

A Tool For Motivation Based Communication Strategy

(revised version December 2004)

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Introduction

Campaigns often fail for reasons which organisations could put right. Some for example, don't develop the logistical capacity to make effective use of visual communication, focussing instead on verbal and written 'messages', in an age where public politics and communication is dominated by the visual. Others neglect to supply sympathisers with engagement mechanisms – so potential public support is never realised. Many others have widely supported objectives but are seen to lack the resources and activities necessary for a campaign which is attractive, feasible and credible – so they don't motivate people to risk their time or money.

Frequently campaigns fail to identify motivational triggers because no qualitative research is done. Quite often campaigners realise this but still don't do the research, sometimes because it seems expensive (though the worst and costliest form of research is to launch an un-researched campaign – a blind experiment) or because they are put off by the need to examine each and every audience afresh. It is not unusual for campaigns to draw heavily on over-interpreted polling data (that is, quantitative surveys of answers to questions taken at face value), even though this is known to be next to useless in uncovering real motivations. It gives plenty of opportunity for self-delusion by the polled, the pollsters and the consumers of the poll. Polling is useful in other ways but should be avoided in creating communication strategies.

Another 'distress purchase' or inadequate proxy for a real insight into perceptions and motivations, is to use socio economic data (ABC1 etc) based on wealth (hardly a segmenter of environmental concern), or (slightly more relevant) lifestyle (eg ACORN database) or (again not a lot of use) consumption data (eg who watches a lot of ITV1). There is a fascinating amount of such data online: punch in your postcode for example at www.upmystreet.com. Knowing whether a street consumes above average levels of dogfood or red wine is however, unlikely to really be useful in planning most environmental campaigns.

So why isn't more qualitative research done? It has two main drawbacks. One is that it generates a lot of knowledge about a few people, on one subject. It's hard (indeed generally inadvisable) to try and transfer it to other problems, audiences or contexts. So many organisations (wrongly in my view) may see it

as a costly luxury. The other is that each piece of qualitative research tends to be unique and not comparable with others. So even if organisations release it (which often they don't), it may be hard to build a bigger picture. Yet many campaigns are conceived at a society-wide level. Scaling up qualitative research to be representative of the population as a whole, conventionally means resorting to quantitative research which it can inform. But that reintroduces all the bias associated with framing and asking direct questions, and then interpreting the results.

There is one way around this problem¹ – value modes mapping based on the work of psychologist Abraham Maslow² - an approach which I believe particularly suits campaigns. It divides the population according to the psychological model, the 'hierarchy of needs' developed by Maslow, a student of Jung. It also maps dozens of attributes, including environment, and can reveal their relative change and position for each group.

This essay summarises and publishes some important findings using this approach, done with the commercial research tools belonging to the company Cultural Dynamics³, for the first time. A shorter version was published in the journal *Ecos*⁴. A fascinating study of US and Canadian values, based on a parallel set of studies using much the same system, appears in Michael Adams book *Fire and Ice: The United States, Canada and the Myth of Converging Values*⁵.

As this system segments people according not to their lifestyle or shopping behaviour, class or wealth, but by psychological needs, it is directly relevant to campaigns, which stand or fall on motivation. As is explained below, it can be used at any level from the individual, to the entire population, and is in effect a regularly updated focus group of the entire country.

Major corporations⁶ regularly use this powerful system in planning communications at any level from markets down to team-working. This article supplies a ready-reckoner for its use in campaign communications, and suggestions for its implications at an organisational and campaign level.

