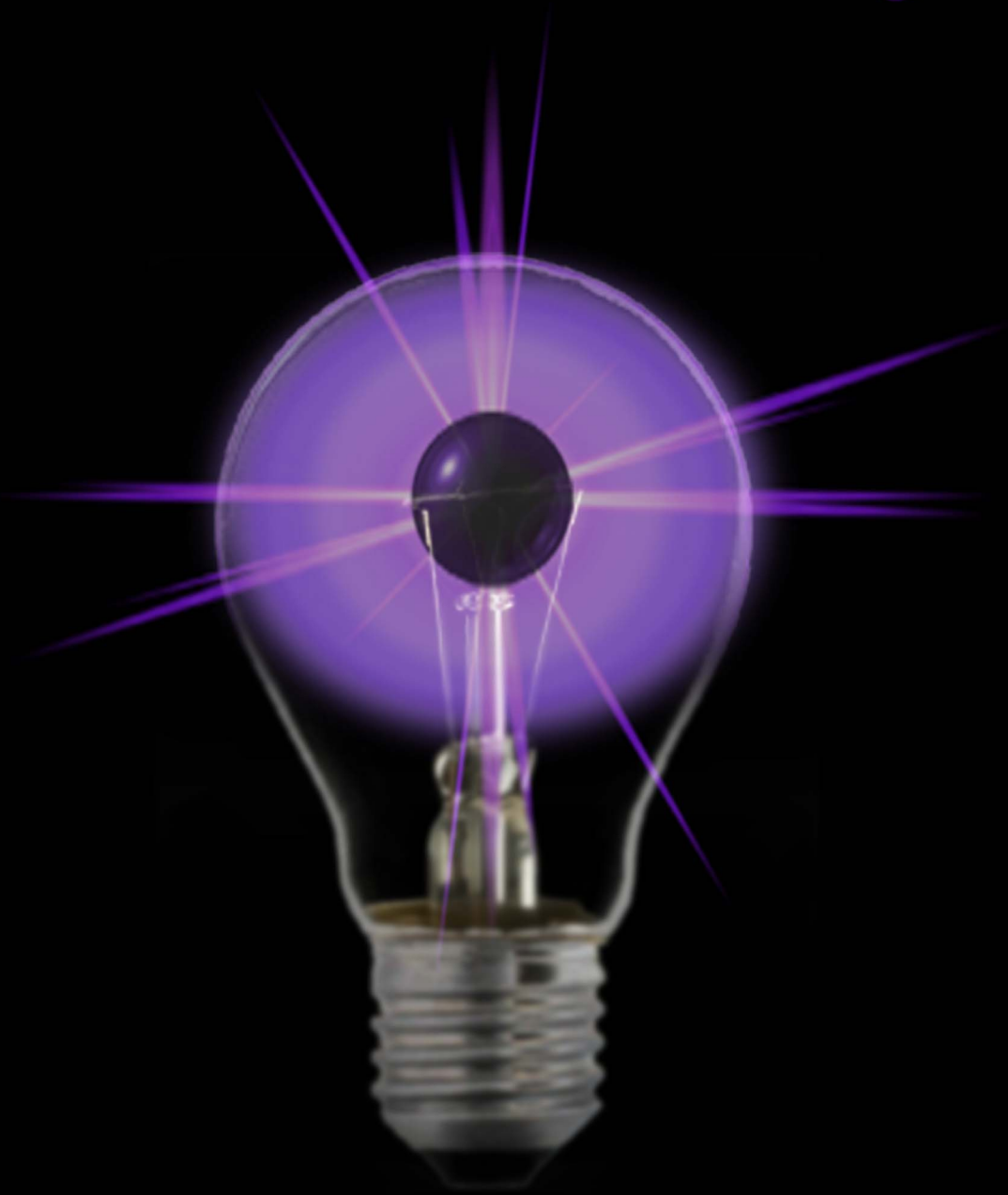
- Many people are toiling at work that doesn't make them happy, which they're most likely doing a poor job of.
- We've learned that when we are happy, we're going to be rock stars at our work.
- We've learned that although we might fear that we don't have the right stuff to venture into our calling, so does almost everyone else; and that the more we fear it, the more it means to us and that is a clear indication that we **MUST** do it.
- We learned that as Roosevelt said "*we have nothing to fear but fear itself*" and the only way past it is to work through it.
- We learned a quick and easy way to discover what it is we want to do and that's to ask "is this a 'Hell Yeah' or a 'No'?"
- We learned that to dig deeper into whether a seemingly mundane task is important, we should look for the underlying value in the purpose of the task.
- And finally, we learned that pausing, reflecting and recording is the best way to discover whether we're on the right path.

So, have you begun to have some ideas about whether you're in the right business or not? Is your current work a 'Hell Yeah'? Do you have some clear understanding of the underlying value that your work provides? Does that matter to you?

If you're still not quite sure, that's okay. In a later chapter, *Discovering Your Ethos*, we're going to dig even deeper to discover what really motivates you, what your underlying beliefs and values are, as well as focussing that knowledge into your own vision for your future, and why that's important to your company and the work that you do.

But first, let me explain where Ethoscentric Marketing fits within the context of all the other 'marketing' ideologies out there...

Ethoscentric Marketing



A New Idea?

As I said in the Introduction, every educational endeavour is a process of learning from those who came before and attempting to build upon their ideas. I will not pretend that all of what you'll read in this and other Ethoscentric courses are ideas completely of my own creation. I have merely done vast amounts of research into the principles of successful companies, gathered material from a wide array of disciplines and amalgamated them and built upon them into what I believe to be a very focused, yet highly versatile system to help you build and maintain a company that strives to achieve your vision.

As I said previously, I firmly believe in Peter Drucker's idea that business has only 2 purposes: innovation and marketing. The reason that this concept is so important is that it helps you to focus your efforts on two simple goals. Innovation, simplified, is finding new and better ways to fulfill a need. Marketing, simplified, is finding ways to fulfill that need for as many people as possible.

So, this leaves us with two questions to ask ourselves every day:

- How can you make your product or service fulfill the need more effectively and more efficiently?
- How can you get more people to use your product or service?

Whew! That makes everything so much easier doesn't it?

Unfortunately not.

Knowing *what* to do is always the easy part. Knowing *HOW* is the more difficult part. Then actually investing the time and energy to act is always the hardest part.

Because every industry has its own set of skills, equipment, tools, materials, systems and practices I couldn't possibly list every way that you can look to improve your next innovation. However, we can discuss what exactly constitutes "better".

When you've already got a product or service that fulfills a need and you're looking to create the next innovation you need merely consider what form of "better" you're looking at creating.

Better usually constitutes one of 3 different options:

- A higher level of fulfillment
- A shorter lapse of time before the fulfillment
- A more time or cost effective way to produce the fulfillment

For instance, let's say you produce a headache medication. It currently does its job and you can boast a 15 minute lapse in time before it reduces the effects of a headache. Now, for your next trick you could find a way to make it relieve those pesky migraine headaches (as in a stronger medication) or a higher level of fulfillment. Or, you could look at decreasing the amount of time it takes for it to start working, say in 10 minutes or less. Or you could look at finding a way to produce the product in a faster or more cost effective way. This will increase the number of products you can ship, or reduce the price of the product which then allows you to choose to either invest the extra money into another innovation or to

pass the savings on to the customer which will help you attract more customers to use your product (see marketing below!)

We'll learn more about research and development in our course on Strategy but for now I'll simply say that this is how innovation is done. You should be continually looking for ways to increase at least one, if not all of these consistently. Never stop innovating. Ever.

The next step is marketing, or how to get more people to use your offering(s).

Marketing, much like innovation, has so many options depending on your company, the industry, the state of the market etc. that the sheer weight of your options is enough to crush your spirit. Everyone and their brother's dog has an opinion on how to plan and co-ordinate your strategy.

Traditional marketers will tell you about the 4 P's (product, placement, promotion and price). Newer marketers have changed it to the 4 C's (consumer, cost, communication and convenience). And just to make things more confusing some have changed the 4 P's to People, Processes, Programs and Performance while others still say that there are in fact 7 C's (Corporation which includes competitor, organization and stakeholder, Commodity, Cost, Communication, Channel, Consumer and Circumstance). Which one is the best one? I would say that it all depends on you!

There's traditional and new marketing, product marketing, relationship marketing, experiential marketing, sensory marketing, online and offline marketing, social media marketing; the options are as plenty as there are opinions. Which one is best? Again I would say it depends on you.

Ethoscentric Marketing is a system designed to begin with you, the owner. You have the vision; you get to decide on the plan and route to get there. I will merely provide you with your options, and some simple ways to streamline your decision process according to what matters to you.

"BUT, SHOULDN'T IT BE ALL ABOUT THE CUSTOMER??" some might ask and I would say no.

I'll wait for the "GASPS!!" to subside...

As I've said before, your company, everything that you do, should be all about the need. Henry Ford said that if he had asked his customers what they wanted they would have told him that they wanted a faster horse. By looking at the deeper need being fulfilled he realized that they in fact wanted an affordable, faster form of transportation. So that's what he created.

But you said it's all about "what matters to me, the owner" and now you're saying it's all about the "need?" What gives?!

Ethoscentric Marketing is centered on the idea that you will be healthier, happier, harder working, more creative and more effectively productive when you are working on things that truly matter to you. And, when you share your beliefs and values with others, you'll be able to gather other likeminded people around you who will help you achieve your vision, and they too will be healthier, happier, more creative and more effectively productive for it.

An Ethos describes: *the fundamental character, disposition, spirit, culture and customs of a person, group, institution or society.*

It is my belief that when not left to chance, when clearly articulated and defined, your company's ethos will be a simple way to guide your company.

Ethoscentric Marketing starts with understanding the basic human needs which drive all of mankind's beliefs, values, and actions. We then articulate and prioritize your own needs. Then we'll explore how these needs help to shape our beliefs and values.

So, at first it is all about you, the owner; but then it becomes all about the need. Or rather, the eradication of that need!

Shall we begin?



Defining Your Ethos

Everything I Do... I Do It For Me!

Thanks to Bryan Adams for writing a song with a title that I could bastardize for the title of this chapter!

But really, let's be serious - is there such a thing as a selfless act?

In a (we'll call it) *debate* during the last few decades there are 2 opposing camps on this subject. In one corner you have social psychologist C. Daniel Batson who believes that people help others in need out of genuine concern for the well-being of the other person. In the other corner we have psychologist Robert B. Cialdini who is most famous for his work on his principles of persuasion. Cialdini argues that regardless of how "unselfish" an act may seem, we are merely looking to make ourselves feel good or to avoid the costs of not helping (i.e. feeling bad about yourself, being looked upon by others as a bad person for not helping).

Regardless of whether you like your abbreviated name at the beginning or in the middle of a name; or which you believe to be true, this debate wages on and it is here where I will teach you one of the most important marketing principles.

I believe that deep down at the heart of every good deed is a selfish act. While some argue that a soldier who jumps on a landmine to save the lives of their fellow soldiers is one of the ultimate selfless acts, I argue that it is his underlying belief that life is important and that they feel that one should be willing to sacrifice themselves for the life of another, (the needs of the many outweigh the needs of the few and all that) urges them to avoid the negative self-perception that would arise were they to not jump on it.

So, which camp are you in? Whose side are you on? Who's coming with me?

As much as so many companies attempt to be as-many-things-to-as-many-people-as-possible to avoid alienating potential customers, doing so is actually detrimental to your company. You must learn to take a side. Make a stand. Be an advocate for something. In doing so you will find "your people", you will have a defining bond that solidifies your relationships with your tribe.

Learning to do this will help in so many other areas of your business as well. By making a stand, by choosing, you no longer have to focus on so many aspects of each decision. If you believe that practicality outweighs aesthetics you can focus on that in the design of your products instead. If you feel that acquiring low costs materials outweigh the importance of the environment you can mow down all the forests you like, although I personally wouldn't align with you. See, I just made a stand there!

Everything that we do, every decision we make, every action we take is based on our deep seeded beliefs and values which derive from our basic human needs. Face it; we're all just a bunch of needy bastards at heart, which brings me to my next topic.

The Ancient and Selfish Reptilian Brain – a.k.a. The Crotchety Old Bastard

Okay kids, it's science time, and I'm not a scientist so this is going to be pretty simplistic.

Your brain is somewhat designed from the bottom up in order of importance of basic functions for life. At the stem lie the parts that are responsible for all the very basics requirements like breathing, heart rate, and blood pressure.

Just behind that is the cerebellum which is in charge of balance, posture and coordination (motor control). Inside the core of the cerebellum (right near the brain stem) is the limbic system where the amygdala is responsible for emotions, memory and fear, and the hippocampus which controls learning memory, spatial relationships (which helps the cerebellum coordinate that motor control).

One floor up from that is the temporal lobe which is responsible for deciphering and remembering what we hear, helps us form and understand speech and has a hand in forming memories, learning and a portion of sight.

Behind that, on top of the cerebellum (right next door but on the same floor as the temporal lobe) is the occipital lobe which is responsible for receiving and interpreting what we see including shape, colour and distance.

One floor up from there are the parietal and frontal lobes which are responsible for all of our “higher thinking” functions like attention, understanding time, impulse control, consciousness, critical thinking and problem solving and a whole lot more.

Is your temporal lobe hurting? That’s the part that is responsible for new learning!

Right now, I want to discuss that part right above the brain stem, the 2nd most important part for basic life requirements; the limbic system.

This part of the brain is often referred to as the reptilian brain or lizard brain because it’s so old that even dinosaurs had it. It’s the part that reminded the brontosaurus that it should fear the tyrannosaurus. It’s the part that reminded the tyrannosaurus that although it didn’t quite win the fight against the triceratops last time, the fight was exhilarating! It’s the part that told them they should eat something, that they should reproduce, and that the act of reproduction feels good!

For humans, not much has changed. It controls our motivations, our emotions regarding those motivations and stores memories regarding those moments when we attempted to follow through on them.

For example...

*“I’m Hungry. Are you Hungry?
Do you want some ice cream? I love me some ice cream!”*

“no.”

*“Aww. I don’t wanna eat alone.
The last time I ate the entire tub and I felt like such a pig!”*

The lizard brain doesn’t give a damn what your more “highly intelligent” lobes think. It wants what it wants, it’s older so therefore it thinks it should get it, and will continue to complain until it does; which is why I like to call it “the crotchety old bastard”.

*“I’m hot. I get cranky when I’m hot. We need to open the window.
Yup, see; I’m sweating. Now I’m gonna get cranky”*

“FINE!! I’ll open the damn window!”

“There, isn’t that better? I feel so much better!”

The Basic Human Needs – The Meaning of Life

I believe that I have found the meaning of life.

*For me, it means attempting to be as happy as possible without impeding
on anyone else’s ability to lead their own happy life.*

If that doesn’t sit right with you, that’s perfectly alright; we each have our own definition of the meaning of life. However, the basic requirements of life are something entirely different.

Everyone has the basic core requirements to sustain life. We all need to breathe, drink, and eat. We need clothing and shelter. We need the opposite sex for procreation and as we’ve discussed previously, we can’t possibly provide all our own needs so we need the help and companionship of others.

It is these needs that helped form the basis of Abraham Maslow’s theory of human motivation. Maslow, a psychologist, decided that psychologists shouldn’t merely study the maladies of unhealthy people, but also the positive qualities of healthy people. He began to study what he called “exemplary” individuals to discover how they developed psychologically.

In his book *Motivation and Personality* he describes what he calls a “*hierarchy of needs*” in which he explains his theory of how people develop naturally as their more base needs are met. He believed that after our most base needs being physiological (air, water, food, clothing, sex) are met, we then begin to seek out those higher level needs such as safety (personal, resources, territory), belonging (family, friends, peers), and esteem (acceptance, feeling valued and respected). After these needs have been adequately provided we will then move onto what he called “the path of growth motivation”.

In this phase we begin to seek out more self-development needs such as cognition (knowledge and understanding), aesthetics (beauty, order, symmetry, closure, simplicity), and self-actualization (reaching potential, peak experiences).

Then, after we feel that all of our physiological and safety needs, our belonging and esteem needs, and our self-development needs have been met, can we look to help others meet their needs in what Maslow later called Transcendence.

Did you notice that the self-actualization needs include peak experiences? Sounds an awful lot like our earlier discussion of Mihály Csíkszentmihályi’s work on *flow*. Csíkszentmihályi was actually a fan of Maslow and continued to build upon his work in the study of optimal (or peak) experiences.

Stand on the shoulder of giants indeed!

Did you also notice that after ALL of our own needs are being met, only then do we look at helping others achieve their needs? Tick one more point in the “no act is selfless” category!

Artur Manfred Max Neef a Chilean economist who has done extensive work in the development of the third world disagreed with the “western” economic theory that our human wants are a never ending list that are inevitably insatiable – when our needs are met, we will always want more. He sought out to discover a finite list of fundamental human needs. He believes his Needs and Human-scale Development model is universal across all cultures and historical time periods. He disagrees with Maslow’s hierarchical structure, believing that our need fulfillment is a complex system that is interrelated and interactive; requiring simultaneity, complementarity and trade-offs.

