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Marketing

The HUMAN Brand

How We Relate to People, Products and Companies

THE SUMMARY IN BRIEF

People everywhere describe their relationships with brands of all kinds in deeply personal ways — we hate our banks, love our smartphones, and think the cable company is out to get us.

Through their original research, customer loyalty expert Chris Malone and social psychologist Susan Fiske show that we relate to companies, brands and even inanimate products in the same way that we naturally perceive, judge and behave toward one another.

Early humans developed a kind of genius for making two specific kinds of quick judgments: What are the intentions of other people toward me? And how capable are they of carrying out those intentions? Social psychologists call these two categories of perception warmth and competence, and they drive most of our emotions and behavior toward other people and toward businesses too.

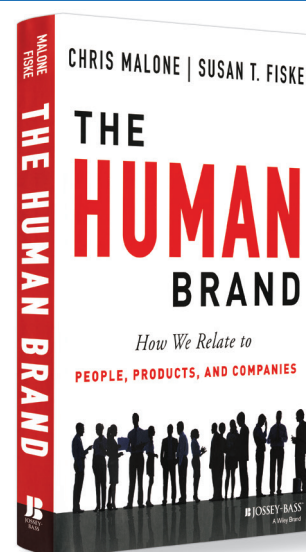
As a result, we become devoted to certain companies, brands, even products, but we also have high expectations for loyalty from them in return.

Having evaluated over 45 companies across 10 separate studies, Malone and Fiske offer in-depth analyses of companies such as Hershey's, Domino's, Lululemon, Zappos, Amazon and others, showing how they manage to achieve success and sustain it.

The HUMAN Brand is essential reading for understanding how and why we make the choices we do as well as what it takes for companies and brands to earn and keep our loyalty in the digital age.

IN THIS SUMMARY, YOU WILL LEARN:

- How warmth and competence guide our emotions and behavior.
- Why we judge companies and brands as if they were people.
- How online commerce and social media impact the new Relationship Renaissance in business.



by Chris Malone and
Susan T. Fiske

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THE COMPLETE SUMMARY: THE HUMAN BRAND

by Chris Malone and Susan T. Fiske

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Introduction: Back to the Future

Through evolution, humans became hard-wired to judge others almost instantly along two categories of social perception, which are known as *warmth* and *competence*. A person who demonstrates warmth and competence inspires feelings of trust and admiration within us, motivating us to seek a continuing relationship with that person. One who displays competence in the absence of warmth, however, tends to leave us feeling envious and suspicious, while someone we perceive as warm but not competent stimulates feelings of pity and sympathy. A person who exhibits low levels of both warmth and competence often provokes feelings of contempt and disgust.

We engage with brands and the companies behind them on the same basis of warmth and competence because, no different from people, companies and brands have the capacity to stir up these hard-wired primal passions. We experience feelings of affection and admiration for brands and companies that do well by us, and we feel insult or even rage when we believe that those companies have treated us badly.

Large companies and brands that once seemed invincible are struggling and steadily losing market share. Americans have decided that bigger is no longer better, and in the case of some of America's best-known brands, bigger may be much worse. At the same time, lots of smaller companies and brands are growing rapidly and filling the void with far fewer resources and a very different approach to doing business. They speak to us more intimately, and they appeal to our natural need for warmth and competence.

A new Relationship Renaissance between customer and company is emerging out of the Middle Ages of Marketing, when mass communication and nameless, faceless "consumers" dominated. With a deeper, fuller understanding of how warmth and competence affect us all, you'll understand better how you are perceived, and you may even expect better of the people in your life, including those who stand behind the products and services you buy. ●

Warmth and Competence

Warmth is judged by assessing whether one is kind, friendly and good-natured; whether one appears sincere, honest, moral and trustworthy; and whether one possesses an accommodating orientation and is perceived as helpful, tolerant, fair, generous and understanding. Competence is judged by assessing whether one possesses special resources, skills, creativity or intelligence that grants them an advantage. Do people appear efficient, capable, skillful, clever and knowledgeable? Do they seem to possess the confidence and ability to carry out their plans?