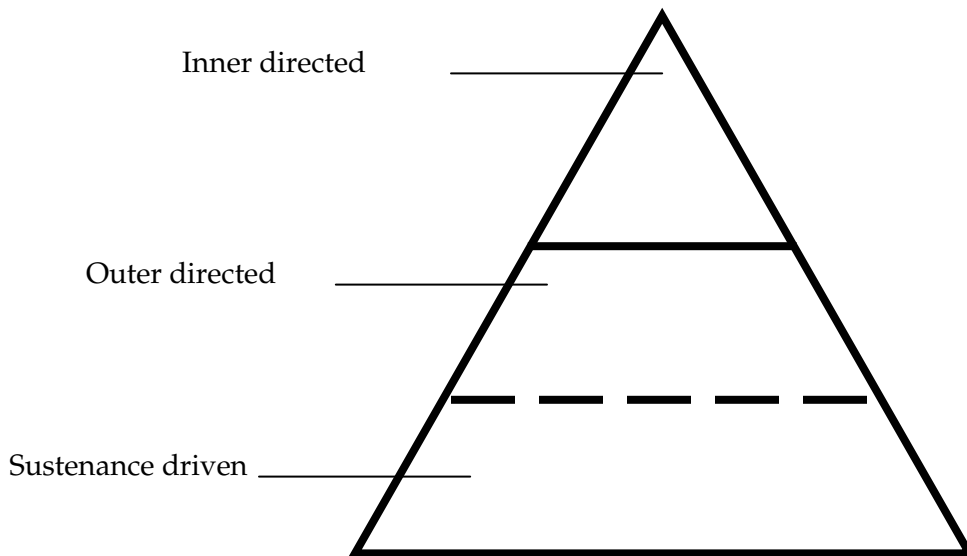
Maslow Basics

Famous in the 1950s as the father of humanist psychology, Maslow recognized three main states – defined by needs – which humans beings fall into: sustenance or security-driven; esteem driven or outer-directed; and, inner-directed. Cultural Dynamics, a research company run by London-based Californian, Pat Dade, calls them settlers, prospectors, and pioneers.

In the sustenance- or security-driven state, which is naturally where we all start, we need things like food, warmth, security, belonging, sex – the basics of individual, family and social life. Once these needs are met, some people go on to explore further needs, such as esteem for ourselves and the esteem of others. Here we want to succeed and be seen to succeed, to be recognized for, in some ways, being better than some others. These people are usually called ‘outer directeds’.

For some, even this is not enough. One day there seems to be more to life than just the trappings of success and achievement. They become ‘inner directed’, looking for deeper meanings, finding new meaning and value in things beyond their safety, security or status giving properties.

Maslow’s ‘heirarchy of needs’



Once people cross the boundary between 'esteem driven' (outer directed) and 'inner directed' they cannot go back. They can however move back from esteem-driven to security-driven, if their circumstances significantly deteriorate. This is what seems to have happened in the United States over the past 20 years, leaving that society more and more fear and security driven, as is reflected in its politics. (See also discussions in newsletters at this site).

Interestingly, organisations also tend to behave the other way round – starting out 'inner directed' and ending up security-driven.

At present, approximately 30% of the UK population are settlers. Once this would have been the majority group, and it is still shrinking. The other two are approximately equal in size, with the inner-directed group showing long term growth.

Communications Ready Reckoner

Driven as they are by different needs, people behave differently, think differently, and are motivated differently, in each group. They may have the same specific behaviour but will have different reasons or motivations for doing it – and will respond of course, only to a proposition which works “in their terms”. (See table below)

For campaigners, whose business is mainly persuasion, knowledge of motivation is, or should be, worth its weight in gold. Yet few campaign groups are even aware of Maslow based research, and fewer still apply its principles. Many indeed, are more likely to take their cue from politics, which may resemble campaigning superficially but which has hugely important differences – when you are elected as a government for instance, you get the power of enforcement, whereas campaigns continue to rely on persuasion.

Here is a rule of thumb ready-reckoner for how value-modes mapping and insights may help in constructing campaign propositions and running campaigns. If an audience is mixed, the rule of thumb is to make sure you put the offer, argument or call to action in three different ways. A 'message' will be rejected if it's put in the wrong way, not just if it's something an audience disagrees with as an objective.