Neef’s model divides needs into two categories: existential and axiological. On one hand, we all have needs for being, having, doing and interacting; and on the other hand we have needs of subsistence, protection, affection, understanding, participation, leisure, creation, identity and freedom. In order to satisfy these needs they are each interrelated and interacting, while we satisfy one, we may be needing a trade-off from another.

To simplify the matter, Neef offers the following table:

Need	Being (qualities)	Having (things)	Doing (actions)	Interacting (settings)
Subsistence	physical and mental health	food, shelter, work	feed, clothe, rest, work	living environment, social setting
Protection	care, adaptability, autonomy	social security, health systems, work	co-operate, plan, take care of, help	social environment, dwelling
Affection	respect, sense of humour, generosity, sensuality	friendships, family, relationships with nature	share, take care of, make love, express emotions	privacy, intimate spaces of togetherness
Understanding	critical capacity, curiosity, intuition	literature, teachers, policies, educational	analyse, study, meditate, investigate,	schools, families, universities, communities,
Participation	receptiveness, dedication, sense of humour	responsibilities, duties, work, rights	cooperate, dissent, express opinions	associations, parties, churches, neighbourhoods
Leisure	imagination, tranquility, spontaneity	games, parties, peace of mind	day-dream, remember, relax, have fun	landscapes, intimate spaces, places to be alone
Creation	imagination, boldness, inventiveness, curiosity	abilities, skills, work, techniques	invent, build, design, work, compose, interpret	spaces for expression, workshops, audiences

Identity	sense of belonging, self-esteem, consistency	language, religions, work, customs, values, norms	get to know oneself, grow, commit oneself	places one belongs to, everyday settings
Freedom	autonomy, passion, self-esteem, open-mindedness	equal rights	dissent, choose, run risks, develop awareness	anywhere

Neef also tells us that there are different levels of need satisfaction: personal, social, and environmental; meaning that we can satisfy our personal needs, for those within our social sphere as well as for the world as a whole. As a company owner, we must fulfill our own personal needs, as well as for those in our family – that’s personal, Ethoscentric Marketing believes that people gather in tribes and bond over shared beliefs and values – those who share yours are your social sphere, and as we’ll learn, your company’s main purpose will be to fulfill your chosen need on a grand scale – the world as a whole.

This model will come in very handy when we discuss innovation in our Offerings, Strategies and Systems courses. As Neef suggests, *how* we satisfy our needs will differ across cultural, economic, political and social situations, and therefore, how we help people satisfy these needs will change.

So how exactly are human needs the secret to life?

- Well, it seems that some of our fundamental human needs are to help others fulfill their needs – and may be the pinnacle need if Maslow was correct.
- As we’ve learned - helping others releases oxytocin which makes us happy.
- Helping others also induces another one of Cialdini’s Principles of Persuasion – Reciprocity – which makes others want to help us fulfill our needs, which again, makes us happy.
- Being happy makes us more creative and effectively productive, which will help us discover more ingenious ways to fulfill needs for ourselves and others, which will make us happy.

Are you beginning to see the self-perpetuating circle of need fulfillment – happiness emerging? That’s my secret to life!

The Lizard/Crotchety Bastard Plays Dirty

Have you ever met, or heard about those kids who defiantly demand things from their parents, then threaten to hold their breath until they die; and then have the sheer willpower to actually hold it until they pass out? Fortunately for those kids the brain stem takes over after the brain shuts down due to a lack of oxygen and induces breathing again. It’s instantaneous; we couldn’t consciously control it if we tried. We can’t stop our body from breathing by sheer will alone, same with our heart; it continues to beat despite any conscious effort on our part.

Have you ever heard a sound late at night? You probably didn't have to consciously work to have your ears perk up, or your eyes to initiate pupil dilation. Your heartrate increased. Your skin may have even turned a degree or three cooler, hairs may have even stood on end. And it all happened instantaneously.

Our warning response system, or your freeze, fight or flight response is controlled by the lizard brain. It's a survival instinct. Its purpose is to ensure that you're prepared to attend to any threats to your safety or protection needs. When your lizard brain perceives danger, it springs into action without you even needing to think about it. Your heart increases its pumping rate, blood pulls away from the skin to repurpose it to your larger muscle groups in the event you need to fight or flee. Your eyes dilate to take in more light and see as much of your environment as possible to hone in on the potential threat. It can even induce vomiting in an attempt to jettison any unneeded weight so that you'll be lighter should you need to flee.

You also retain memories regarding these encounters so that you can better and more quickly assess situations in the future. Such as when you were young and you touched the stove (the element for some of us) too recently after it had been turned off and you were burned. Your lizard brain stored that little tidbit of information for later reference and then for the rest of your life you've remembered that perhaps you should gingerly touch the stove just to make sure that you won't burn yourself again. Pointy things are sharp, falling can hurt you, and the dark is potentially dangerous. Lessons learned.

As we discussed previously, it was this part of their brain that told dinosaurs that they were hungry, thirsty, warm, or cold and when they should mate; and the crotchety old bastard has a whole bag of tricks to get what he wants.

It's what makes you aah with relief after a sip of water when you were really thirsty. It's what gives you that satisfactory sigh after a much needed meal. It's what initiates the arousal sequence and orgasms. If these survival requirements weren't pleasurable, you may be able to override them for other activities in the future. And just in case you *are* able to overlook the pleasure derived from taking in these activities, your crotchety old bastard has a few back up plans. Hunger pangs, parched mouth, goose bumps, the jitters; these are all physiological reactions to you not bowing to his will.

If you're still able to overrule him, he'll initiate a more psychological response. As we discussed, happiness is the response to the chemical serotonin being released in the brain. When you cave to the crotchety old bastard's demands he'll slip you some happy. But when you don't, he's got a bit of a fail-safe mechanism to ensure you do.

You see, the sneaky, crotchety old guy has set the system to be reliant on those happy chemicals. If you don't have adequate levels of these chemicals you will start to feel it. Serotonin levels are connected to regulating intestinal movement. When their levels reduce you begin to feel hungry. If you don't attend to those pangs you'll have a reduced ability to retain memories which means that learning will become difficult. If that doesn't work and its levels reduce further, it'll begin to affect your mood. Have you ever felt the emotion that some people refer to as *hangry*? These are those feelings of frustration and anger due to your hunger. Lastly, if a friend or loved one doesn't yell at you to "eat something already!" your crotchety old brain has triggered the system to conserve energy and shut down if it doesn't get enough fuel; so if you don't eat, you'll begin to feel tired.

Other "happy" chemicals used by that sneaky lizard include oxytocin, dopamine, and endorphins.

- Oxytocin is the one used for relations. When it increases, our trust is increased, especially after sex. Emotional attachment increases. And oddly, it has been known to have an effect on healing our wounds. Sexual healing indeed!
- Dopamine is the one that is released when we make an achievement, reach a goal. It's your body's equivalent of a gold star or a "level-up!" notice. It's the little bit of happy that you'll get when you give the crotchety old guy what he wants.
- Endorphines are known to act as a pain inhibitor. These would be released during the fight or flight response to inhibit your feelings of pain when exerting large amounts of physical effort so that you can win that fight or run farther, faster. In today's less threatening society, these endorphins are released during exercise. Exercise is required to keep the body conditioned for those fight or flight potentialities so your body is designed in such a way to reward you when you partake in these activities.

Just as when we were talking about serotonin; your body is designed to maintain adequate levels of each of these chemicals. If any of them should fall below the ideal level, the crotchety old lizard has set the system to first revolt, and then shut down. If you don't give him what he wants you'll have difficulty paying attention to anything else. You'll have difficulty maintaining memories which results in lowered learning capability. You'll feel seemingly unprovoked anger. You'll begin to feel tired and in more extreme cases depressed.

That crotchety old man has an entire bag of tricks to make you give him what he wants, but take solace in the fact that he really means well. He's only trying to ensure that you are getting your most basic of human needs. So before he yells "gimme what I want or your concentration/mood/libido/energy gets it", it's best to give him what he wants.

However, be careful. That crotchety old man in the basement of your brain likes to get high on happy, and he can become a junkie really fast. While your higher-thinking self in the penthouse of your brain can tell you that smoking, over eating, over spending money, and too much sex is bad for you; because the lizard is responsible for self-preservation - he almost always get veto power.

Everybody Has A Snowflakey Lizard – your personal needs prioritization

If you've ever had an opportunity to learn a bit about Maslow's Hierarchy of Needs you probably found the visual representation of a pyramid. While Maslow himself never used this visual, many people have used it to convey the idea of a *hierarchy* of importance. Starting with physiological at the bottom as the strong, wide base of the pyramid and working up to the apex where we find transcendence.

While I do agree that taking care of our most basic requirements for life are the all-important first consideration, and that perhaps ensuring that we're working toward keeping ourselves and our resources safe; like Neef, I have a belief that we each have our own prioritization for the rest of our needs based upon our cultural, societal, economic or political situation.

As much as we're all the same in that we all have that guy living in the basement of our brain always telling us what to do; we each have our own unique lizard who has his own preferences for how he receives his happy which helps to make us each a one-of-a-kind beautiful snowflake.

One Man's "Must Have" Is Another's "Meh"

In 1958 Warren Buffett felt that his family was beginning to outgrow their rented home and purchased their first home for \$31,500 in a modest Omaha, Nebraska neighbourhood. Today, Mr. Buffett is called the Oracle of Omaha because he has been able to amass a fortune that puts him near the top of the richest men in the world. However, because he understands the power of investing, he might tell you that purchasing the house actually cost him much, much more. In an article I read on The Motley Fool website, there's a graph that shows how, if he'd invested his money in stocks rather than purchase the house, it would have grown 2785% as opposed to the growth of the housing market since that time, a lowly 19%.

Although "The Oracle of Omaha" has owned (and sold) a much more expensive Malibu Beach getaway home, he still lives in his first home (now estimated at \$260,000); which to some, seems absolutely crazy. You might ask why he wouldn't purchase a home that reflects his personal wealth; and he might question "why?" He's been quoted as saying "*it has given him and his family more than 50 years of happy memories.*"

The underlying needs that urge us to make and spend money are prioritized differently by everyone. For some, it's about esteem; the ability to demonstrate their position in the corporate ladder which reflects their mastery over their chosen work; as in a C.E.O's choice of automobile. For others, it's about belonging, to show their patch of affiliation within a specific social group, such as a ladies choice of designer handbag. Others still require security. By amassing wealth they can assure that they and their family will never feel unsecure financially, as in the purchase of stocks, R.R.S.Ps or education savings accounts.

I Like The Cut of Your Jib - The importance of your personal needs priority

A jib is a triangular sail used to aid in maneuvering a boat and help direct air current over the main sail which helps to increase speed. I prefer to use this image over that of a pyramid because for every situation, and on every boat, the jib's location, size and amount of trim will be different. Plus I get to say "I like the cut of your jib!"

The main idea here is that unlike in the pyramid model, everyone has their own personal needs prioritization. Everyone positions their jib sail in such a spot, with their own unique amount of trim. Some of us would rather sit at home than go out and be social (belonging). Some prefer to throw caution (and security) to the wind and live a life of skydiving adventure. Many people believe that they learned (cognitive) all they needed to in school and would rather watch reality tv instead of picking up another how-to book. Some feel that their altruistic volunteer work (transcendence) is actually how they fulfill their self-actualization needs.

The difficulty is that we rarely sit down and take the time to contemplate what truly matters to us. We know we gotta work to pay the bills, we hang out with those who make us happy and don't piss us off on a regular basis (with the exception of in-laws, we have to tolerate them too), and the rest of the time is taken up with attempting to attend to the general day-to-day duties all the while wondering why the list just keeps getting longer.

Your "to-read" pile will always get taller if it's not placed higher on your needs list. Painting that shed, whether it's to retain its value or for aesthetics, or to get your neighbourhood association off your back (which is a belonging need), will never get done if these needs aren't a priority for you.

This is why I like the use the sail metaphor. The wind is the day-to-day, and without a sail you are at its mercy. But with a sail you can use the day-to-day to direct you where you want to go. AND when your higher-thinking penthouse dwellers and the crotchety guy in the basement aren't arguing, but working together; you'll get what you need, where you need to be and you'll experience smooth sailing the whole way!

Sail Building 101 – Your Personal Needs Prioritization

Now it's time to build your own sail. To understand what truly matters to your crotchety old guy so that you and your higher-thinking penthouse dwellers can stop being at the mercy of the wind and start working together to get where you want to go.

I'm going to assume that if you're reading this that you're human and that you'd probably agree with me when I say that air, food and water are pretty important, perhaps even the most important.

But after that, we may differ on which needs matter most to us. So this is where you are on your own. You'll have to sit down with your crotchety old man and work out which needs matter more to you.

For your reference, I'll give you a combined list of needs:

<i>Biological/Physiological/Sustenance</i>	air, food, drink, shelter, warmth, sex, sleep, etc.
<i>Protection/Safety</i>	protection from elements, security, order, law, limits, stability, etc.
<i>Belongingness/Affection</i>	colleagues, family, affection, relationships, etc.
<i>Esteem</i>	self-esteem, achievement, mastery, independence, status, dominance, prestige, responsibility, etc.
<i>Cognitive/Understanding</i>	knowledge, meaning, etc.
<i>Participation</i>	interaction, productivity etc.
<i>Leisure</i>	imagination, tranquility, spontaneity, relaxation
<i>Aesthetic</i>	appreciation and search for beauty, balance, form, etc.
<i>Creation</i>	imagination, inventiveness, creative-expression etc.
<i>Self-Actualization/Identity</i>	realising personal potential, self-fulfillment, seeking personal growth and peak experiences.
<i>Freedom</i>	autonomy, passion, self-expression etc.
<i>Transcendence</i>	helping others to achieve self-actualization.

Let's begin to discover your own personalized hierarchy of needs.

As you read through each of these needs, take a moment to write down what they mean to you. Consider the category as well as each of the specific needs within each category.

- Look for emotional responses like –“I can't stand people like that”, “that is sooo me!”, or “I could take it or leave it”

- Are there certain periods in your life where you might have felt that that need was important? How have things changed? Do you believe that some may become more important in the future?
- Are any of these needs prompting your current life goals?

NEEDS	COMMENTS
<i>Biological/Physiological/Sustenance</i>	
<i>Protection/Safety</i>	
<i>Belongingness/Affection</i>	
<i>Esteem</i>	
<i>Cognitive/Understanding</i>	
<i>Participation</i>	
<i>Leisure</i>	
<i>Aesthetic</i>	
<i>Creation</i>	
<i>Self-Actualization/Identity</i>	
<i>Freedom</i>	
<i>Transcendence</i>	

Now let's aim to prioritize each of the need categories:

PRIORITY	NEED CATEGORY
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	

Prioritize them in order of importance so that we can begin to understand what truly matters to us and how it helps to create our overall ethos.

- Does a Friday night at home alone scare you or does the effort required to put on pants and a smile sound like too much work?
- Do you like the phrase “everything in its place and a place for everything”? or do you just come home and toss your keys and sweater to wherever it may land, and you’ll find it later?
- Do you rigidly structure your day or are you more of an “every day is an adventure, take it as it comes” kind of person?
- Are you a superstar who rarely receives the glory you deserve or do you prefer a “behind the scenes” existence?
- Do you actively seek out knowledge, attempting to learn as much as possible or do you believe that school is for suckers and that you’ll learn everything you need to know on your favourite social media feed?
- Do you often see an unbalance in the world and look for places/moments of beauty or do you believe that you have more important things to attend to?
- Does your eye twitch when you see an unformatted document or do you feel that it’s more about what the message says rather than how it is presented?
- Do you continually try to “be all that you can be” or do you believe that you’re as good as you’re going to ever be and that’s alright?
- Does the term “giving back” remind you of your brother-in-law and the lawnmower he borrowed or do you believe that volunteering and donations are the ways you can show true humanity?

Sometimes, by simply looking at this list we can have a difficult time deciding how much they mean to us. Besides, who wants to come across like a selfish, clingy, worry wart who needs constant approval, doesn’t care to improve themselves, thinks frumpy is the next couture, and whose best days are behind them?

It may be easier to attempt to prioritize your specific needs within each category such as: financial security/independence, professional mastery/dominance, order, stability, esteem/status, beauty, knowledge or understanding etc.

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

To help us decipher what the crotchety old man is telling us, sometimes we have to read between the lines in other areas, which is what we'll be doing next!

My Belief...



About How Beliefs Are Made

It is believed that there are as many as 11 million bits of information sent to the brain per second. (I really feel sorry for the graduate student who had to sit down and count them all!) But, it is said that the conscious part of the brain (those higher-thinking penthouse dwellers) can only process roughly 50 or 60 of those bits per second.

At any moment our bodies are inundated with stimuli that are perceived by our senses, which are then processed in our sensory registry. This area is like a split second holding tank that allows our subconscious (the old guy in the basement) to peruse the stimuli for signs of concern. Remember, he's the crotchety one so we've got to let him have a look-see before the higher-learners get their chance.

After he's had a chance to review the data, and focus our attention on any potential concerns, the information can then be passed on to the Working Memory area.

Working memory can be likened to the R.A.M. (random access memory) of your computer. This is where information is processed and analyzed for its usefulness. If the information is required for the immediate task at hand, it remains here. If it isn't immediately required, it is then analyzed for future usefulness.