These judgments are a remarkably simple but powerful mode of social perception that, by some measures, influences more than 80 percent of all human social behavior. We use warmth and competence to assess not just people, but everything in our lives that acts or seems to act of its own free will. So we make warmth and competence judgments about people, groups of people, pets, animal species, teams, companies, brands and nations. And when the car sometimes "acts up" or when the computer seems



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to have a mind of its own, we even make warmth and competence judgments about inanimate objects.

Brands Are People Too

Consider that every corporation is literally a body (corpus), and as customers, we perceive them as acting with intention and volition, just as we perceive other people. Human psychology has encoded in us the imperative to be wary of others but also the sense that they have warm intentions toward us and might offer us something of value. Out of our need to secure access to resources, we perceive, judge and trade with brands and companies just as our most distant ancestors did with people and social groups. To be human is to balance these conflicting impulses — to be on guard and to cooperate.

Perceptions of a company's intentions and abilities trigger specific customer emotions, which in turn drive customer behavior. Companies and brands win our affiliation and loyalty just as real people do, by worthy intentions and capability, through warmth and competence.

Moreover, research results show that, in the mind of the customer, a company's people are, in fact, the primary basis of judgment. Specific information about the intentions and behavior of the people behind companies and brands can significantly affect customer perceptions and loyalty to the products and services those people produce — even while the product itself remains unchanged.

The Language of Loyalty

If companies are going to succeed with customers in the Relationship Renaissance, a new language of loyalty is needed, one built around warmth and competence. Our loyalty as customers doesn't commit us to abstract companies or brands. Rather, we become loyal to what we experience, learn or infer about the intentions of people behind those companies and brands. And we don't even need to know those people firsthand.

Our mental apparatus perceives brands as stand-ins for people, logos as substitutes for faces, and companies as the equivalent of a tribe or social group. The best companies and brands, the ones we bond with, are those that we are most easily able to relate to and evaluate on the basis of their human characteristics.

Conventional wisdom in the business world tells us that customer loyalty is synonymous with repeat patronage. Loyalty, by this reasoning, is simply the continued purchase of a product or service over a particular period of time, regardless of how and why it happens. Our studies suggest, however, that purchase behavior by itself is a poor indicator of whether customers have strong and loyal rela-

tionships with companies and brands. In fact, our research suggests that continued patronage and genuine customer loyalty are two entirely different things.

These findings, along with the rise of the Relationship Renaissance, call for a new approach by businesses, one that seeks to build trust-based relationships with us as their customers. They need to demonstrate a lasting commitment to us before they can expect our commitment to them in terms of repeat purchases. ●

The Loyalty Test

Social psychologists note that warmth benefits others, while competence benefits the self. A person who is honest, reliable and agreeable demonstrates warmth by demonstrating concern for other people's interests and needs, even if the person might gain more in the short term from doing otherwise. The same goes for companies. Companies that exercise genuine warmth exhibit a willingness to respond sincerely to their customers' needs, even at their own short-term expense.

Companies and brands that seek quick and impersonal transactions with us tempt us to leave them every day. They may be highly competent and efficient, but by acting in direct defiance of our need for warmth, they trigger our natural feelings of suspicion and distrust. If they lack warmth and offer little sense of their loyalty to us, these companies naturally leave us cold. Having failed to earn our loyalty, they are forced to go on endless and expensive hunts for new customers to replace the ones they keep frustrating and losing.