SEGMENT of population	Dominant motivation	Action mode	Desire	Why they save dolphins in Seatown	I want a brand to ...
Inner directed PIONEERS	Exploration	Do it yourself	Better questions	I feel I could be one myself – and for their own worth	Bring new possibilities
Outer directed PROSPECTORS	Status and esteem of others	Organise	Answers	Good for the town's image and economy (and my house price)	Make me look good
Security driven SETTLERS	Being safe and belonging	"Someone should do something about it"	Safetgaurd agaisnt external threat	So long as the dolphins keep coming back, Seatown will be Seatown	Make me secure

SEGMENT of population	I like to meet	I connect through	I like to be associated with	I most respond to threats to	I
Inner directed PIONEERS	New challenging and intriguing people	My own networks	Good causes that put my values into practice	Visions and causes	Am me
Outer directed PROSPECTORS	Desirable and important people	Big brands, systems and organisations	Success	What I've worked for	Am successful
Security driven SETTLERS	People like me and people I know	Club and family	tradition	My way of life	Know my place

The main dangers arising from this for any developer of campaign propositions include:

- Producing campaign propositions which make no sense in one or more important modes
- Assuming a values mode or motivation based on wealth or occupation or social class
- Projecting your own way of thinking onto others
- Accidentally threatening people rather than offering them what they want
- Projecting arguments rather than meeting needs

A Campaign Example

An unwitting but striking example of the impact of a values-mode based campaign attack is the US 'Detroit Project'. This sets out to dissuade Americans from using SUVs but instead of the usual criticisms of SUVs meted out by NGOs – such as damage to the planet and society, which are heavily inner-directed in tone – the Detroit Project deals in settler terms.

Video and text at its website, and ads screened on tv, use the classic settler 'FUD Factor'⁷ of Fear Uncertainty and Doubt to turn people against SUVs. In one the viewer is informed that SUVs use lots of gas (petrol), and gas dollars go to Arabs (pictured with AK47s), and Arabs with money means some goes to terrorism. So to keep America safe, buy less gas and avoid SUVs.

Text from two tv ads (viewable at the website):

"This is George. This is the gas that George bought for his SUV. This is the oil company executive that sold the gas that George bought for his SUV. These are the countries where the executive bought the oil, that made the gas that George bought for his SUV. And these are the terrorists who get money from those countries every time George fills up his SUV."

OIL MONEY SUPPORTS SOME TERRIBLE THINGS. WHAT KIND OF MILAGE DOES YOUR SUV GET?

www.thedetroitproject.com

Paid for by The Detroit Project

"I helped hijack an airplane. I helped blow up a nightclub. So what if it gets 11 miles to the gallon. I gave money to a terrorist training camp in a foreign country. It makes me

feel safe. I helped our enemies develop weapons of mass destruction. What if I need to go off-road? Everyone has one. I helped teach kids around the world to hate America. I like to sit up high. I sent our soldiers off to war. Everyone has one. My life, my SUV. I don't even know how many miles it gets to the gallon."

*WHAT IS YOUR SUV DOING TO OUR NATIONAL SECURITY?
DETROIT, AMERICA NEEDS HYBRID CARS NOW.*

www.thedetroitproject.com

Paid for by The Detroit Project

So the ads turn the safety-security product of an SUV into a device that undermines safety and security, personally and nationally. They are taking settler values and showing they are incompatible with a settler product. Potentially this is a much more effective line of attack than inner-directed cyclists saying they dislike SUVs, and that for rational reasons we should all use a bike or bus – and who need SUVs anyway ? (of course settlers and maybe prospectors need SUVs). As a result, the Detroit Project has been fiercely attacked by alarmed executives in Detroit, and unsurprisingly by some of the less prescient NGOs who see it as a campaign by the 'wrong' people for the 'wrong' reasons.