If the information seems important, it will get stored in our long term memory for future reference. But not before it is cross-referenced and any potential associations can be connected to it so that future recall for these types of scenarios is quicker and easier. That information that was used for the immediate task at hand will also go through this process after the task has been completed.

We've been accumulating this data since we were babies and each and every moment we are accessing stored data so that we can assess situations and attend to tasks as needed; all while gathering new data to use, store or discard.

I liken the process to a team of gnomes who work up in your noggin.

There's a head gnome, the project manager who's tasked with ensuring that we have all the information needed to assess each situation and to complete all the tasks we need to do. He's also in charge of making sure that new information gets associated to stored data and then put into storage itself for later retrieval.

During each moment, as our body takes in new sensory data, it's this gnome's job to ensure that the crotchety old man has all the information from memories previously stored that have potential associations with this new instance. So he calls a huddle with the association gnomes. He asks them to make a list of all the memories currently stored that might have associations with this new data.

When those association gnomes have completed their lists they pass them on to the retrieval gnomes. These guys rush back into the warehouse of stored memories and bring them back in their shopping carts of memory retrieval.

After the retrieval gnomes have come back with their cartload of memories, the association gnomes get to work cross referencing and making associations between these stored memories and the new data. They give the historical data to the crotchety old man so that he can attend to the situation at hand while they get to work on connecting this new data to the old memories and vice versa. If the old man comes to some new realization about how to attend to this type of situation he passes that on to these association gnomes so that they can add those associations to their batch of new and old memories as well.

When the association gnomes are finished, they call upon the restocking gnomes. These guys fill their cart with all of the new and old memories and haul them back into the memory archives and store them for future reference.

Meanwhile, the head gnome has been receiving orders from the conscious part of the brain (those higher-thinking penthouse dwellers) because they're the ones that decide what tasks we need to complete – such as tying our shoes, eating a sandwich, going for a run or negotiating a business partnership. When he receives an order from them he again calls upon those association gnomes to make a list of all stored memories regarding these types of activities. The lists are handed to the retrieval gnomes who bring up their cartload of memories. The conscious brain uses these memories to attend to the task at hand, all while taking notes on how the situation progresses noting any interesting new data that might be of use in the future. They pass these notes on to the association gnomes who make the associative connections and then pass the memories on to the restocking gnomes for archiving.

Amazingly, all of this occurs instantly, every moment of every day.

What's more, is that within each memory there is a huge amount of information included. There's an entire list of sensory data – sights, sounds, scents, tastes, textures - each with their own depth. Such as size, shape, colour, and distance, and that's just for sight! Each sense has an entire depth of information for each and every memory.

And then there's emotional associations. Not only is a sunny day at the beach memory - bright, colourful, warm, with a flowery scented breeze, and the feel of sand running through our toes – but it also carries emotional associations as well. Emotions about learning to swim, building your first sand castle, the first time you found a fish or bird that had died, your first beach trip without your parents, the trip while you were in high school about which you never did tell your parents everything that happened, your child's first trip to the beach. Every moment we have will draw upon the multitude of memories we have stored as well as the emotions associated with each of them; which will combine to create our overall feelings of the situation.

Our previously stored emotions can and do affect how we address any current situation, but the new scenario and the emotions we feel within it will also affect any future similar situations. They can either reinforce our previous emotional reference, or perhaps change it.

Together, our accumulated sensory, knowledge and emotional data combine to help create our memories and each of our memories are combined and used to form a mental shortcut called a belief.

Beliefs Are Just Beliefs. But We Believe Them To Be *Truths*!

What we *Believe* is simply our perceptions about a particular topic or situation based upon our accumulated sensory, knowledge and emotional experience with that situation or topic. This simple understanding is how we can explain how we all have different opinions about what to believe, and what is true.

There is so much information, (11 million bits per second for those who have forgotten) that our brains can't possibly analyze and process all of it, so each of our brains must decide what to focus our attention on in each instance. Even when we are sharing a moment with another person, their combined accumulation of sensory, knowledge and emotional data will be different from our own, so their beliefs about what is important will differ. Although we may have some similarities regarding where our attention should be focused, they won't be identical, and even how we analyze and process this information will be different. This is how, although we share experiences with others, we can often find that we each have differing perceptions of the experience.

A great example of this is when we dine with friends or family. At the end of a dining experience we will each walk away with our own unique perception of how we believe the experience turned out. While for one of us everything might have been wonderful – we got to go to our choice of restaurant, our choice of food was prepared just as we liked it, we were able to control the conversation to topics that we enjoy, the staff were attentive, we were able to use our preferred club card for a discount – everything was wonderful!

However, for another of us, things might have gone completely different. We would have preferred to go to *our* choice of restaurant (because we were just at this one last week) but were somewhat “bullied” into going to this one. Our first choice on the menu wasn't available because the restaurant had difficulties with their supplier of cilantro, and our second choice was undercooked and we were forced to send it back while we watched everyone else eat; which meant that we weren't able to interject our witticisms during the later conversations because we were desperately trying to finish our meal while everyone else enjoyed their after dinner aperitif. Unfortunately, we generally like this restaurant but this entire experience has now somewhat marred our future considerations of it. Should have been wonderful, but wasn't.

These are merely two extreme juxtapositions and depending on how many people were at our dining experience, there would be that many uniquely individual experiences.

Now, these experiences will help to shape our belief of this experience, which will become our *truth*.

One of us may believe that this is the best restaurant in the city. One of us might believe that the wait staff should be fired. One of us might believe that the time would have been better spent at a sporting event, and another would have rather stayed home and answered work emails.

And they'd all be the truth, to them; until such a time they have an experience that changes that belief, which would make a new – updated – truth; Truth 2.0 if you will.

Until we personally experience an event in which we are introduced to new sensory, knowledge and/or emotional data on a particular topic or scenario, our beliefs on the subject will continue to be our version of the truth. We could have had a negative association before we were bullied into going to our friend's choice of restaurant, and if we had a spectacular time, it may provide us with enough sensory, knowledge or emotional data to tip the scales in favour of the restaurant.

At one time, everyone believed the world to be flat, until they were introduced to knowledge which changed their belief, and that's a fact!

If Needs are Driving, Beliefs are the Backseat Driver

Our beliefs are so intricately tied to our personal needs prioritization that the crotchety old man in the basement of our brain provides these beliefs as quick reference guides for our higher-learning friends in the penthouse. Our conscious brains will then use these quick reference guides as rationalizations to explain our behaviour and decision making.

We recycle because we believe in doing our part for the environment, which is emotionally linked to how much we value our security needs (people need a place to live right?), or we don't want to be frowned at by our neighbour when we walk out with only trash bags on collection day (Belonging? Esteem?)! This is most likely due to the knowledge that we've gathered throughout our lifetime about the effects that human waste has had on the environment. Until we've learned that the mass amounts of waste we humans produce has zero effect on the planet, we'll most likely continue to recycle. To us, our belief – is truth.

However, there are those who believe that the polar ice caps melting, global warming and the harm done to our environment has had little to do with their trash. They're happy to continue to go on using just one trash bin at their house and do not believe that they need to worry about taking the time to separate their trash. Until they experience a moment where they are provided with information that helps them change their knowledge of the world and its environment, their belief – to them – is truth; and they will act, and rationalize their decisions as such.

Beliefs can be extremely powerful. Belief in the achievability of a dream can help to make it a reality, just ask Dr. Martin Luther King. Beliefs got us to the moon, they've started and finished wars and initiated revolutions; but deep down at their heart, is an unfulfilled need.

You see, the crotchety old man's job is to make sure our needs get met. He uses emotions, chemicals and physiology to get you to help him unconsciously AND he uses your accumulated sensory, knowledge and emotional memories to create personal beliefs which will help direct your conscious thinking towards helping him as well. This is why understanding your personal needs priority is so vital.

I, You, They, We, Everybody, The World – A Belief for Every Occasion

Like needs, and emotions, everyone has beliefs. We have beliefs about ourselves, and beliefs about others. We even split these beliefs about others into categories. We have beliefs about babies, children, teens, adults, seniors, men, and women. We have beliefs about people in general, about organizations, about animals, inanimate objects, life, the afterlife, and the world. For every topic we discuss, every moment we encounter, we most likely have a belief about every one of the things within it.

Let's say you're at a sporting event. You're sitting in a seat watching a game. With just those two data inputs you probably accessed some beliefs already. Some of you may have already thought that you don't even like sports! You may or may not like the sport you're watching, or the teams playing. You may like or dislike the positioning of your seats. You may not be happy with the temperature. You may believe that those fans are being too loud, or that the food at such a venue is overpriced and under nourishing, but oh so tasty! You may believe that the only thing worth ingesting here is the beer. You may believe that the referee made a bad call or that the team should trade that underperforming player already.

There are 11 million different bits of data available every second, and you've most likely got a belief about every single one of them. However, in every situation you can't pay attention to every bit of data so your subconscious and your conscious brain will be deciding what is most important during that moment. What needs are priority, which have the potential to be fulfilled during this particular moment, what memories should be accessed to fulfill those needs, and which bits of information needs to be stored for future reference regarding the fulfillment of these needs.

Only Firmly Held Beliefs Need Apply – Which Beliefs Pertain to Your Business

As I said, we most likely have a belief about each and every piece of information imaginable so recording all of them and attempting to prioritize them would be a far too lengthy and fruitless endeavour. What we can do though is attempt to make a list of beliefs that will be helpful to us. This will not only help in the creation of our company ethos, but we can also use these to rationalize our company's behaviour and future decisions.

This won't be a list of preferences, or idle musings, they're the answers to "if you were forced to choose"; these are those deeply held, firmly entrenched beliefs that dictate your decisions and actions throughout your life. It's these beliefs that make people go to extremely great lengths, endure severe hardship just to see the underlying need fulfilled.

One other aspect of these types of beliefs is the fact that oftentimes we're not only willing to sacrifice to fulfill these needs for ourselves, but for others as well. When we see these needs scarcely provided or threatened for others, we will put ourselves through hardship, sometimes even in harm's way in order to see that their needs get fulfilled.

What would you be willing to sacrifice for?

One way that I've found to help you discover these types of beliefs is to consider those things you believe to be general expectations, or things that are deserved. Start with your general beliefs about people. What do you believe are general expectations of or for people? What do all people deserve? If it helps, you can start with what you believe *you* deserve or what *you* expect.

From there you can begin to look at more business related beliefs regarding people. What do customers expect/deserve? Employees? Then more organizational beliefs, what do companies expect/deserve.

Another great way to effectively discover what you believe is to consider what you *don't* believe. To understand what you *are*, start with what you are *not*. To know what you're company will be, consider what it will *not* be. To understand who your customers *are*, consider who they are *not*.

Begin by completing the following statements as many times as you can.

I am	I am not	I expect	I don't expect	I deserve	I don't deserve

People are	People are not	People expect	People don't expect	People deserve	People don't deserve

Customers are	Customers are not	Customers expect	Customers don't expect	Customers deserve	Customers don't deserve

Employees are	Employees are not	Employees expect	Employees don't expect	Employees deserve	Employees don't deserve

Companies are	Companies are not	Companies expect	Companies don't expect	Companies deserve	Companies don't deserve

Are there any of these beliefs that you feel more strongly about? Are there any that you would be willing to make a stand for, work harder for, sacrifice for?

While we've all heard stories about personal sacrifices such as Mahatma Ghandi's hunger strikes, Nelson Mandela's activism and incarcerations, or self-immolation such as the Tibetan monk who set himself on fire in protest of the persecution of Buddhists by the South Vietnamese government; there are ways that a company can make a stand that is based upon their beliefs.

The clothing company Patagonia has had a long standing belief that companies should cause "*no unnecessary harm*" and it has not only affected how they produce their products but it has also spurred the company to pledge 1% of their total annual sales towards the preservation and restoration of the natural environment. The company also believes in providing flexible working hours and it allows their employees to take time out of the day to hit the slopes or to as their founder's book's title suggests "Let My People Go Surfing".

Dame Anita Roddick was another business owner who led her company with the aid of her deep rooted beliefs. Her company The Body Shop's mission statement began with the commitment 'To dedicate our business to the pursuit of social and environmental change.' And do that they did. The Body Shop was one of the first to prohibit the use of ingredients tested on animals, and one of the first to promote fair trade with third world countries.

Although the costs of doing business in such a manner (Patagonia only uses organically grown cotton in their clothing, and The Body Shop used Brazil nuts picked by native Amazonian tribes in their products) was and still is more costly financially, these companies *believe* that the costs of not doing business in this way are much higher.

Which of your beliefs are non-negotiable?



What's It Worth To Ya?

People have a few currencies that they use to *pay* for things. We generally think in terms of money when we discuss currency, but in reality there are much more important currencies because they're finite, and they're the ones used to obtain money. One of which is time.

Time is the major currency of every living thing. Our lives are an undeterminable allotment of time, which produces a unique dilemma. We each have specific needs that must be met for survival, these are non-negotiable time consumers. Beyond the time spent obtaining those is completely our choice. We understand that there is far too much information available at any moment for us to possibly process all of it so we must learn to *decide* what to spend our time on.

Oftentimes we have a feeling that we simply don't have enough time. Why is this? When we consider the difference between our present day human and that of our ancestors 10 thousand years ago, we have some serious advantages. With the exception of a few, most of us don't have to seek out or build a home, we don't have to keep a keen eye out for sabre tooth tigers, we have improved transportation devices that enable us to travel greater distances in shorter timespans, and we have grocery stores that remove the requirement to hunt down or seek out our food. Those time-saving devices alone save us a great deal of time every day; yet we still feel that we don't have enough time. Why?

The difficulty is, we have a limited amount of time and a surplus of available information. So, when we create a way to reduce the amount of attention spent on one particular set of information (such as gathering food) then it allows us to fill that newly available time with some other form of information. So, regardless of how many tasks we complete, there will always be something else to fill that void. This is when another difficulty occurs. What should we spend our newly available time on?

This is where a tug-of-war happens. There's that junkie old man in our brain's basement who wants to control where our attention focuses, and then there's the penthouse dwelling higher-thinkers who feel that they "know" what we ought to be doing. The old man wants you to have a sandwich, no wait! Make love. Or hey! We could go to the movies with your friend! Your conscious brain is the one that tells you that you probably should focus on your work because it's 2 in the afternoon, you're at work and the project needs to be completed by the end of day tomorrow and if it doesn't get done, we won't get paid which helps us fulfill some of the other needs that the old man continuously reminds us about.

Ask yourself, who do you think usually wins that argument?

It's the crotchety, scatterbrained, junkie old man most times.

But, when you think about it, he's got a pretty tough job. There are those 8 categories of personal needs each with a number of sub-needs. The physiological category alone contains air, food, water, clothing, shelter, sex, etc. So while you're busy toiling away at your keyboard or pounding those nails, he's attempting to analyze which needs are currently being met by this task, analyzing the moment for dangers, and attempting to get you to focus your attention on all the other needs that you really should be attending to. So we'll cut him some slack, for now.

Attention and Willpower - the Other Finite...Oh Hey Look, A Shiny!

Attention is another finite currency that we must allocate appropriately. Unfortunately, it is intricately tied to yet another finite resource, willpower.

In each moment there are 11 million bits of information all vying for our attention. The lizard brain scans it for possible dangers and potential need fulfilling data first, and then lets the conscious brain at it. Unfortunately the conscious brain is so infinitely curious, it wants to know everything about everything and can have a very hard time focusing your attention on the task at hand. Your limited capacity for attention at any moment must be focused on the task at hand while blocking out all the other information not immediately required for this task.

Willpower can be thought of like an attention shield. Anyone who has watched a Star Trek battle has heard Chekov call out “shields at 40% Captain!” If the Enterprise continues to be bombarded by torpedoes or phasers, the shields will reduce to 0% and the ship will begin to amass the full damages of the oncoming attacks. Your attention is the ship, your willpower are its shields. As you are continuously bombarded by stimuli from your environment, your shields (willpower) are becoming less and less effective and every once in a while something from your environment will catch your attention and it takes you some work (“Mr. Scott, divert power from the thrusters to the shields!”) to get your attention back to the task at hand. But when your shields (willpower) are depleted, nearly everything has the potential to distract you from the task at hand.

Anyone who has ever attempted a diet or tried to quit smoking will understand the finite abundance of willpower. After a trying day which took a great deal of willpower to accomplish tasks, such as learning a new process, staying calm during a discussion with a disgruntled customer, and dealing with the frustrations of a drive home during construction season your willpower can get pretty exhausted. All of these things draw on your willpower and when it begins to run out, your ability to stay calm, and focused wanes. Then when you must make the conscious decision to not have that cigarette or donut, you’re willpower is exhausted and you give in to the temptation.

But this doesn’t only affect those attempting the Herculean tasks of beginning a new routine or quitting a bad habit. We all face willpower exhaustion on a daily basis. When we reach the end of our willpower limit for the day our inability to stay focused and calm can make us unwittingly snap in frustration at those clients, our spouse or kids, or the driver who cut us off in traffic. It’s then that we choose to watch TV instead of doing our household chores or that bit of extra work we brought home. It’s the lack of willpower that enables the call of Facebook or the internet to overpower our focus on that spreadsheet that we’re working on. Heck, even that loose thread on my pants seems pretty interesting when the work of the moment requires so much intent focused concentration and my willpower has been depleted!