A Question of Loyalty

Plenty of research shows that companies with high levels of customer retention enjoy higher-than-average profits, but traditionally, companies and brands have wrongly interpreted this to mean that if they can just keep customers, even by bribing them with discounts and perks, then they have loyal, long-term customers. Rewarding repeat patronage, however, is not the same thing as offering loyalty first and engendering loyalty in return. Systems of rewards and benefits are really just price cuts and discounts in disguise. And price cuts and discounts, nice as they are, do not inspire loyalty because they have no effect on our enduring, human triggers for warmth.

Consider the basic premise of all the airline, hotel, credit card and even retailer loyalty programs we join. For every purchase we make, we are given reward points that can be redeemed for free products, services or cash. But let's be

clear. This is certainly not relationship-based loyalty to a company or brand that we trust and prefer to patronize. It's a financial rebate or discount for making repeated purchases, whether or not we like and trust the seller.

The worst thing about loyalty and reward programs is that they absolutely, positively result in higher costs for companies — costs passed along to all of us in the form of higher prices.

At the root of the problem has been a fundamental misunderstanding of the nature of loyalty, with the belief that genuine, relationship-based customer loyalty can be bought with rebates and rewards. As anyone who has been frustrated with the service provided by their wireless carrier, cable company, or the dominant airline at their nearest airport can attest, our continued purchases are typically not a sign of our loyalty. Rather, they are more often a sign that we are essentially being held hostage, unable to switch to a better alternative without significant negative consequences of some kind.

Before the Middle Ages of Marketing, merchants in a small community soon noticed which customers they were seeing on a regular basis. They would recognize faces, get to know names, remember shopping habits and appreciate patronage. Commonly, the merchant might offer a volume discount or throw in a few tokens of that appreciation. Because merchants historically knew customers on a personal basis, customers could expect to be greeted by name and perhaps receive a little extra attention as well. This kind of recognition required genuine interest on the merchant's part to remember important customers and then treat them differently when they arrived.

Today's reward programs attempt to accomplish something similar by creating multiple status levels to recognize differing levels of patronage. Silver, gold, platinum or diamond status each offer different privileges, rewards or service. However, the hotels, airlines, banks and retailers granting us these privileges don't really recognize us at all. We are often only a number to them.

Customers who complain about a company but then experience promptness and respect often become more loyal to the company than customers who have had no complaints. The reason goes right to the importance of warmth and loyalty. A complaint sparks an interaction, which in turn provides the opportunity to demonstrate loyalty to the customer. On the other hand, if any number of faceless monoliths favor us with points, miles and tenth-coffee-free offers, we're happy to have the discounts, but we're not going to feel much in the way of true loyalty. ●

The Principle of Worthy Intentions

The principle of worthy intentions is a relationship-building strategy that involves attracting and keeping customers by consistently putting their best interests ahead of those of the company or brand.

Businesses face a difficult challenge if they try to gain our loyalty with competence alone. Most of us, most of the time, are perfectly satisfied with the competent goods and services we're already in the habit of buying. We're unlikely to change these habits on rational grounds, especially because differences in comparative quality have become harder and harder to discern. Only the emotional connections of worthy intentions have the power to change minds.

Anyone working with customers must express worthy intentions toward their goals, passions and struggles. It's the only way to advance the relationship and build previous relational capital in an increasingly transactional business environment. You must also be credible and competent, of course, but unless you communicate your worthy intent, your clients will always be tempted to wander off and find others who offer services just as competent and at a lower cost. In most cases, this involves little things that are relatively easy and inexpensive to offer but send a strong message to customers about the intentions of the seller.

Lululemon

Despite its yoga pants recalls and public relations gaffes in 2013, Lululemon continues to have some of the most loyal customers in retail today. And yet, Lululemon has no loyalty or "rewards" program at all. In fact, Lululemon doesn't even keep data on its individual customers. Why? Because Lululemon operates in ways that ensure that its most loyal customers don't need automated acknowledgments via email or the postal service. Loyal "Lulu-heads" get all the real live acknowledgment they can handle at their local stores.