Pat Dade points out that the front-lady for the Detroit Project, Ariana Huffington, is "a Settler icon". Conventionally it could be seen as an attack by the right on an institution of the right but it is much better explained in terms of values than political ideology.

A Society-Wide Application: How Environmentalism Became Becalmed

The environmental movement is increasingly consolidated but shows many signs of being becalmed, not breaking through.

Why is this ? The most convincing explanation I've seen stems from the national psychological tracking study based conducted by Cultural Dynamics.

Using Dade's terminology, Pioneers started the environment movement, prospectors organised it, and settlers joined in once it was safe to do so (once it was 'normal').

So back in its formative years the environment movement was the preserve of fringe pioneers, people who saw a problem and took action themselves. For decades it remained a minority cause, even as campaigns and events gradually

converted the issue from one confined to nature conservation to how industry works, global pollutants, inter-generational equity, banking, health, almost every aspect of society.

Gradually the case was made, and in the mid 1980s, environmentalism became fashionable if risqué, backed by designers, rock stars, and the glitterati. Acid rain, ozone depletion and global warming took it across a threshold. By 1990 long term activists in environment groups found themselves joined by new recruits who saw environmental NGOs as a career path. Environment groups adopted standard management practices, grew rapidly in size, and worried about 'credibility'.

The Green Consumer emerged and environmentalism was adopted by business. 'Mainstream' figures like Mrs Thatcher declared themselves "friends of the earth". The world's biggest ever conference was organised for mainstream figures to come together on the green platform.

After Rio many people felt, in the words of a banner hoisted above Nelson's Column "words failed us". The political mainstream had colonized the agenda but very little action was forthcoming.

The tabloid media began to lose interest, while others joined criticism of mainstream NGOs from younger activists particularly, for having 'become corporate'. While established NGOs flew back from Rio, roads protestors were gathering at Twyford Down.

As the director of Greenpeace charged with organisational change I led internal debates on developing a new strategy for the organisation while the press carried pictures of protests of the (non Greenpeace) M11 campaign, down the road in Leyton. Some of those on the rooftops were Greenpeace staff. Meanwhile Greenpeace itself was under fire for being out-dated (committed to using direct action), and for having gone soft (working with some businesses on solutions), and for having disappeared from the news.

Environment started dropping down the news agenda even before Rio. Pundits declared that 'nobody cares' any more. Yet lifestyle indicators – such as shopping and recycling activity – showed increasing 'green-ness' and have continued to do so. After the massive Brent Spar campaign in 1995, 'sceptics' who had pronounced the environmental movement finished, were silenced. Yet New Labour then conducted a smooth retreat from its 1997 highwater mark of commitment to public transport, to a reconstituted roads programme, unworried by any significant opposition. On every issue, from gm to climate, a

multitude of environmental goods, products and services are now flowering, while 'environment' in general has become a yawn issue for the press.

In essence, the cause has been normed and in the process, progressively colonized by less activist, more conservative elements in society. The Brent Spar was a spectacular instance of breaking a norm (don't litter, recycle), punished by consumer citizens. The rejection of gm foods was a bit more complicated but similar.

Its fall from newsworthiness, excitement and fashionability has nothing to do with people not caring about the environment, nor about willingness to pay, rather the reverse.