Again, this explains the importance of prioritizing those things that matter to you most. There is so much throughout your day to day that has the potential to sap your willpower that when it comes time to tackle those must-dos on your list, you may not have the willpower to complete them all. Without a prioritized structure, you’re at the mercy of the day-to-day and the limits of your willpower.

The trick is to make sure that your subconscious mind and conscious mind are working together, rather than at cross purposes. You have to listen to what the lizard brain is saying and get the higher-thinking part to help him get what we need. You need to put value on those prioritized needs, and spend your currency (time/attention/willpower) accordingly. The other consideration is that we need to make sure that we aren’t neglecting those lower priority needs. Just because they are lower priority at the present time doesn’t mean that they don’t need attention directed to their fulfillment at all. It simply means that they may not need as much time allotted to them.

This is the importance of contemplating and prioritizing your needs; without a clear understanding of the way your needs are prioritized, you can’t accurately divide and allocate the appropriate amount of your time, attention and willpower to each of them.

Values are Needs We Believe To Be Well Worth The Price

When we discussed your beliefs, we attempted to distinguish between our mere preferences, and those firmly held beliefs that help direct our everyday actions. We attempted to discover which beliefs we would be willing to sacrifice for, or to work harder for. These beliefs are those that we put the most value on, the ones that we're willing to allocate the most time, attention and willpower to.

What we would call "values" are those needs we believe are well worth the time, attention, willpower and any other resources spent on fulfilling them.

When we speak of personal or company values, what we're saying is "these are the things we feel/believe are worth spending our time on most". Unfortunately most of the time when we sit down to create our personal or company values we rarely take the time to prioritize them. We simply write them all down in no particular order, dust off our hands, pat ourselves on the back for a job well done, and tell everyone that "THESE are our values".

But then, how much time or attention do we really allot to attending to these values? Most times we simply go on about our day-to-day without giving them much thought, expecting that we'll simply be living by them naturally.

In the immortal words of Rocky the Flying Squirrel "*that trick never works!*"

When considering your personal or company values, you must aim to prioritize them so that you can accurately allot a portion of your time and attention to them. Only then can you feel confident that you will live by them.

Putting a Price on Your Own Head – Setting the Value of Your Needs

By now you may have realized that my definition of a "value" is somewhat different from the norm. Usually when you get a look at a person's or company's "values", you find a collection of things that resemble personality traits rather than a list of human needs. You'll see that people value honesty, courage, creativity, or generosity; and while I won't disagree that these are important to many people, I disagree that they belong in your set of values because virtually every one of these terms can be boiled down to one of the human needs. Courage stems from the basic need for security, honesty is almost certainly a requirement for belonging, and generosity is most definitely a proponent of helping others achieve which is directly related to the transcendence need.

We will discuss personality traits in a later section of this course, but for now I want you to simply consider values to be those human needs which you consider to be worth your time, and attention.

Begin to reflect on your typical day, how much of your time is currently allotted to tasks that reflect your personal needs prioritization? How much time is spent fulfilling those needs that were part of your *firmly held beliefs*?

Now, jot down your personal needs prioritization in one column and then in a second column beside it, record the daily tasks that help fulfill each need. For any tasks that don't seem to be associated with your needs, record those in a separate section called miscellaneous. In a third column, calculate the time you spend each day on each task associated with that need. Do the same for the miscellaneous category.

Needs Prioritization	Daily Tasks	Time Spent on Task

After that, do the same for your firmly held beliefs.

Firmly Held Beliefs	Daily Tasks	Time Spent on Task

How well are you attending to what is important to you? Are you allocating the appropriate amount of time, attention and willpower to the things that you value? Are there any needs going completely unattended? Does the miscellaneous category account for the largest portion? That would mean that the day-to-day is taking up a greater portion of your finite resources than those things that you truly value, those firmly held beliefs, and you may just have found the reason that you're not as happy as you'd like to be!

If your day, like mine, is only 24 hours long; and you are getting the appropriate amount of sleep you need (8 hours if you're a human), then that leaves you with 16 hours per day to attend to your remaining needs. Take a look at your personal needs prioritization, consider giving each need a percentage, to represent the amount of your total time you should allocate to its fulfillment. Now divide your 16 hours by the percentage you gave to your needs to find the amount of time you should be allocating each day to that need's fulfillment.

Using your personal needs prioritization and your daily tasks, you should be able to formulate an accurate schedule so that you can allocate an appropriate amount of time for each need according to its priority. Which of your current tasks would you have to reduce in order to allocate the appropriate amount of time to your other needs?

Needs Prioritization	Ideal Percentage of Time/Attention/Willpower

Now, when you're looking to schedule your work day, you can begin to take into account your company's needs, beliefs, and values and attempt to allocate an appropriate amount of time to each item!

*So Much to Do,
So Little Time*



Can't We Kill Two Birds With One Stone Here?

If you're like me, you've probably discovered that there just aren't enough hours in a day even after going through the previous exercise. You probably noticed that you're somehow going to have to decide between 20 minutes on Facebook (belonging), a 20 minute workout (physiological), and reading a book on leadership (cognitive) for 20 minutes before bed. You might consider to cut out home cooking in favour of microwaved beefaroni which would save you 15 minutes and 30 seconds each day, or to opt out of showering saving you another 7 and a half minutes each day; but then your family may desert you which would create a belonging need deficit.

If you find yourself with not enough time in the day to attend to your needs, you're going to have to look at ways you can combine multiple needs fulfillment in single tasks. For instance you can look to get that leadership book as an audiobook so that you can listen to it during your workout routine or while you're cooking that home cooked meal. You can bring a friend with you to the art gallery or museum so that you can combine your belonging and aesthetic needs together. You can go over the family finances with your spouse so that you can combine your safety and belonging needs. Teaching is often called the final stage in the learning process so if you were to volunteer as a mentor, you would be combining your cognitive, self-actualization and transcendence needs together. That's 3 birds with one stone for those keeping score at home!

We are often fulfilling multiple needs at the same time during any single task, we just don't realize it. Take a look back at your daily tasks; were you able to put them into more than one category, were you able to split that time between multiple needs? If you didn't, consider it now, which of your daily tasks potentially fulfill multiple needs?

Are there any tasks you could begin that might fulfill multiple needs simultaneously? Might you be able to quit a single need-serving task and replace it with a task that fulfills multiple needs?

Virtues – Beliefs & Values Wrapped Up In a Neat Little Package

Nearly every culture and every religion around the world has a set of virtues. Virtues are like a set of moral rules to help you conduct yourself and guide your actions. You might consider them your *Quick Reference Guide to Living Life According To Your Beliefs & Values*.

Whether it's the Hindu virtue of Ahimsa meaning *living a life of non-violence*, or the Buddhist virtue Mudita which describes *finding the altruistic joy in the accomplishments of yourself and others*, or the samurai virtue - *to never to be outdone in the way of the samurai or bushido*; they're all guiding principles based on the basic human needs.

If you find that having a set of virtues is easier to keep organized than separate lists of values and beliefs, then by all means, look to create your own set of personal or company virtues.

From my research, I have found that many virtues are quite similar to the general perception of values in that they are more personality traits than human needs. But, by now you should have a pretty clear understanding of your personal needs priority which will help you to combine them into a set of personal virtues. These virtues will help to keep you focused on fulfilling your personal needs in their prioritized order.

Interestingly, the most common virtues across all of the cultures and religions I discovered are: compassion, self-control, honesty, altruism, justice, and wisdom. You may have noticed, as I did, that compassion, honesty, altruism and justice each have ties to the human need for belonging, which brings me all the way back to the beginning of this course where we discussed the fact that we can't do everything on our own, we need help from others to fulfill our needs; which also means that others need our help in fulfilling their needs. This is the basis of service, which is the core of any business!

While I am not going to attempt to influence your personal needs prioritization, I will simply state that just as virtues help to bond people within a culture or religion together in that they all live by a similar set of beliefs and values, so will (and do) your personal beliefs, values and virtues bond you to those you associate with. When we earlier discussed whether or not any action is truly altruistic we chatted about Robert C. Cialdini who has created what he calls the 6 principals of persuasion. One of Dr. Cialdini's principals is "liking" which he describes as our tendency to be better persuaded by those who we not only like, but are also most like us. We all naturally navigate to those we have things in common with. Your personal needs prioritization, beliefs, values and virtues are all ways that you can help to find those with whom you belong.

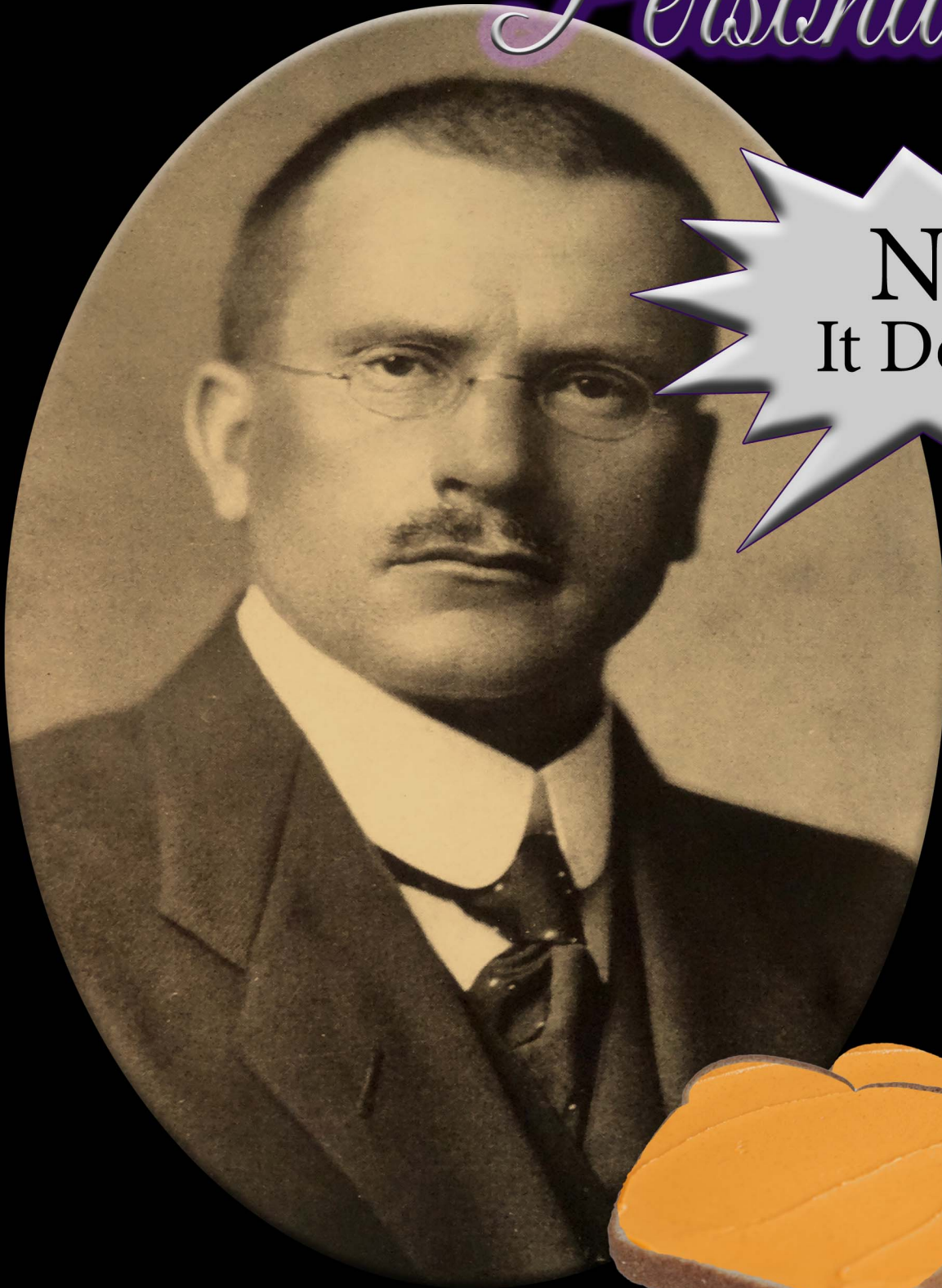
I have provided a variety of virtues from different sources in the Appendix if you choose to review them. As a self-reflection activity I would encourage you to list your own set of personal virtues here; you never know, they may come in handy!

My Personal Virtues	

There is one other piece of your ethos will also help you to find those who you belong with, and that is what we'll be discussing next.

Cheez Whiz Adds

Personality!!



NO!
It Doesn't!



I'm Carl Jung and I DO NOT approve This Message

“He has the charm of a rake”, “she’s always so bubbly”, “that person just oozes charisma”; these are all ways that we use to describe people, or more accurately, a person’s personality. Regardless of how much or little personality we might think a person possesses, everyone has one. Some seem to just burst with Iggy Pop’s “Lust for Life” while others are more understated, and a person’s personality helps us to decide whether we want to associate with them or not.

When you talk to couples they’ll often talk about how much they have in common in one breath, while in the next they tell you that their significant other is the “*ying to their yang*”, meaning that they possess complementary qualities that help to make their union better. When you take a critical look at groups of characters in movies such as *Swingers*, *The Goonies*, *Stand by Me*, or *Sex in the City*, they are a collection of different personality types that bond over one or more shared qualities; and we can often pick out who within our own group of friends would be which character in each of the movies.

While we may find a variety of personality traits that we share with one another, we each have our own unique complete set of traits. No two people are exactly alike, even identical twins who share nearly everything have their own unique personality. It’s the shared qualities that help us build those initial bonds while the different, yet complementary traits help to make the group stronger as a whole.

Personality: Where Quirks and Oddities Are Simply Normal

Everyone is a geek about something. This has become much easier to witness with the emergence of the internet, but there have always been groups of people with shared interests. A quick glance at the magazine rack in your supermarket, book or drug store should help you to see this. There are magazines for groups of pet lovers, crochet enthusiasts, mountain climbers, hang gliders, mechanics, ham radio operators, and personal computer builders. While there are groups of generalist enthusiasts the numbers multiply when you dig deeper to find the more niche groups. One particular area that we can look at as an example is the attendees at the annual comicon events.

Comicon used to be your run of the mill industry trade show for comic book producers and retailers but it has since grown into a red carpet worthy who’s who of geekery. These events now include producers of television shows, video games and box office movies including discussion panels with the writers and actors. Attending fans dress up in the costumes of their favourite characters, seek autographs, purchase memorabilia and generally let their geek flags fly. People will set aside their differences regarding who they believe is better (Star Trek vs Star Wars?) and simply bathe in the experience of being with those who are just as geeky as they are. Video gamers rub elbows with film critics, comic book...err, graphic novel readers pose for pictures with those who prefer the television version of *The Walking Dead*. While next week they’ll slag one another in the blogosphere, during the days of the event they are united.

Your local craft or home improvement fair isn’t that much different these days. You’ll see appearances from television celebrities like Mike Holmes or Martha Stewart, and attendees who firmly entrench themselves in the camp of their choice such as tile aficionados or macramé masters will chat enthusiastically about their recent creation with others just as passionate about their chosen medium.

As much as your traits make you an individual, quirky or odd, they are also the things that will make you simply normal within the right crowd.

Type This Buddy! Or, What's a Four Letter Term For You?

In an attempt to help us organize our thoughts and understanding of the world around us we humans with our higher-thinking penthouse dwellers have a need to put a label on everything, to put things in their little classifying jar, and we don't treat ourselves or each other any differently.

While psychologists Sigmund Freud and Abraham Maslow worked to discover our similar driving motivators, others began to put our individuality under the microscope seeking to understand what makes us think and act differently from one another.

Personality type theory has been around for centuries. The Greek physician Hippocrates talked about the 4 humours which pertained to bodily fluids: Blood, Yellow Bile, Black Bile, and Phlegm. He believed that if there was an imbalance of any of these fluids in your body, it could have an effect on your mood, emotions and behaviour. Later Greek physician, surgeon and philosopher Galen created the first Typology of Temperament using Hippocrates' humours theory and the 4 elements theory (air, water, earth and fire) which he combined to create the 4 temperaments: Choleric (bad tempered or irritable), Sanguine (optimistic leader), Melancholic (analytical and quiet) and Phlegmatic (relaxed and peaceful).

Even during these ancient times it was understood that while some of these types seemed to be opposites, they did have common characteristics with other types. For instance, it was understood that sanguine and choleric types would be quicker to react, while melancholic and phlegmatic would be slower to react to emotional stimuli such as those that would induce anger. While melancholic and choleric types would have lengthier sustained responses (they'd stay angry for longer) and phlegmatic and sanguine types would have a short lived response.

Since ancient times, many studious individuals have attempted to classify people's character or personality with great difficulty. It seems just as we begin to think we can accurately put someone into their own unique jar, they do something out of character for that classification and we're back to the drawing board.

This has prompted many modern psychologists to use a polarized scale for their type or trait theories. This allows us to say that we're merely more of one thing than another, rather than stating that we're this and not that.