All the resources Lululemon saves by not managing a customer loyalty program can be diverted toward product development (enhancing competence), building community with complimentary yoga classes and local charitable giving (demonstrating warmth), and, of course, profits.

Lululemon is just one example of relatively young companies that have grown rapidly without the benefit of mass advertising budgets. It is truly a Relationship Renaissance company, and it illustrates how reliably worthy intentions work with the natural flow of human nature. Worthy intentions invite us to form the trusting relationships that we, as human beings, are primed to prefer.

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Loyalty as a Primal Attachment

A team of researchers based at the National Institutes of Health discovered through brain scanning imagery that when we deal with a partner whom we assume is self-interested (as in most commercial transactions), we behave with cautious, conditional trust. Conditional trust activates a higher, more evolved region of the brain, one associated with evaluation of “expected and realized reward” — cost/benefit analysis. Essentially, our brains need to work harder and analyze more data when we are in a situation involving conditional trust. That’s why buying a car, or any other high-pressure sales situation, is so stressful for so many people.

On the other hand, when we assume our partner is trustworthy (possessing worthy intentions toward us), we behave with unconditional trust in a way that activates a more primitive part of our brains. This area, which doesn’t require our brains to work nearly so hard, is the region of the brain linked to “social attachment behavior.” Basically, it’s much more pleasurable to behave with unconditional trust, because it’s not so taxing, it’s not as analytical, and it stimulates the same area of the brain that is stimulated by friends and family.

Shared Moral Values

For thousands of years, we have defined our tribes by those who share our moral values. The companies toward which we feel true relational loyalty prompt us, with their benevolent gestures, to think of them differently in a literal sense, by stirring the region of the human brain reserved for easy interactions with friends and family. When organizations manage to offer us the experience of their selfless worthy intentions, our minds react unconsciously in ways that have little to do with commerce and dollars and everything to do with our hard-wired need for tribal belonging. ●

The Price of Progress

The initial allure of Groupon was unmistakable. You get a free promotion aimed at bringing in new customers; all you have to do is offer a discount of 50 percent or more and then split all your proceeds 50-50 with Groupon. Any money you lose in offering the discount, the sales rep explains, will be more than made up in full-priced repeat business from all the new customers you’ll attract. You’re not sure that’s true, but business is down, and you’ve got to try something.

That was the general attitude of owner Jessie Burke at Posies Bakery and Cafe. Posies offered Groupon mem-

bers \$13 worth of baked goods for just \$6, and within a month, the cafe was overwhelmed with customers waving their Groupon discounts. But most of them merely came and went, while helping to spoil Posies’ atmosphere for its already-loyal clientele in the process.

When customers arrive at an establishment for the main purpose of getting a bargain, they are entering with less-than-worthy intentions. They are motivated more by the joy of getting one over on the proprietor, at least to some extent. This “Groupon effect” on customer behavior is no small matter.

The rise of the Internet has created similar problems in almost every industry. Online purchases of everything, including even college degrees, have made customers so price-focused and lacking in loyalty that merchants have responded with any number of price-dependent gimmicks to win them back. Lost in the process are the warmth-and-competence-filled contact, interactions and relationships that once resulted in relational customer loyalty.

The power of the Internet to drive down prices while commoditizing products and services provides evidence for the idea that there is something inherently inhuman about e-commerce. But that’s hardly the case. As we know from studies of the Internet’s effects on social life, it is easy to use computer technology to maintain rich friendships that don’t differ appreciably from face-to-face relationships.

If a company’s website is used for interactive relationships and not for one-way commerce, then it can be a powerful tool for communicating a company’s warmth and competence through its expression of worthy intentions. Large corporations cannot love us back, but if company employees can use websites, Facebook, Twitter and other social media to give us the experience of individuality and responsiveness, then the prospects for relational loyalty are there even though the communications are transacted online.

