

# Limbic Clarity for a Deeper Brand

## Why Schwartz Matters to our choice-making.

As you travel around the circle, Self-direction and Creativity are, literally, in polar opposition to Conformity and Security. The dilemma is obvious: Business as usual is all about Continuity - one word incorporating Conformity/Security.

Schwartz & Licht's research offers clear provenance to the vague but common saying "It is impossible to serve TWO masters." In business terms, this is why Brand, and its strategies and procedures, work or don't, pro-act or react, live or die. We walk the talk, or we don't. We refuse to choose, and the eventual outcome is confusion or conflict.

Limbic identity and its measures are often *root causes* of success or failure. Yet, because this is not a commonly discussed area of strategic consideration, the successes are usually accidental: most often born of the will and power of a founder or leader following informed gut instinct - informed by their personal Orientation. (Their Lattice of Models or Library of Experiences.)

These individuals, because of their position or role, command leverage or resourcefulness or capital to make it so regardless of standard practice and the usual expectations of deeply detailed rationale required of most of us. And they make it so because they trust a long-time partner with a good track record of judgment in their particular field of practice: their gut; what their limbic instinct tells them.

### HOW TO USE THIS INFORMATION?

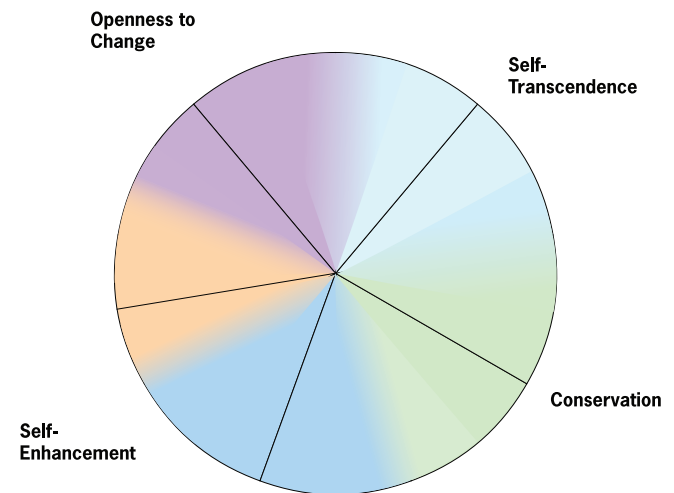
A: Simple, discuss the polarities Schwartz has uncovered and apply them against areas of your endeavours. If Benevolence is the core of Customer Service, how are your desires for "Control" and "Self-enhancement" possibly blocking the authentically helpful delivery of that service? If you are about Creativity and Exporation, how are your traditional structures and legacy ways of doing things possibly crushing the creative spirit or possibility? Do you talk Innovation yet punish or stifle admission of failure?

As decisionmakers, we face compromises daily. We hire and interact with individuals whom we assume share our values and, therefore, will also make judgements based on similar assumptions of right, wrong, value and waste, importance or necessity.

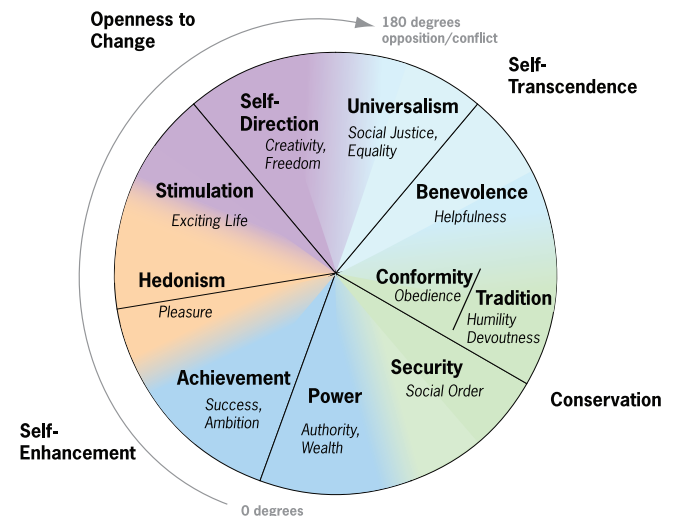
The one realm we don't wish to compromise are the foundational aspects of our Vision or Values. Yet, without a touchstone that places our personal choices and beliefs in solid context, we can find that expedience and other justifications such as efficiency or cost-sensitivity (often proposed by well-meaning associates and others) will 'nibble' away at what should be immutable choices that guide our judgments and preserve our Brand's authenticity.

In other words, we get out of synch and talk past each other. We find that distance, figuratively and literally, begins to replace resonance and relevance. We begin not to 'know' each other, and our customers or audience begin to forget why they once liked or loved us, our work, or our product.

Step One: Locate where you think you are personally in this Wheel



Step Two: Compare your answers and their agreement or dissonance against your current practices or processes using the full wheel



Basic Human Values: Theory, Methods, and Applications - Shalom Schwartz  
A Theory of Values and Cognitive Style in Corporate Governance - Amir Licht