Personality type theory really got its jump when in 1920 Carl Jung wrote his book *Psychological Types* in which he described his beliefs that our personality could be identified by our inclination toward one particular characteristic over another. He proposed that each of us could be categorized into 4 function types: Thinking, Feeling, Sensation and Intuition.

- Thinking pertains to our tendency to seek and form logical conclusions
- Feeling pertains to our tendency to make subjective estimations
- Sensation pertains to our tendency to use our senses to perceive
- Intuition pertains to our tendency to perceive things unconsciously

He classified these into 2 dichotomous cognitive function pairings: rational and irrational. Later, during World War II Catherine Cook Briggs and her daughter Isabel Briggs Myers began building on Jung's work. They added an additional set of criteria they called Perceiving and Judging, swapped Sensation for Sensing and the Meyers-Briggs Type Indicator has since become one of the most pervasive personality type models in the world.

The irrational or Perceiving pair, are said to be used for information gathering include the Sensing and Intuition functions. Those with a tendency for Sensing require hard data sourced by their senses, while those with a tendency for Intuition will accept more abstract or theoretical concepts.

The rational or Judging pair, used to help make decisions include the Thinking and Feeling functions. Thinkers prefer to detach themselves from the situation and make decisions based on a logical process, while Feelers will begin by empathising with everyone involved, considering a decision that brings about the most social harmony or balance.

Jung believed that further to these 2 function pairings, we also had a tendency towards Introversion or Extraversion for each of the functions, meaning that we are either energized or motivated by the outside world (extraversion) or through internal, personal reflection (introversion).

As an attempt to help simplify things for you, let's consider your last holiday dinner with the extended family.

First, let's just classify everyone as either introverted or extraverted. Extraverts are those who will be roaming around talking a lot, maybe spilling a bit of nog on you as they get increasingly inebriated and expressive with their hand gestures. Then there are those who sit quietly in the corner easy chair and may have nodded off a little bit in an attempt to avoid the spilly talker's attention.

Sensors and Intuitors can be best found in the kitchen cooking. Sensors strictly follow the recipe, measuring precisely, shaving the extra off the top of the measuring spoon with the back of a butter knife. The Intuitors simply eyeball everything making estimations that make the Sensors cringe at every dollop of this or splash of that.

Thinkers like to know the schedule and will be the ones that ask "when is dinner?" While the Feelers will reply with "we'll see how everyone is feeling!" Discussions are another great place to distinguish Thinkers from Feelers. Let's say someone has fallen on hardship and has lost their job. The Feelers will convey their feelings of sadness and attempt to lighten the unemployed person's mood with upbeat statements like "You're smart! I'm sure you'll find something soon!" Thinkers on the other hand prefer to be a bit more "realistic" and will turn the discussion towards the tough job climate or make statements like "that's why I told you not to take romantic languages of the 14th century in university!"

Since Jung's time there have been many personality typing methods that have been devised. Cardiologists Meyer Friedman and Ray Rosenman created what was to be known as Type A and Type B personalities after an 8 year study into the types of personalities that are more likely to suffer from coronary heart disease. Type A personalities are highly ambitious, rigidly organized, impatient, status conscious, and potentially hostile. They're also said to be more apt to smoke and at more risk of heart disease. Type Bs are the contrast. They are creative, reflective, work steadily, enjoying achievement but don't get stressed out if they don't achieve it, and therefore have a lower general stress level and risk of heart disease.

American psychologist David Kiersey expanded on the ancient Greek temperament model, while including the 4 character types he found in Plato's *The Republic*: Iconic (artist), Pistic (guardian), Noetic (idealist), and Dianoetic (rational). Combining this with what he learned from the Meyers-Briggs model he created another of the world's most widely used personality trait assessments The Kiersey Temperament Sorter.

In this model Kiersey divided each of his 4 temperaments (artist, guardian, idealist and rational) into 2 categories or "roles" (which are proactive or reactive) each with 2 types or "*role variants*" (which are either attentive or expressive).

- **Artisan** – are concrete and adaptable. Seek stimulation and expertise, concerned with making an impact. They excel at troubleshooting, agility and using tools, instruments or equipment.
 - **Operators** (*directive/proactive*)
 - **Crafters** (*attentive*)
 - **Promoters** (*expressive*)
 - **Entertainers** (*informative/reactive*)
 - **Composers** (*attentive*)
 - **Performers** (*expressive*)
- **Guardian** – are concrete and organized. Seek security and belonging. Concerned with responsibility and duty. They excel at organizing, facilitating, checking and support.
 - **Administrators** (*directive/proactive*)
 - **Inspectors** (*attentive*)
 - **Supervisors** (*expressive*)
 - **Conservators** (*informative/reactive*)
 - **Protectors** (*attentive*)
 - **Providers** (*expressive*)
- **Idealist** – are abstract and compassionate. Seeking meaning and significance. Concerned with personal growth and discovering their own identity. They excel at clarifying, individualizing, unifying and inspiring.
 - **Mentors** (*directive/proactive*)
 - Counsellors (*attentive*)
 - Teachers (*expressive*)
 - **Advocates** (*informative/reactive*)
 - **Healers** (*attentive*)
 - **Champions** (*expressive*)
- **Rational** – are abstract and objective. Seeking mastery and self control. Concerned with knowledge and competence. They excel at logical investigation, conceptualizing, theorizing, and coordinating.
 - **Coordinators** (*directive/proactive*)
 - **Masterminds** (*attentive*)
 - **Field Marshals** (*expressive*)
 - **Engineers** (*informative/reactive*)
 - **Architects** (*attentive*)
 - **Inventors** (*expressive*)

Did you happen to notice in each character's description the hint of personal needs that are important to them??

While these seeming sweeping generalizations work for some, others feel that they're simply painting everyone in a very wide brush. Those that feel this way decided that we ought to look deeper into specific personality traits, rather than at general types.

Gordon Allport and S. Odbert were 2 such gentlemen. In 1936 they began working on the lexical hypothesis, which believed that those personality traits that are most important in people's lives will eventually be imbedded in their language. They extracted over 4,000 adjectives from English and German dictionaries which they believed to be a set of personality traits. Four years later, Raymond Cattell reduced their list to 171 traits by eliminating all the synonyms and then constructed a test for clusters of the traits. In 1961 Ernest Tupes and Raymond Christal found 5 common factors within the list and reduced the criteria for the test to: "surgency", "agreeableness", "dependability", "emotional stability", and "culture". After several changes in the naming of the traits everyone finally settled on Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Psychologist Lewis Goldberg later helped the model's branding by coining the term "Big 5" and the Big 5 model has since become one of the world's most dominant personality trait testing systems.

Regardless of whether you're in the trait camp or on the type base, there are critics of each of the models. Some point out flaws of type systems being too much theory and not enough empirical evidence putting more emphasis on perceived decision making functions rather than observable actions. Others feel that there are other personality traits that are not measured in trait theory such as religiosity, manipulateness or machiavellianism, honesty, sexiness/seductiveness, thriftiness, conservativeness, masculinity/femininity, snobbishness/egotism, sense of humour, and risk-taking/thrill-seeking.

When you take the MBTI or Keirsey tests you are identified as either intrinsic or extrinsic, sensing or intuitive, thinking or feeling and perceiving or judging. You'll be categorized in one of 16 ways and you'll be identified as a 4-letter term or one of the 16 character types. For instance, when I take the tests I find myself labeled as ENTP or ENFP meaning that I'm extroverted, intuitive, either thinking or feeling (depending on the day I take the test) and perceiving.

The fact that depending on the day my personality type changes describes perfectly my thoughts that you can't simply put your personality in a jar.

I believe that our personalities are much like the audio controls on your radio. Depending on the situation (which type of music we're listening to) we will manipulate our personality traits (bass, mid and treble) to provide the most desirable experience. We have a dial for each personality trait and they each have their own situation-dependent setting which we will unconsciously adjust to suit the present situation.

Whether we are instinctively inclined towards one specific primal need, or whether we have multiple motivators that can change throughout our life, whether we examine why we make certain decisions or study the actions we take, whether we liken our traits to bodily fluids or character types – we all have traits which work together to provide us with an *"as-enjoyable-experience-as-possible"* in every situation.

Sometimes, people will think it odd that we behave as we do, while at other times our similar traits will be the very things that endear us to others. Those who are near and dear to us will also shake their heads in wonder at how we act in different situations. We can be so outgoing while with our family and friends but when we're asked to receive an award at the annual work Christmas party we get all shy and weird? What's with that?

What does matter is that we understand ourselves. By taking a serious look at our decisions and actions we can begin to decipher the personality traits and/or type that we might possess that helped us to decide or act in such a way and how we might act in a different situation. I'm sure that you could relate to one or more of those people in our family get together dinner above. You could probably pick your personality traits or type out of a lineup if you had to. But could you predict which traits or type shines through in different situations?

Well, you have to!

Idiosyncranize!

As we chatted before, your personality will both differentiate you, and integrate you. While in some groups your traits will make you an outcast, those very same traits will endear you to your fellow members in other crowds. Knowing the traits you possess, or your personality type, and in which situations they shine through will help you to know which crowds you belong in, and which groups to avoid!

Not only will knowing your personality help you know who your people are, it will also help you to know who you need on your team. Remember those movies we discussed earlier; the ones with the groups of friends who each had their own unique traits yet bonded over their similarities? Regardless of whether you see you and your group as the gals in Sex and the City, the kids in Goonies or Stand By Me or the guys in The Hangover, you need to be able to know what traits you bring to the table, and what voids you need filled.

So, are you more introverted or extraverted? Perceiving or Judging, a Thinker or a Feeler, Sensing or Intuitive? Type A or B personality? Do you see yourself as an Artisan, Guardian, Idealist, or Rational? Are there any situations where you act differently?

If things aren't readily apparent to you, there are several ways that you can decipher which group you fit in with most.

- I'll bet now that you've read this, you will automatically begin to recognize these traits in your own decision making process. Your actions in various situations will begin to reveal the traits that prompt them.
- You can also simply ask those who know you best. "Hey, do you think I'm more of a rational, facts and figures kind of guy, or am I more of an abstract, free thinker?" "Do you see me as a lady of structure or an adventurer?" Are there any situations where I am more like this, than that?
- You could also take any number of online personality self-assessment tests available – but I would encourage you to take them several times because I'm sure you'll find, as I did, in different situations your answers will reveal different preferences!

Regardless of which assessment tool you use, or whether you prefer traits or type; it's important for you to fully understand your own personality because you're going to be using it to help find and communicate with your tribe. You'll also need to know what personality traits you need to surround yourself with to help make your community more well-rounded. The importance of this will become much more clear in courses to come such as the Branding course, the Community course, or the Messaging course but for now you'll just have to take my word for it that your personality – with all your quirks, oddities and idiosyncrasies – will be very, very important to your company!

Don't Fence Me In! – Or, You Can't Put Me In Your Little Jar!

Okay, let's say for arguments sake, that you don't want to be put in a little jar with a 4 letter term on it or be cast in a role that you don't feel you can act out every day. Let's say that we simply want to choose from a few basic set of traits that we feel are a well-rounded representation of our character.

Let's say that we have a general idea of what our company should be like, that we have an idea of a personality for our company that with the right people we could be able to pull off. Besides, who wants a company of clones anyway? Like we said, our team will be like the Goonies or the Sex in the City gals our unique personality traits will combine to make the whole better.

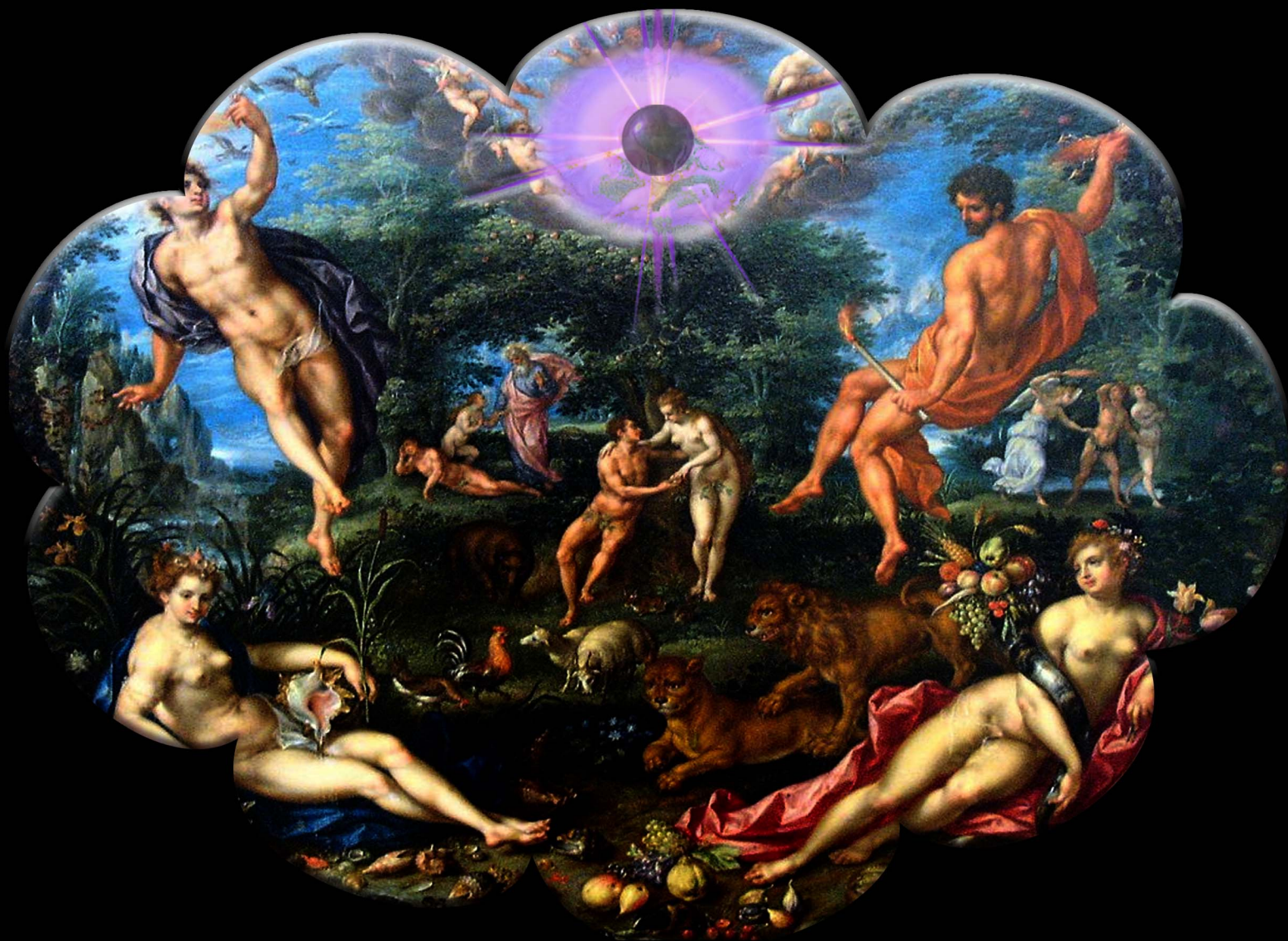
The only caveat I would have is this. I would caution you to ensure that you are able to naturally pull it off. Phonies are quickly called out so if you don't possess these characteristics you will have to make sure that those of your team do.

That cautionary note aside, explore those traits that you'd like your company to possess. Feel free to skim the Keirse descriptions above, or check out the appendix where I have provided a list of character traits that you can choose from. Then simply choose about a dozen that you feel will be a good representation of your company. I would hope that you choose about half that you personally have to make sure that you are a good representation of your company, because after all, you are the captain of the ship!

Create a list of traits that you wish your company to convey here. Start with a list of traits that you discovered you possess, either through personal reflection, asking those who know you best or by taking any of the type or trait testing methods above. Then, consider traits that you don't possess but that you believe are admirable.

Traits That I Possess	Admirable Traits I Want For My Company

Imagine Utopia



Your Vision

Just for a moment, I want you to close your eyes...wait, maybe read this first, then we'll get you to close your eyes ...In a moment, I want you to close your eyes and consider a world without that most important need you discovered when you prioritized your basic human needs. What would that mean for you? Imagine all of the things that you wouldn't have to do every day that are focused on fulfilling that need. What would you be able to spend that free time on? What would have to happen in order for that need to be completely irrelevant to you?

Go ahead, close your eyes now, come back to me when you're done.

Are we back? Good!

So, how was it? What was your life like? What were you doing instead of working to fulfill that need?

Now, how would you feel about someone who made it their life's work to do just that, to obliterate your most important need from the face of the planet?

You'd probably think pretty highly of them wouldn't you? Would you want to help them even?

Although we each have a different idea of Utopia, there are only so many needs so there are others who have the same need at the top of their priority list as you do. These are your people, your tribe! They'll understand you like nobody else. They'll get your vision!

This is really where everything we've discussed will come together. Remember back at the beginning of the course where we discussed whether you were one of the happy ones? We discussed how finding activities where you *found your flow* increased happiness, productivity and success. Then we worked on discovering our own personal prioritization of needs, beliefs, and values. Now we can put all of that understanding to good use to ensure that we truly are working on something that matters to us personally. Because when we're working on something that matters to us we work longer, harder and happier on it, and as we've learned we are almost certainly more successful at it too.