The Digital Response

Most of us have learned through trial and error how to judge the warmth and competence of online sellers. We routinely transact business with people and things we cannot see or touch in person. In early 2013, the CEO of eBay claimed that the company was selling 8,000 cars per week through eBay’s mobile app alone. Who would have guessed a decade earlier that we would be using our phones to buy used cars from total strangers?

For all the distance and dehumanization that scalable technologies have contributed to commerce over the past 150 years, the silver lining may be this: Some of those mass marketing innovations and technological advances can also

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help meet the rising expectations of the newly empowered customer. When companies and brands manage to balance the convenience and efficiency of e-commerce with personalized relationships buoyed by warmth and competence, we as customers can enjoy the benefits of low prices, wide selection *and* personal service. It's a best-of-both worlds result that was impossible during the Middle Ages of Marketing.

Social networks — such as Facebook, Twitter and Pinterest, along with all the mobile applications that are proliferating around them — make it possible for us to establish and maintain one-to-one interactions more efficiently and conveniently than ever before. They allow us as customers to again interact directly with employees with real names and faces. The significance of this development cannot be overstated, particularly for companies and brands that have become highly digitized, automated and outsourced. The significance for us as customers has become obvious, thanks to our warmth-and-competence-detecting brains.

Missed Opportunities

Rather than trying to minimize interactions between humans through automation, companies and brands should be seeking to maximize those interactions using technology so that their warmth and competence can be displayed and customer relationships established with us. The Internet and social networks have made it possible once again for the employees of companies and brands to have direct, interactive conversations with customers in a way that is efficient, scalable and trackable.

If companies and brands were to fully recognize and embrace how we purchase and become loyal to them, they would use social networks more effectively as the relationship management systems they are ideally suited to be. They can and should present themselves as human brands that treat us as human beings. ●

Take Us to Your Leader

Long before its new ad campaign had been conceived, Domino's chief marketing officer, Russell Weiner, recognized that despite some improvements over the years, the quality of their pizza had not kept pace with customers' growing expectations. The Domino's team invested in two years of testing with countless combinations of ingredients to completely reinvent its pizza from scratch. As Weiner contemplated how to introduce Domino's new pizza recipe, he understood he faced a challenge in breaking

through to customers who had grown accustomed to Domino's mediocre fare. Weiner had even googled the phrase "new and improved," turning up millions of hits. "It made me realize," he said when interviewed, "we can't just come out and say, 'Hey, we have a new and improved pizza!' It would be such a wasted opportunity."

Instead, Domino's executives decided that they would introduce their new pizza by first apologizing sincerely for their old pizza. And that apology would come from the top. According to the Domino's ad agency, "We had Domino's CEO and other executives tell their own story of how they changed the pizza. This contributed to the honesty and the transparency that made the campaign so powerful." "Domino's Pizza Turnaround" proved to be one of the most successful restaurant ad campaigns of all time. Domino's revenues climbed faster than those of any other U.S. quick-serve restaurant chain.

Domino CEO Patrick Doyle, for his part, told *QSR* magazine in 2012 that he decided to appear in the Domino's ads because he knew that his presence would help the message break through. "When the CEO of a company goes out and says our old pizza wasn't very good, you're going to get a breakthrough," he said. In 2011, a survey by Zeta Interactive named Doyle one of its "Top Ten Most Buzzed-About CEOs" for the year.

Conventional wisdom in corporate communications says that top leaders should be kept away from public view because the risk is too great that they will embarrass themselves and the company. Social media in particular is seen as a growing threat in this respect. But the mobile, social and digital age leaves no place for CEOs to hide. They might as well get used to public exposure, even if, on occasion, they're required to duck some "digital tomatoes."

It is in our human nature to seize on gaffes and mis-statements from powerful business leaders. They burn in our memories because such offhand remarks by CEOs in particular offer a rare glimpse into the true intentions of the powerful companies and brands they lead. We base judgments on what we know or can infer about the real people behind each company — their warmth and competence and hence the warmth and competence of that company.