Have you ever purchased something from a salesperson who clearly didn't have the same needs that you do? Maybe you purchased a vehicle from someone who doesn't have to worry about toting around a brood of children, or perhaps you've purchased some fitness equipment from someone who clearly wasn't at the same level as you were and didn't understand your particular needs. I had this happen when I was searching for a new computer for work. The teenage kid who was helping me was selling me on the processing power that would be great for gaming. Now, don't get me wrong, I love killing the infected in an apocalyptic wasteland, but not on my work computer!

This illustrates the importance of discovering your own prioritization of needs. Obviously the teenager working at the computer store had a different prioritization than I did. His Utopia was not on the same island as mine. We weren't part of the same tribe.

Welcome to Your Fantasy Island

Mama always said "*Just be yourself, people will like you for who you are!*" and while we all learned that that wasn't always the case, there is a nugget of wisdom in there too. It's so much easier to just be yourself, the effort required to be something you're not is exhausting and chances are not that pleasurable either. Attempting to fit into a crowd not naturally your own to fulfill your belonging need can often suck all the time and energy that would be better spent on fulfilling your other neglected needs. You'd be better off finding your crowd, the one where your beliefs and values are theirs, where your idiosyncrasies are the norm, the one where you can be yourself.

Now, let's flip that around for a moment. Let's take a "*if you build it they will come*" look at things. This is your island. You are the chief. You get to decide what's important to you and your people. Your needs will be their needs, or they can find another island; because in a Utopia, there's no arguing, just happy people working toward a common end. Your fantasy island will be their fantasy island and they will feel at home.

This island will eventually become your Utopia, but we're not quite there yet. We've still got a long way to go before our most important need is eradicated. But for now, we'll settle with having a tribe of like-minded individuals who care about the same things and are happy to work together toward achieving the vision.

Are you starting to get a glimpse of your tribe yet? They're the ones who share your needs prioritization, who have similar beliefs and values, and could easily live their lives according to your virtues. They may not share all of your personality traits, that'd be weird (*a whole island populated with clones?*); but you do have some commonalities and the ones that you don't fully share will come in handy in a variety of situations.

There Can Be Only One – A Highlander's Guide to Your Company's Vision

Remember when we were discussing whether or not there are such things as purely altruistic acts and I said that you will have to make decisions to take a side, to make a stand, to be an advocate?

This is that time.

You must make the choice to make it your life's work to eradicate one particular need from the face of the planet.

I can hear some of you now...

"Wait?! What?! No, no, no! I didn't sign up for this?! I just want to start a company, sell some stuff, and make some money to fulfill my own needs. I don't wanna tackle the task of eradicating anything from anywhere!"

Let's just assume for a moment that you did in fact make it your life's work to eradicate a need from the face of the planet...what would that mean for you?

Firstly, you would have one hellavu goal! Good for you!

In their book *Built to Last* Jim Collins & Jerry I. Porras discuss the importance of Big Hairy Audacious Goals. In their research, those companies who continuously strove to achieve daunting challenges discovered that these goals were a powerful mechanism for stimulating progress and were able to outlast their competitors who weren't so audacious. They also tell us about those companies who strove to strictly adhere to their principles above profit. They found that the most visionary companies in their study had core ideologies beyond simply making profits which in turn produced more success than their ideology-lacking peers.

When you're seeking to eradicate a need from the face of the planet, that's definitely a Big, Hairy, Audacious Goal, it's also one that should help to stimulate progress for many years to come. Chances are your current products or services won't eradicate a need entirely, and most likely your next won't either; but perhaps someday...

Eradicating a need is also a fairly ideological purpose. It's something that people who share your ideal can really get behind. You'll be able to use this story to help draw other likeminded people to your cause - be they customers, employees or strategic partners. It's become the glue that bonds your tribe together.

Just as when we discussed how the Apollo Space Program was motivated by fear, yet a fantastic example of accomplishment through adversity; it was also a big, hairy, audacious goal that had idealistic principles. It was the purpose, not just the goal that motivated those 400,000 employees and 20,000 strategic partnering organizations, not to mention the taxpayers who were footing the 24 Billion dollar price tag! They were able to tell the story of, not just the goal itself, but the ideological purpose behind the goal; and *that* was the motivating factor.

But you might be saying that going to the moon isn't a basic human need; and you'd be right, somewhat. As we discussed, the space program was fueled by a fear that the Soviets were going to get there first which would give them the ability to launch missiles from space and therefore military superiority. That is a security concern. Kennedy also called upon the American's pioneering spirit to go forth and discover which fulfills one's cognitive need for knowledge and understanding.

Everything we do is rooted in a basic human need, and oftentimes every action we take can fulfill more than one need. By going to a musical performance we are fulfilling our need for culture, which can be reduced to a need for beauty or esthetics. We often attend these types of events with someone else and that fulfills our need for belonging, as does our ability to talk about it the next day with our likeminded friends and coworkers. Robert C. Cialdini would also tell you that attending a popular sold out event initiates the *Scarcity* principal of persuasion which would then fulfill your esteem need as you chat with those friends and coworkers who were unable to attend. They simply want to touch a piece of the magic through you!

Although each and every action we take has the potential to fulfill more than one need, by choosing to eradicate a single need from the face of the planet, you're giving yourself and everyone else an ideology to get behind which helps them stay motivated when times get challenging. Everyone knows the most important goal and its reason so that they can conduct their actions accordingly. It helps to focus everyone on one singular goal rather than being forced to choose which takes precedence at any moment.

Having the singular task of eradicating a need, rather than merely providing your specific product or service, gives you endless innovative opportunities that will help to keep your company fruitful for many years to come.

To illustrate, let's return to Henry Ford's dilemma when he said that his customers would have asked for a faster horse. Oftentimes, when we have a problem that needs a solution we can get stuck in the traditional ways of solving it as in "I need to get from point A to point B quickly" so we hop on our horse and wish we had a faster one. But, if we focus on finding ways to fulfill the underlying need we can often find a multitude of ways to accomplish it. Henry's solution was to remove the horse from the carriage and replace it with an engine and to find a way to make it affordable to everyone rather than just the societal elite. Fulfill a need - more effectively, more efficiently, and to as many people as possible. He was also quoted as saying that people could have his Model-A in any colour they choose, as long as the colour they choose was black! By providing his vehicles in multiple colours he would have raised the production costs and therefore would have had to make them more costly to buy and that would have reduced the number of people who could purchase one which was against his vision of a car for everyone. His vision wasn't to provide the most colourful array of transportation; it was to provide an affordable mode of transportation.

Fast forward 100 years and we have many companies providing vehicles for the masses. Unfortunately, each of them has split their resources on fulfilling a multitude of needs; which brings up a unique conundrum. Vehicles now have a variety of need fulfilling features: there's the all-important safety rating, the powertrain and horsepower, the fuel efficiency, the style, and the comfort. Each company is busy attempting to be all-things-to-all-people. Remember when the name Volvo was synonymous with safety? They were on to something, then. They weren't the prettiest vehicles, they weren't the fastest but they were the safest! Today, as each company attempts to be all things to everyone we see thousands of recalls each year because of defects in features that weren't focused on as well as they might have been. Might they be better off focusing their efforts on fewer areas helping to ensure that they fulfill one need well before expanding into too many areas?

What's more is that in those 100 years we haven't seen that much of a change in personal transportation. We've seen some advancements to the vehicle such as making them from lighter materials which increases fuel efficiency, and the use of more environmentally friendly fuels; but not much has changed to propel man forward, pun intended. We're still only thinking about "a faster horse". I wonder what would have happened if one of the vehicle companies continued to consider the question of "how can we move from point A to point B more effectively and more efficiently" rather than simply making the *vehicle* more effective and efficient.

Roy Williams reminds me of this every time I read his book "*Secret Formulas of the Wizard of Ads*" in which he describes courageous companies willing to take the chance to be known for one single category. He reminds us how companies like Toys R Us, Starbucks Coffee and Kentucky Fried Chicken refrain from expanding into wider categories of offerings (providing additional needs in Ethoscentric terms) while focusing on being the leader within their category.

Marketing too becomes a lot easier too when you're continuously striving to demonstrate one simple message. Instead of having to spend a great deal of effort and money telling people that your vehicle is the safest, the most fuel efficient without sacrificing speed and hauling power, while being a surprisingly comfortable and stylish mode of transportation; you can simply spend all of your money and effort continuously extolling your one single vision to as many people as possible.

If aesthetics matter to you, make fine looking transportation devices. If you're all about efficiency (self-actualization) make the fastest mode of travel on earth. If you're one who believes that safety is of the utmost importance, continually find a way to move people in such a way that they'll never be harmed while doing so. If you're all about living an exciting life (peak experiences is a self-actualization need too) find a way to make personal conveyance as exciting as possible. And then tell the world your company fulfills that need and only that need.

Continuously reminding yourself that your job is to eradicate that need will also help you to consider alternative products and services. Perhaps you would have realized that horses and carriages weren't necessarily the fastest possible mode of transportation and would have imagined replacing the horse with a motor. And perhaps your company might have already come up with an alternative to the automobile by focussing on human transportation rather than improving the horse, buggy or car.

For Whom Will You Be An Advocate?

The Bill & Melinda Gates Foundation have made some pretty big, hairy and audacious goals. They have made it their mission to eradicate both malaria and polio; and they believe that they can get it done within a generation. The foundation itself has invested billions. They have since been able to get the Oracle of Omaha Warren Buffet involved who has now donated billions and the foundation continues to work with pharmaceutical companies and health organizations around the globe in an effort to see their vision a reality.

In 2012, India was declared polio free. It is believed that there are only 3 other countries still suffering from widespread cases: Nigeria, Afghanistan and Pakistan.

By simply declaring their big, hairy audacious goal, and demonstrating their commitment to making it a reality they have been able to get others involved and now there is a good chance that their vision will be a reality.

But these eradication goals are simply secondary to the foundations main objective; according to the website the foundation, "guided by the belief that every life has equal value/works to help all people lead healthy, productive lives".

Based upon their beliefs, focused on providing basic needs; it's simple, and motivating.

However...In my mind they're splitting their resources and effort on two needs and one will always be neglected. To me, they'd be more successful by focussing on one need, health OR productivity.

I'm not sure that this needs to be stated, but just in case I will say it anyway...You suck at multitasking!

If you think you're good at it you're actually suffering from two cognitive heuristics called the Illusion of Confidence and Inattentional Blindness. Inattentional Blindness means that while we are focussing on one task, we completely ignore or miss other stimuli, (remember 11 million bits of information available but we can only process about 60 bits?) this is why you suck at multitasking. Your brain needs to focus on the task at hand and that crotchety old bastard is always using up some of your cognitive processing watching for security risks and ways to get you to give him what he wants. The Illusion of Confidence is a tendency to think we're fantastic at things when really we're not. We'll learn more about these and other delusions in our course Psychological Factors on Decision Making, but for now, focus right here when I tell you...You suck at multitasking, so stop.

The same can be said about your company. Why split your attention and resources across multiple needs; just pick one and focus on it, you'll do a much better job.

So, let's get back to the Bill & Melinda Gates Foundation. While their purpose is a little expansive and they're spreading their attention and resources a little thin they are doing some things right. They've chosen to focus on providing their need (health) for a specific group of people - those suffering from malaria and/or polio – which again is splitting their efforts but we'll leave them be now, they're doing good work. They've chosen who they're going to advocate for, and just like The Body Shop advocating for animals and Amazonian nut gatherers or Patagonia advocating for the environment they know who their people are.

By considering yourself an advocate for a group of people rather than simply serving “everyone” you will have a more focused meaning behind the work you do. Have you ever noticed that people tend to donate more time or money to a cause when they know someone who is directly affected by it? When you can have a clear idea of who you are serving you'll be more emotionally attached to the work that you're doing and will be further pressed to continue when you face adversity. You'll also be better able to motivate others if they have an emotional attachment as well.

Who are your people? Who has the same needs that you have at the top of your prioritized list? For whom will you be an advocate?

Swiss Army Visions – The Problem with Multipurpose Missions, Mantras & Visions

Earlier we talked about the potential of any action to fulfill more than one need at the same time, and I'd like to touch on that a little bit more here. While it is possible to fulfill more than one need with our offerings, it doesn't mean that we are required to make each need a priority. Picking an apple and putting it in the basket on your table can make for a very nice esthetic arrangement; however it's primarily purpose is to fulfill our need for food!

Waltzing through the visions, mission statements, mantras and purpose statements of some of the top companies in the world I notice that many of them don't adhere to the definition of the words. They don't seem to have anything that is specifically identifiable with their company, and many of them are simply a collection of important sounding terms and personality traits.

- **Mission Statement:** a statement of your dedication to the mission, describing the purpose, and methods to be used in the mission's completion.
 - The main differentiator between a mission and a vision is it will take many missions in order to achieve your vision.
- **Mantra:** historically a word or phrase, an invocation used to aid concentration during meditation. For business purposes, it can be a phrase or statement used to keep your community focused/concentrated on what matters.
 - Use your mantra as an invocation to help keep people focused on achieving your vision.
- **Statement of Purpose:** a purpose is a reason, an intended result. In business, it is the intended result of your company's actions, or the reason for its being.
 - Achieving your vision *is* your intended result, and therefore your purpose.
- **Vision:** the faculty of sight, whether by the use of eyes or imagination. In business, it's the ability to envision an end result (purpose) of your actions/combined actions (mission).

In most corporate vision statements you'll find statements like *"to be the global leader (of products) in the (industry) field"*, *"to achieve superior value for our shareholders"*, and *"to be recognized and admired as a transparent, honest, inclusive company that upholds integrity, quality, creativity, efficiency, collaboration, and individuality"*.

Don't get me wrong, I'm not down on creating mantras, missions or purpose statements; I urge you to use any or all of them, as long as they're meaningful and help to motivate your community towards achieving your vision.

This is why it's very important to create your vision statement first. All your purpose, mission, and mantra statements will reflect your dedication to making your vision a reality.

"To all that come to this happy place: welcome. Disneyland is your land. Here age relives fond memories of the past, and here youth may savor the challenge and promise of the future. Disneyland is dedicated to the ideals, the dreams, and the hard facts that have created America... with hope that it will be a source of joy and inspiration to all the world."

That's the inscription on the plaque at Disneyland, it clearly states the company's dedication to its purpose of fulfilling (or at least temporarily alleviating) the world's needs for joy and inspiration resulting from what is known to be Walt Disney's mission for his company: To make people happy.

Maslow might say that "being happy" is a peak experience and therefore an actualization need!

Today, the Walt Disney Company's mission statement reads a little differently:

"The mission of The Walt Disney Company is to be one of the world's leading producers and providers of entertainment and information. Using our portfolio of brands to differentiate our content, services and consumer products, we seek to develop the most creative, innovative and profitable entertainment experiences and related products in the world."

While I don't mean to dump on all the intelligent people who worked hard on creating a mission statement that helps all of their stakeholders feel comfortable about where the company is going, I simply don't feel that this statement is as meaningful or motivating to the entire organization as *"to make people happy"*.

"If your life's work can be accomplished in your lifetime, you're not thinking big enough."
– **Wes Jackson**

I love this quote because it calls you to think broader, farther.

While many companies today are looking to create 100-year business plans in an attempt to ensure their company's future, it can become difficult to understand what changes will occur or what innovations will be discovered that may affect these planned outcomes.

While most vision planning strategies would have you *imagine* what your company will look like in years to come, how many employees it has, what sort of growth it has experienced, what type of products or services you'll be offering etc., it's difficult to envision these things without a clear reason for having them.

I will build a car for the great multitude. It will be large enough for the family, but small enough for the individual to run and care for. It will be so low in price that no man making a good salary will be unable to own one. – Henry Ford

*“For the first 25 years of the company (Microsoft), It’s (vision) was a personal computer on every desk and in every home. And it was a very good vision; very rare for a company to be able to stick with something like that for 25 years. The mission statement we have now is empowering people through great software anytime, any place and on any device.”
– Bill Gates*

Two of arguably the greatest company’s - Ford and Microsoft - had clear visions. Unfortunately they weren’t far reaching enough. Henry Ford was able to do just as he wanted, he created a vehicle that most families could afford and care for and Bill Gates can pretty safely say that his original vision has or very nearly has been realized.

Had Henry Ford’s vision been something along the lines of *reliable, cost-effective, easy to maintain transportation* then the vision for the Ford Motor Company need not ever change until people can reliably and cost effectively teleport themselves from one place to another while having the aptitude to repair the transportation device themselves! As for Microsoft, I believe that their newer vision is much closer to the mark – *empowering people with software*.

Let’s return to the idea of eradicating a need from the face of the planet.

I believe that a vision of a world without a particular need is much easier to get behind than “*to achieve superior value for our shareholders*” or “*to be the global leader (of products) in the (industry) field*” for everyone: employees, strategic partners and customers.

Imagine if the Disney vision was to eradicate unhappiness from the earth. They’d never run out of options for creating products and services that alleviate that need and I’m fairly certain that they’d have work for more than 100 years. Additionally, their employees, strategic partners and certainly their customers would definitely find motivation in those words.

If Microsoft didn’t pigeonhole themselves with the mention of “software” and simply went with “empowering people” they too would never have to worry about running out of options for products and services, and they wouldn’t have to fear the potential and most likely eventual end of the software industry.