The quality we find so appealing when we encounter authentic emotions on the faces of people behind otherwise faceless corporations is what social psychologists call "concreteness." In most of our interactions with companies and brands, concreteness is absent. Loyalty to people, even as televised images, is more concrete and authentic than loyalty to a company or brand. The need is growing

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for more leaders who can be genuine, transparent and accessible to us.

Transformational Leadership

If leadership is to gain the spotlight more often in the Relationship Renaissance, then our concept of leadership itself needs to shift accordingly.

Transformational leadership occurs when leaders stir their employees to look beyond their own self-interest for the good of the group. Transformational leaders are much more productive because their inspiring leadership prompts employees to exert extra effort on their behalf. Companies led by transformational leaders tend to outperform others due to the tendency of lower-level employees to imitate the characteristics of the leader above them.

We all need to be inspired by transformational leadership. This is the lesson that corporate governing boards must take to heart immediately after years of trying to hide their leaders from public view.

Many business executives today lack this capacity for transformation because they were hired to make money, not to build loyal long-term relationships with their customers. Such leaders, lacking in warmth and worthy intentions toward their customers, will inevitably demonstrate that their transactional style makes them incompetent to lead in a new, transparent, transformational century. The speed of change is so great that companies and brands should take care now to make sure that the people who get their top job in the first place are capable of expressing their worthy intentions and in full view of all their customers. ●

Show Your True Colors

Product recalls and other embarrassments can provide companies with precious moments of truth. The instant a company's products fall under a public cloud, the spotlight turns to the corporate leadership to take a stand and answer the question: Who comes first, people or profits?

From the perspective of warmth and competence, there is often a mismatch between what we as customers expect to hear from companies in crisis and how executives at most of these companies prefer to respond. Companies engulfed in a scandal, disaster or product recall often put up proud faces of competence, as if to reassure us that they have the situation under control. But at that moment what we desire most are signals of warmth. If our internal warmth detectors are not satisfied that a troubled company has worthy intentions toward us, then we naturally suspect that its leaders'

assertions of competence are aimed at preserving the company's profits first and our interests second.

When a company is hit with product recalls, it's natural for company leaders to fear that we will judge them harshly for their lack of competence. Fear of that judgment by the public has motivated many companies to try to keep their mistakes quiet, even if those buried mistakes may blow up on them later. The trouble with that kind of thinking is that it ignores how forgiving we tend to be of companies who make honest mistakes and then apologize for them. Having been embarrassed by a terrible mistake, the public determination of your competence might rest with your perceived warmth — whether you are judged as having made an error despite good intentions.

Forgivable Faults

As long as we detect worthy intentions in the form of honesty and transparency, we have a tendency to overlook even great lapses in competence, and we reward those expressions of worthy intentions with our loyalty. A famous study of audiotape conversations between patients and primary care physicians showed that physicians who talked longer and laughed more with patients, “indicating warmth and friendliness,” were much less likely to be sued for malpractice than doctors who had shorter, more businesslike visits.

Because we respond to brands and companies the way we respond to people, it only stands to reason that highly competent brands and companies who suffer from lapses in judgment can emerge from the experience as more “human” and more approachable. Success, it's been said, is determined not by whether you fall down but by how you get up. Companies that are able to come clean about their errors and state their intentions for doing better in the future might actually bring us closer to them than if they had never slipped up in the first place.

Learning From Mistakes

In the Relationship Renaissance, everything moves faster, mistakes will keep happening, and we are all poised to watch how companies react when they do. The choices companies make under such circumstances will determine how long it takes for customers to forgive and forget. If companies can come clean early and transparently, their customers may reward them with the empathy and forgiveness characteristic of close relationships. And our relationships with companies and brands, or lack thereof, are getting more important by the day. ●

The Relationship Renaissance

The question to ask is not whether business people are warm and competent but whether they're perceived that way. Most company and brand executives, after all, believe they are acting reasonably and prudently when they make critical business decisions. Like most people, they view themselves as being both warm and competent, and they expect others to view them as such. They are largely unaware of how their decisions and resulting actions will be perceived by their customers and other stakeholders.