Does anyone remember cameras that used film? Kodak pigeonholed themselves into being “the provider of film” and although they were one of the first companies to create a digital camera, they neglected to see that their real purpose was to provide memories (a cognitive need for meaning?) and have since become part of marketing memory themselves.

Oh no! We Wore the Same Vision to the Party!

Just as when we discussed that there are only so many needs, there are bound to be others out there who have the same needs at the top of their prioritized list as you; there are bound to be other companies who will want to eradicate the very same needs as your company. But does this mean that you should gather yourself up and leave the party? No.

As we've journeyed through this course we've discovered a variety of things about ourselves. Some things that make us the same as others, and yet more that make us different. While the chance of having the exact same needs prioritization as someone else in a world of 8 billion people is possible, there will be fewer that will start a business in your category. By adding your beliefs, values and personality into the mix you will quickly find that your uniqueness factor has just risen significantly.

This means that while you may find someone else who serves the same need as you, you will have a different belief and value structure based on your own personal life experiences, and your personality will further help differentiate you from "competitors".

There are thousands of grocery store chains in the world all providing the very basic of human needs, food; and many of them are thriving. By using their beliefs, values and personality they can each differentiate from one another and bond with their unique loyal customers.

Go Forth And Eradicate!

Eradicating unhappiness, helping people achieve their potential, enabling their ability to learn, eradicating loneliness, improving security; whatever you choose to fulfill or eradicate, if you are personally invested in it you'll be inherently more happy and successful and naturally draw others to your cause.

Personally, I would encourage you to choose to eradicate a need over fulfilling one because a common enemy is always a great way to get people to work together and there is a psychological effect called *loss aversion* that describes our tendency to try harder to avoid a loss than to obtain a gain. By fulfilling a need for someone we've won, gained. By not eradicating their need we both lose. It seems unimportant, but it might just make a difference! You'll learn more about *loss aversion* in our course *Psychological Effects on Decision Making*.

The important thing is to stop thinking of your business as *King of the Hill's* Hank Hill did when he claimed that the company he worked for was "a provider of propane and propane accessories".

You don't merely provide tires, printer paper and ink, or manicures; you eradicate a need. Tires may be esthetic, safety or comfort. Printer paper and ink may help one look more professional and therefore fulfill their esteem need, or it might just make their documents look better and therefore be simply more aesthetically pleasing. A manicure can also be aesthetic, or esteem, or perhaps even belonging if all of your friends are going to the salon on Saturday.

Although at first it may be difficult to look past the surface benefits of your products and services, to discover the basic needs they fulfill, it should now be easier for you to discover the wide variety of needs each of your offerings provide. By choosing a need that resonates with you personally (i.e. your personal needs prioritization) will help you create a vision of the future without that need, which you can share with your community to create a stronger bond with them.

When you've done that, *Go Forth and Eradicate!*

But first...

I'm Not Sure if You're Aware...



But Your Purpose is Showing!

In his book *Start With Why: How Great Leaders Inspire Everyone to Take Action*, Simon Sinek describes the race towards the birth of manned flight. The first contestant was Samuel Pierpoint Langley - a senior officer at the Smithsonian institute, astronomer, physicist, and mathematics professor. His competition was 2 brothers who were bicycle retailer/manufacturers who didn't have a formal secondary education.

Langley was given a \$50,000 grant from the war department to fund his project and he had a veritable dream team to help him full-time. The Wright brothers had no funding (beyond their own), no high-level connections, and no team of experts, just interested friends to help on their free time.

How did the Wright brothers fly first while Langley languished?

Sinek believes that it was because they started with “why”. Their passion and priorities were infectious. They were able to gather interested parties around them and inspire them simply based upon their passion for their purpose.

We chatted before about how you see your work whether it's a job, a career or a calling can greatly affect your happiness. When you feel that you're working at your calling you have a sense of purpose that drives you above and beyond the need for recognition or remuneration.

You've probably been able to sense when someone was less than enthusiastic to help you. It may have been on the phone with a customer service representative, or asking a sales associate for information on a product or even at the checkout at the grocery store. Some people just give off a vibe of “I'd rather be anywhere than here – helping you - right now”. Other times you may have actually picked up on someone's enthusiasm and felt yourself getting excited about something simply by being in their presence and listening to them talk about it. Somewhere in the middle of these two scenarios are those that are excited to help you, but not for your reasons but for their own. You can tell when a company is thinking more about their monthly quota than your needs. They're the ones who are selling you on the benefits and features of a product or service regardless of the fact that you've told them – twice – what you're really looking for.

The fact is that your intentions will always shine through and when you're not working at your calling, when you're not urged on by a sense of purpose, it will be noticed.

This is why I have had you focus so much on yourself in this course. Although this is a business course, we must first discover whether you are truly in the right business or not because if you're not, you won't be as successful as if you were.

After you've found your calling things get a lot easier. You'll be driven to provide a need, others will be able to sense that you truly care about helping them which will help you gain recognition and they'll happily pay you to continue to help them.

Fame, Fortune & Philanthropy; the three F's of Business

Copywriter, writer and business consultant Roy H. Williams taught me that a company has only 3 purposes: to make a difference, to make a name for themselves, and to make money.

Which brings me to another common reason for a company's failure...

If your main priority for being in business is to simply make money – you will fail.

That's right, I said it! I've taken a stand, and I will not budge.

The reason that companies with the sole purpose of making money fail is human nature. People gather in tribes to help one another meet our needs, and when an individual begins to take more than they give they are shunned and eventually exiled from the group.

This, again, is why it is so important for you to find your calling. Otherwise, the pull to simply fulfill your own needs by purchasing them with the money you earn becomes the priority. If you aren't focused on fulfilling a need you are risking exile every day.

Okay, I'll get down off my soapbox now and tuck it away...there we go.

A "purpose" is a reason for toiling at a task, a desired outcome. As we've discovered, everything we do has a basic need at the core. Therefore a purpose is essentially to fulfill a need.

Just like an individual, your company has needs. Because it is a collection of individuals it doesn't necessarily need the basics like air, water and food; however if you're not letting employees take a lunch, chances are you'll find them pretty cranky near the end of the day, if not comatose! But your company does have many of the other needs that individuals do. Things like security – a location, money for wages, standard operating hours and procedures etc. A company requires employees, customers and strategic partners (belonging). I'm sure you'll want some sort of esteem with your customers and business community. We all want our companies to succeed which is essentially self-actualization.

When we look at our company's basic needs we can combine them into those 3 categories that Mr. Williams suggests. Esteem and belonging definitely fit into the "make a name for yourself" category. Making money will surely help you with your security needs. In order to self-actualize you'll need a little help from your friends acquired through making a name for yourself, and of course money doesn't hurt here either. Making a difference will help take care of your transcendence needs. Cognitive needs can either be acquired by using money or your connections, and when you're company needs a facelift to feel more beautiful (aesthetic) you'll need some cash.

Attempting to keep track of each of your company's needs constantly will get a little difficult. During any week you're going to be working on a variety of tasks including revamping process documents, creating advertising campaigns, researching potential new products and services, building and fostering strategic partnerships, implementing new production processes, and the list goes on.

Just as our own personal needs prioritization will change from time to time, your company will have times where it can't work on everything all at once and will have to prioritize its needs and allocate it's time and resources accordingly.

This is where Fame, Fortune and Philanthropy come in.

Fame, Fortune and Philanthropy are simply a more phancy and alliterate way to say make money, a name and a difference. But they truly are a great way to categorize your company's prioritization of needs, its purposes.

Two Out of Three Ain't Bad! (why you only get to prioritize the 2nd & 3rd)

As I said before, fulfilling a need for the group is our cost of admission so it is non-negotiable. Philanthropy must always be priority number 1. Cause if you aren't helpful - your name is *Dirt* - and nobody will be eager to pay you.

After Philanthropy, feel free to prioritize Fame and Fortune any way you feel necessary. In fact, it will often be situation specific. If your company is new you may want to work on Fame, cause if nobody knows about you, nobody's buying. Working on acquiring Fame also comes in handy when you're introducing a new product or service. If your product or service is nearing the end of its life cycle you may want to begin to focus on discovering ways to increase your Fortune so that you can work on research and development. Fortune will also help when you want to increase your Fame. Expanding into new markets requires that you build your Fame in that new area and that takes advertising dollars.

As I said at the beginning of the course, your company must focus on fulfilling a need – more effectively – and more efficiently – to as many people as possible – until the need is eradicated.

- Fulfilling a need is Philanthropy
- Doing it more effectively & more efficiently requires Fortune
- To as many people as possible requires Fame

Let's start with where your company is right now. Do you feel that you need more Fame or Fortune?

Prioritize your company's 3 purposes below in order of immediate importance.

1	TO MAKE OUR VISION A REALITY - Philanthropy
2	
3	

Whenever you are strategizing a new project you should look to define which purpose it is serving. Or, when you feel that you need to achieve one of these purposes, you can choose projects that will achieve it most effectively. We'll discuss the particulars of how to use your three purposes in our Offerings and Strategy courses, but for now simply understanding that your company has these three purposes that each help your company achieve its ultimate vision, and using them strategically will set you well on the road to success.

Putting it all Together



Demonstrating Your Ethos

By this point you should have a prioritized list of personal human needs, a selection of firmly held beliefs, and a list of values you believe are well worth the time spent on them. Just having these defined should provide you with an understanding of what is important to you in your personal life, but they can now also be used to help guide you to be happier and more effectively productive in your professional life as well.

You may have even combined your beliefs and values into a list of virtues you can use to guide your company's day-to-day decisions and actions. You should have some of your personality traits you wish to pass on to your company and perhaps some admirable traits which you'd like to acquire and employ. Finally, you should have a need that your company is dedicated to eradicating that will serve as your ultimate vision. You also have three purposes that can be strategically implemented to help you achieve your vision.

You now have your ethos. You now have what it takes to be Ethoscentric.

Now What?

Now that we've defined our ethos, we'll have to ensure that we document it so that we can refer back to it from time to time to help keep us motivated and focused. Moving forward, we need to look at ways that we can demonstrate our ethos in such a way that we can draw other like-minded people to our cause. To do that, Ethoscentric Marketing will offer an entire host of courses to help you do just that.

I would personally suggest completing each course in the order you find them below, but if you feel that you must attend to your company's immediate purpose prioritization then by all means, choose the course that suits your needs best right now.

Forthcoming courses will be available on the following subjects: Branding, Offerings, Community, Strategy, Systems & Checklists, Messaging and Psychological Effects on Decision Making.

Here's how each of the ethos elements will be applicable in these courses:

Branding Course

In our Branding course we'll learn how to promote the feeling that arises when our chosen need is fulfilled. We'll learn to harness the powers of the senses to create a consistently complete experience for everyone who comes in contact with our company. We'll Discover, Develop and Define a complete set of sensory triggers, and then Document them to make sure that everyone at our company is Demonstrating them at every touch point in an attempt to Draw others to our cause.

Vision will definitely play a role in the Development of your visual sensory inputs. You'll want to use images that convey the utopian world when your chosen need is eradicated. Every experience is a complete sensory experience so your Vision can also help you to Discover what other sensory inputs to use. What scents, sounds, textures, and tastes can help you to convey the overall feeling of what life will be like when your need is eradicated?

Your beliefs and values will help guide you in deciding the overall feeling you want to convey, and therefore the sensory inputs that you'll use to induce this feeling. For example, many people believe that sex sells, while others don't feel that it's proper to use these types of sensory inputs to convey their company's message. You'll learn to let your beliefs and values guide you, it will help to make sure that you can honestly live your company's brand.

Your personality will definitely play a part in your Brand. Much like in your personal life, your personality helps dictate how you present yourself to the rest of the world; there is absolutely no difference with your company. Your personality is also a big part of what draws others to you; by infusing your brand with your personality, you'll be able to draw likeminded people to your cause. Your choice of colours, clothing, the words you use, your demeanour, everything will be influenced by your unique personality.

As we discussed, your true purpose will always shine through. Whether it's to raise funds, expand the awareness of your company's name, or to rid the world of a particular need, if your purpose is infused in your branding there can be no room for error in the perception of your purpose.

Offerings Course

Offerings is the term that Ethoscentric Marketing uses to describe our products and services. In this course we will Discover the wide array of potential offering opportunities for your company. We'll Develop and Discover which offerings suit your company towards alleviating your chosen need.

Your vision will be the main driving force behind which offerings you provide, and which innovations you work to create because each product and service will help you alleviate your chosen need temporarily; more effectively – more efficiently – to as many people as possible, until such time that you can eradicate it.

Your beliefs and values will help you decide which offerings you'll provide and which innovations you work toward creating. Much like the Patagonia story, your beliefs and values will help guide you in what you offer and how you go about procuring, producing and distributing these offerings.

Whether you're a fan of features or a person who believes in simplicity, someone who revels in practicality or luxuriously lavish; your personality will emanate throughout your choices of offerings. By documenting what traits you want your company to exhibit you'll have a set of guiding principles that you can use to help you choose the offerings to provide.

Depending on your purpose prioritization at any given time, they will have a hand in the Offerings you provide. While some offerings will help to increase the awareness (Fame) of your company, others will help to increase funds (Fortune), and as we've learned – ALL must work to fulfill your chosen need.

Community Course

Humans are social creatures. We gather together in a community to help each other fulfill life's needs. Oftentimes it's not only our needs, but our common beliefs and values that help bind us to each other. In our Community course we'll Discover exactly who our community is, how to Demonstrate our beliefs and values in order to Draw those like-minded people to our cause as employees, strategic business partners and customers.

By sharing our vision, we can help others to understand the importance of eradicating our chosen need; our *Why*. Those who feel the same way will want to either better their lives by fulfilling that need by purchasing our Offerings, or join the cause as employees or partners to help see our vision become a reality. We'll learn the different ways that we can Demonstrate our dedication to our vision to help make sure our community fully understands our vision and its importance.

Everyone needs to feel a sense of purpose, in our Community course, we'll learn how important Documenting our purpose truly is as we seek to ensure that everyone understands their importance within our company's overall purpose so that we consistently Demonstrate it and help Draw others to our cause.

Strategy Course

Having a vision and a purpose is one thing; knowing how to achieve them is something else entirely. The Ethoscentric Marketing Strategy course is all about learning to create a plan, for anything. We'll Discover a variety of different strategy models and learn to repurpose these steps to create strategic plans for anything and everything you may need.

In this course we'll learn how other companies let their Beliefs & Values direct strategy at their company and how we can Develop ways to let ours guide us.

If Vision were a destination, strategy is the map of your route. You really can't have a strategy until you know your intended outcome, so these two are co-dependant. We'll Discover the variety of strategy styles and begin to create a roadmap towards our destination, creating corrective waypoints along the way.

Reserved or flamboyant, cautious or a risk taker, your personality will guide your strategy decisions. Understanding your personality will help you decide which strategies are best to Demonstrate a consistent set of trait(s).

The way you prioritize your purposes will definitely have an effect on the strategies you employ. By learning a variety of strategy methods you'll be able to create strategies that help you achieve your company's purposes.

Systems & Checklists Course

Just as Henry Ford understood, systems produce consistent results; and many industries such as the airline or medical professions use checklists to ensure that they complete each necessary step. We'll Discover a variety of different business related systems and seek to deconstruct them so that we can learn to create our own systems complete with checklists so that everyone in your company can simply and consistently Demonstrate your ethos.

Your beliefs and values will help to Define what is important within the systems your company employs as well as the reminders you use on your checklists to ensure consist results.

Your vision is simply the way we will be able to measure our systems. Asking "does this help us fulfill a need – more effectively or more efficiently to more people?" will help us understand whether we're on the right track.

The systems you employ should reflect your company's personality. We'll look at examples of how companies have used their personality to help shape the systems they employ. Then we'll look at how you can incorporate your chosen traits in your company's systems and checklists.

Depending on which purpose is more important at any moment, it'll affect which systems you employ; learning a variety of different systems will help you to create a tailor made system that can reflect your ethos as well as helping to attain your purpose priorities.

Messaging Course

Messaging will be a very big part of the Demonstration phase. In this course we'll Discover the many options available for interactions with your community, how to craft your messages to help share your ethos while fulfilling your purposes at the same time.

Sharing your Beliefs & Values is just intelligent relationship advice, we'll look at ways you can use your messaging to not only share your beliefs and values, but hopefully get others to act on their beliefs and values.

Describing your Vision will go a long way toward Drawing people to your cause. Not just simply describing the benefits your Offerings provide, but the end your company's offerings strive for. We'll learn how to incorporate your vision into your company's living autobiography.

In order for your messaging to be believable, it's got to reflect your company's Personality. We'll learn how to incorporate your company's personality into all of your company's messaging, not just the Super Bowl commercial!

You often see messaging that describes a company purpose, but it's rarely as well thought out as the Vision that you've created. We'll look at how we can use messaging to help us achieve each of our purposes, and we'll also see if we can actually use our purposes as messages in the hopes that people will be drawn to the cause.

*This is all a Lot of
Flippy Dippy
Do-Goodyery*



But Will It Work?

Oftentimes people attempt to avoid a whole lot of *touchy feely* discussions and I understand how this can be coming across as a whole lot of hippy-dippy do-goodery; I too am a sceptic at heart. But rest assured that this and each of the other Ethoscentric courses has been the result of many years of research into successful businesses and their practices. I myself have been studying these topics for years, and the information that I have gathered was compiled by those professionals who have spent years within their own fields of study.

This brings me to my last piece of knowledge for you.

As in all educational endeavours, all scientific endeavours, and all business endeavours; innovation requires testing. Taking the knowledge that we've learned from those who have come before us, hypothesising how we can improve on it, devising and implementing experiments to test these hypotheses, recording the results and then creating and testing new hypotheses against these results.

In each and every Ethoscentric course I will encourage you to test everything.

I encourage you to start now. Take what you've learned from this course and begin to test the hypothesis that by leading with your Ethos you will be happier, more effectively productive and more successful.

I am confident that you will find that it will work, and I welcome any and all feedback so that I may continue to build upon your results to innovate more effective and efficient offerings in order to achieve my vision of a world where no company need face the prospect of an 80% failure rate.

I'm here if you need me,

Christopher Wait

My Company's Ethos Worksheet

Your Personal Needs Prioritization

You can use the list of needs in the Appendix to create your own prioritized list of fundamental needs

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	

Now, considering your work, or company; what might be your customers' top 3 needs?

1	
2	
3	

Now, define your company's most important need. The one that they will work to eradicate.

1	
---	--

Beliefs (Here is where we list as many beliefs we can for each prompt, we'll narrow/define them later)

I Am	
I Am Not	
I Expect	
I Don't Expect	
I Deserve	
I Don't Deserve	
People are	
People are not	
People expect	
People don't expect	
People deserve	
People Don't Deserve	

Customers are	
Customers are not	
Customers expect	
Customers don't expect	
Customers deserve	
Customers don't deserve	
Employees are	
Employees are not	
Employees expect	
Employees don't expect	
Employees deserve	

Virtues (What virtues do you want your company to live by?)

Personality Traits (What personality type are you? What traits/type should your company have?)

Vision (What Fundamental Need will your company ultimately be responsible for eradicating?)

To Eradicate		from the face of the planet
---------------------	--	------------------------------------

Purpose Priority (Fame or Fortune? Which matter more at this point in time?)

1	TO MAKE OUR VISION A REALITY
2	
3	

My Company Ethos

Vision (What Fundamental Need will your company ultimately be responsible for eradicating?)

To Eradicate		from the face of the planet
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Purpose Priority (Fame or Fortune? Which matter more at this point in time?)

1	TO MAKE OUR VISION A REALITY
2	
3	

My Company's Beliefs

My Company's Values

Virtues

Reference & Recommended Reading

Books

Personal Success

- **Napoleon Hill**
 - ["Think and Grow Rich"](#)
- **Dale Carnegie**
 - ["How to Win Friends and Influence People"](#)
- **Zig Ziglar**
 - ["Secrets of Closing the Sale"](#)
- **Tony Robbins**
 - ["Awaken the Giant Within: How to Take Immediate Control of Your Mental, Emotional, Physical and Financial Destiny!"](#)
 - ["Unlimited Power: The New Science Of Personal Achievement"](#)
- **Rhonda Byrne**
 - *The Secret*

Happiness

- **Mihály Csikszentmihályi**
 - ["Flow: The Psychology of Optimal Experience"](#)
 - ["Good Business: Leadership, Flow, and the Making of Meaning"](#)
- **Sonja Lyubomirsky**
 - ["The How of Happiness: A New Approach to Getting the Life You Want"](#)
 - ["Myths of Happiness : What Should Make You Happy, but Doesn't, What Shouldn't Make You Happy, but Does"](#)
- **Shawn Achor**
 - ["The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work"](#)
 - ["Before Happiness: The 5 Hidden Keys to Achieving Success, Spreading Happiness, and Sustaining Positive Change"](#)
- **Daniel Gilbert**
 - ["Stumbling on Happiness"](#)
- **Rick Hansen**
 - ["Hardwiring Happiness: The New Brain Science of Contentment, Calm, and Confidence"](#)
- **Jonathan Haidt**
 - ["The Happiness Hypothesis: Finding Modern Truth in Ancient Wisdom"](#)
- **Matthieu Ricard**
 - ["Happiness: A Guide to Developing Life's Most Important Skill"](#)

Human Needs

- **Abraham H. Maslow**
 - ["Motivation and Personality"](#)
- **Manfred A. Max-Neef**
 - ["Human Scale Development Conception Application and Further Reflections"](#)

The Human Brain/ Memory

- **John Medina**
 - ["Brain Rules: 12 Principles for Surviving and Thriving at Work, Home, and School"](#)
- **Daniel Coyle**
 - ["The Little Book of Talent - 52 Tips for Improving Your Skills"](#)
 - ["The Talent Code: Greatness Isn't Born. It's Grown. Here's How."](#)
- **Benedict Carey**
 - ["How We Learn: The Surprising Truth About When, Where, and Why It Happens"](#)
- **Peter C. Brown and Henry L. Roediger III**
 - ["Make It Stick: The Science of Successful Learning"](#)
- **Malcolm Gladwell**
 - ["Blink: The Power of Thinking Without Thinking"](#)
 - ["Outliers: The Story of Success"](#)
- **Charles Duhigg**
 - ["The Power of Habit: Why We Do What We Do in Life and Business"](#)
- **Jeremy Dean**
 - ["Making Habits, Breaking Habits: Why We Do Things, Why We Don't, and How to Make Any Change Stick"](#)
- **Carol Dweck**
 - ["Mindset: : The New Psychology of Success"](#)

Beliefs

*See Biographies

Values

- **John DeLamater & Amanda Ward**
 - ["Handbook of Social Psychology"](#)
- **Psychology Simon Sinek**
 - ["Start With Why: How Great Leaders Inspire Everyone to Take Action"](#)

Willpower

- **Roy F. Baumeister & John Tierney**
 - ["Willpower: Rediscovering the Greatest Human Strength"](#)
- **Kelly McGonigal**
 - ["The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It"](#)

Personality

- **Gerald Matthews, Ian J. Deary & Martha C. Whiteman**
 - ["Personality Traits, Third Edition"](#)
- **Isabel Briggs-Myers & Peter B. Myers**
 - ["Gifts Differing: Understanding Personality Type"](#)
- **Theodore Millon, Melvin J. Lerner, Irving B. Weiner**
 - ["Handbook of Psychology, Personality and Social Psychology \(Volume 5\)"](#)
- **David Keirsey**
 - ["Please Understand Me II"](#)

- **Carl Jung**
 - ["The Red Book"](#)
 - ["Collected Works of C.G. Jung, Volume 6: Psychological Types"](#)

Psychology

- **Daniel Kahneman**
 - ["Thinking, Fast and Slow"](#)
- **Dan Ariely**
 - ["Predictably Irrational: The Hidden Forces That Shape Our Decisions"](#)
 - ["The Upside of Irrationality: The Unexpected Benefits of Defying Logic"](#)
 - ["The \(Honest\) Truth about Dishonesty: How We Lie to Everyone--Especially Ourselves"](#)
- **Christopher Chabris and Daniel Simons**
 - ["The Invisible Gorilla: How Our Intuitions Deceive Us"](#)
- **Leonard Mlodinow**
 - ["Subliminal: How Your Unconscious Mind Rules Your Behavior"](#)

Vision & Purpose

- **Jim Collins**
 - ["Good to Great: Why Some Companies Make the Leap...And Others Don't"](#)
 - ["How The Mighty Fall: And Why Some Companies Never Give In"](#)
- **Jim Collins and Morten T. Hansen**
 - ["Great by Choice: Uncertainty, Chaos, and Luck--Why Some Thrive Despite Them All"](#)
- **Jim Collins & Jerry I. Porras**
 - ["Built to Last: Successful Habits of Visionary Companies"](#)
- **Ken Robinson & Lou Aronica**
 - ["The Element: How Finding Your Passion Changes Everything"](#)
- **Ken Robinson & Lou Aronica**
 - ["Finding Your Element: How to Discover Your Talents and Passions and Transform Your Life"](#)
- **Tom Rath**
 - ["StrengthsFinder 2.0"](#)
- **Stephen Kaplan**
 - ["What You're Really Meant to Do: A Road Map for Reaching Your Unique Potential"](#)
- **Richard N. Bolles**
 - ["What Color Is Your Parachute? 2015"](#)

General

- **Tony Hsieh**
 - ["Delivering Happiness: A Path to Profits, Passion and Purpose"](#)
- **Roy H. Williams (Wizard of Ads)**
 - ["Secret Formulas of the Wizard of Ads : Turning Paupers into Princes and Lead into Gold"](#)
 - ["Wizard of Ads: Turning Words into Magic and Dreamers into Millionaires"](#)
 - ["Magical Worlds of the Wizard of Ads: Tools and Techniques for Profitable Persuasion"](#)
- **Steven Pressfield**
 - ["The War of Art : Break Through the Blocks and Win Your Inner Creative Battles"](#)
 - ["Do the Work"](#)
 - ["Turning Pro : Tap Your Inner Power and Create Your Life's Work"](#)
- **Susan Jeffers**
 - ["Feel the Fear and Do It Anyway"](#)
- **Clotaire Rapaille**

- ["The Culture Code : An Ingenious Way to Understand Why People Around the World Live and Buy as They Do"](#)

Influence

- Robert C. Cialdini
 - ["Influence: The Psychology of Persuasion"](#)
- Noah J. Goldstein & Steve J. Martin & Robert B. Cialdini
 - ["Yes!: 50 Scientifically Proven Ways to Be Persuasive"](#)

Biographies

- Henry Ford
 - ["My Life and Work"](#)
- Michael Barrier
 - ["The Animated Man: A Life of Walt Disney"](#)
- Neal Gabler
 - ["Walt Disney: The Triumph of the American Imagination"](#)
- Alice Schroeder
 - ["The Snowball: Warren Buffett and the Business of Life"](#)
- Richard Branson
 - ["Losing My Virginity: The Autobiography"](#)
- Emily Ross and Angus Holland
 - ["100 Great Businesses and the Minds Behind Them"](#)
- Fred Lager
 - ["Ben & Jerry's: The Inside Scoop"](#)
- Yvonne Choinard
 - ["Let My People Go Surfing"](#)

Marketing

- Philip Kotler
 - ["Principles of Marketing"](#)
- Philip Kotler and Kevin Lane Keller
 - [Marketing Management](#) (12-14 edition)
- Peter Ferdinand Drucker
 - ["People and Performance: The Best of Peter Drucker on Management"](#)
- Al Ries and Jack Trout
 - ["Positioning: The Battle for Your Mind"](#)

Articles, Workbooks & Academic Studies

Gallup, Inc.

- [Gallop Global Employee Engagement Survey](#)

Statistics Canada

- [Failure Rates for New Canadian Firms: New Perspectives on Entry and Exit](#)

Amy Wrzesniewski, Clark McCauley, Paul Rozin, Barry Schwartz

- [Jobs, Careers, and Callings: People's Relations to Their Work](#)

Shawn Achor

- [Harvard Business Review "The Happiness Dividend"](#)

Manfred Max-Neef

- [Development and human needs](#)

Nikos Mourkogiannis

- [Purpose: The Search for Strategic Alignment](#)
- [Purpose-Led Planning & Strategy Execution](#)
- [Using Purpose to Drive Innovation](#)
- [Thinking on Purpose](#)
- [Purpose: The Starting Point of Great Leadership](#)
- [The Search for Purpose](#)
- [Purposeful Leadership](#)
- [Purpose](#)

Scott Dinsmore

- [The 27 Questions to Find Your Passion Workbook \(PDF\)](#)
- [Find Your Why Workbook \(PDF\)](#)

Jim Collins

- [Vision Framework](#)
- [Jim's 12 Questions](#)
- [Good to Great Diagnostic Tool](#)

Do nine out of 10 new businesses fail, as Rand Paul claims?

- <http://www.washingtonpost.com/blogs/fact-checker/wp/2014/01/27/do-9-out-of-10-new-businesses-fail-as-rand-paul-claims/>

Research on Small Businesses

- <http://www.moyak.com/papers/small-business-statistics.html>

Five Reasons 8 Out Of 10 Businesses Fail

- <http://www.forbes.com/sites/ericwagner/2013/09/12/five-reasons-8-out-of-10-businesses-fail/>

Startup Business Failure Rate By Industry

- <http://www.statisticbrain.com/startup-failure-by-industry/>

No more yes. It's either HELL YEAH! or no.

- <https://sivers.org/hellyeah>

Fuck Yes or No

- <http://markmanson.net/fuck-yes#.oio8x1:MPkr>

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Human Needs

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- http://en.wikipedia.org/wiki/Maslow%27s_hierarchy_of_needs
- http://en.wikipedia.org/wiki/Fundamental_human_needs
- http://en.wikipedia.org/wiki/Manfred_Max_Neef
- <http://en.wikipedia.org/wiki/Empathy-altruism>

Human Brain

- [http://en.wikipedia.org/wiki/Fight-or-flight_response_\(in_humans\)](http://en.wikipedia.org/wiki/Fight-or-flight_response_(in_humans))
- http://en.wikipedia.org/wiki/White_matter
- http://en.wikipedia.org/wiki/Wernicke%27s_area
- <http://en.wikipedia.org/wiki/Synapse>
- http://en.wikipedia.org/wiki/Human_brain
- http://en.wikipedia.org/wiki/Limbic_system
- http://en.wikipedia.org/wiki/Cerebral_cortex
- <http://en.wikipedia.org/wiki/Cerebellum#Function>
- http://en.wikipedia.org/wiki/Basal_ganglia
- <http://en.wikipedia.org/wiki/Axon>
- http://en.wikipedia.org/wiki/Central_nervous_system
- <http://en.wikipedia.org/wiki/Amygdala>
- http://en.wikipedia.org/wiki/Broca%27s_area
- http://en.wikipedia.org/wiki/Auditory_cortex

Memory

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- http://en.wikipedia.org/wiki/We_choose_to_go_to_the_Moon
- http://en.wikipedia.org/wiki/Unconscious_cognition#Measuring_unconscious_cognition
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- http://en.wikipedia.org/wiki/Procedural_memory
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- http://en.wikipedia.org/wiki/Semantic_memory
- http://en.wikipedia.org/wiki/Interleaved_memory
- http://en.wikipedia.org/wiki/Implicit_memory
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- http://en.wikipedia.org/wiki/Declarative_memory

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- http://en.wikipedia.org/wiki/Myers-Briggs_Type_Indicator
- http://en.wikipedia.org/wiki/Personality_type#Four_functions_of_consciousness
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- http://en.wikipedia.org/wiki/Keirsey_Temperament_Sorter
- http://en.wikipedia.org/wiki/Big_Five_personality_traits
- http://en.wikipedia.org/wiki/Humorism#Four_humors
- http://en.wikipedia.org/wiki/Sigmund_Freud
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- <http://en.wikipedia.org/wiki/Belief>
- http://en.wikipedia.org/wiki/Self-immolation_protests_by_Tibetans_in_China
- http://en.wikipedia.org/wiki/Th%C3%ADch_Qu%E1%BA%A3ng_%C4%90%E1%BB%A9c
- http://en.wikipedia.org/wiki/Bill_%26_Melinda_Gates_Foundation
- http://en.wikipedia.org/wiki/The_Body_Shop
- http://en.wikipedia.org/wiki/Patagonia_%28clothing%29
- http://en.wikipedia.org/wiki/Yvon_Chouinard
- http://en.wikipedia.org/wiki/Anita_Roddick

Virtues

- http://en.wikipedia.org/wiki/Seven_virtues

Happiness

- <http://en.wikipedia.org/wiki/Dopamine>
- <http://en.wikipedia.org/wiki/Endorphins>
- http://en.wikipedia.org/wiki/Serotonin_transporter
- <http://en.wikipedia.org/wiki/Serotonin#Biosynthesis>
- http://en.wikipedia.org/wiki/Hedonic_treadmill
- <http://en.wikipedia.org/wiki/Oxytocin>
- http://en.wikipedia.org/wiki/Derek_Sivers

Marketing

- http://en.wikipedia.org/wiki/Marketing_mix

Other Websites

Centre for Clinical Interventions

- [Module 8: Core Beliefs](#)

www.nikosonline.com/

<http://liveyourlegend.net>

Jimcollins.com

http://www.fool.com/ecap/the_motley_fool/warren-buffett-on-homes-oo/?partner=outbrain&waid=7232&wsource=esaoutprm0860042

<http://www.patagonia.com/ca/patagonia.go?assetid=67580>

<http://www.anitaroddick.com/aboutanita.php>

<http://www.gatesfoundation.org/what-we-do/global-health/malaria>

<http://www.gatesfoundation.org/What-We-Do/Global-Development/Polio>

<http://disneycompanyprofile.weebly.com/>

<http://simondixie.hubpages.com/hub/Walt-Disney-Companys-Mission-Statement-and-Vision-A-formula-for-success>

<http://www.fastcompany.com/1821021/defining-your-companys-vision>

http://thinkexist.com/quotation/so_the_vision_of_microsoft_is_pretty_simple-it/330572.html

<http://www.rainforestinfo.org.au/background/maxneef.htm>