For all of us, ensuring that our warmth and competence, our worthy intentions, are getting through to others reduces to three imperative actions.

Imperative 1: Become More Self-Aware: It's never been more important to be aware of how our words and actions are perceived by others in terms of warmth and competence. Ongoing self-awareness of this kind may be the most crucial competency we all must develop in the Relationship Renaissance. The most basic dimensions of warmth are whether others see us as warm and trustworthy. Similarly, the most basic dimensions of competence assess the degree to which others see us as competent and capable. The nature of both human relationships as well as those with companies and brands is such that candid and objective feedback is not usually provided in any timely or consistent way. For us to know where we stand and to become mindful of how we act in the future, this feedback must be sought and gathered. The first step in building self-awareness is to ask for candid feedback and then listen with an open mind and genuine interest. To help with this, we've created a free web-based application at LoyaltyTest.com that gathers feedback quickly and anonymously.

Imperative 2: Embrace Significant Change: For relationships to work in the Relationship Renaissance, the people behind the brands must genuinely want to be better people and act accordingly with worthy intentions. As we perceive improved behavior from companies that are important to us, we will in turn reward them with our loyalty, treat them as if they *are* better people, and so on in a virtuous circle. To fully embrace the value of warmth, competence and loyalty insights, companies and brands must shift from a mentality of control, defensiveness and unresponsiveness to one that is more open to understanding how they are perceived and to greater willingness to respond and adapt accordingly.

Imperative 3: Fundamentally Shift Priorities: Ultimately, it's not enough to respond and change selectively in response to candid feedback from others. Lasting change requires a sincere examination and adjustment

of the goals and priorities that led us astray in the first place. Sustained success in the future will require companies and brands to significantly shift their emphasis from an excessive focus on short-term shareholder value to a much more balanced approach that creates shared value for multiple stakeholders, with particular emphasis on customers and the employees who serve them. To create shared value, companies can reconceive their products and markets, redefine productivity in the value chain, and build supportive industry clusters at company locations, all with the goal of benefiting multiple stakeholders in a virtuous circle of mutual support.

Corporate managers should be delighted to throw out the old playbook. A number of companies already have — some instinctively grasping the principles of warmth and competence and a few embracing them by design. For all the difficulties presented by corporate legal structures and the accompanying investment culture in which large companies operate, it is important to remember that the vast majority of business people want to “be good” and “do good.” Human nature favors the movement toward a business culture of worthy intentions.

In this age when reputations can be made and broken around the world in a single day, our capacity to express warmth and competence is among our most precious assets. It follows that the most natural and sustainable way to achieve any kind of meaningful success is to earn the lasting loyalty of others by keeping their best interests at the center of everything we do.

Doing so doesn't require that we recklessly disregard our own interests. Rather, it recognizes that our success as humans has always depended on the cooperation and loyalty of others. In that regard, keeping the best interests of others in balance with our own is simply a form of enlightened self-interest. It's a mindset that embraces the warmth-and-competence perceptions that drive our choices and shape the human brand in each of us. ●

RECOMMENDED READING LIST

If you liked *The Human Brand*, you'll also like:

1. ***Give & Take* by Adam Grant.** Grant explains why helping others drives our success much more than we realize in this New York Times and Wall Street Journal best-seller.
2. ***Overpromise and Overdeliver* by Rick Barrera.** Barrera describes the art of making sure that every point of contact between a company and its customers is well executed and fulfills an over-the-top brand promise.
3. ***Personality Not Included* by Rohit Bhargava.** Marketing is more about building relationships with customers than about traditional selling. Bhargava details the theory of personality and explains how to put it into action.