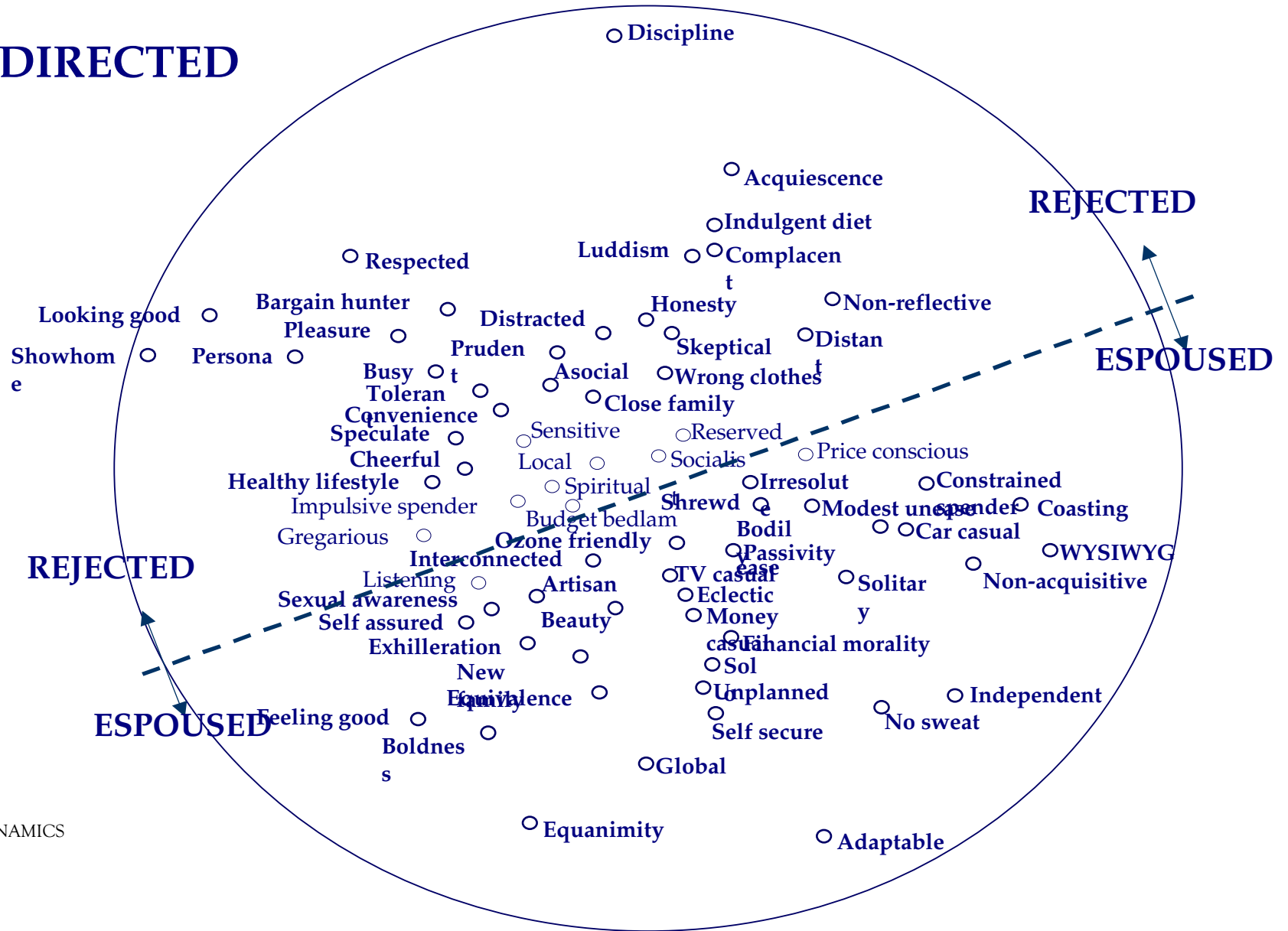
Back in the 1960s and 1970s it was usually too fringe to be newsworthy, then for a while to believe in the environmental crisis was newsworthy in itself and the rapidly shifting politics of who was on which side, excited media comment. Now its long transit into the mainstream is complete: almost everyone cares.

This however is not simply a question of changing opinions. 'Environment' is now colonized by groups with very different needs and motivations. What worked in its formative days, or even in the early 1990s, will not work now, not, at least, if you speak to and expect action from, a wide range of people. Until campaigners and politicians adapt their motivational strategies accordingly, environmental action will remain thoroughly bogged down.

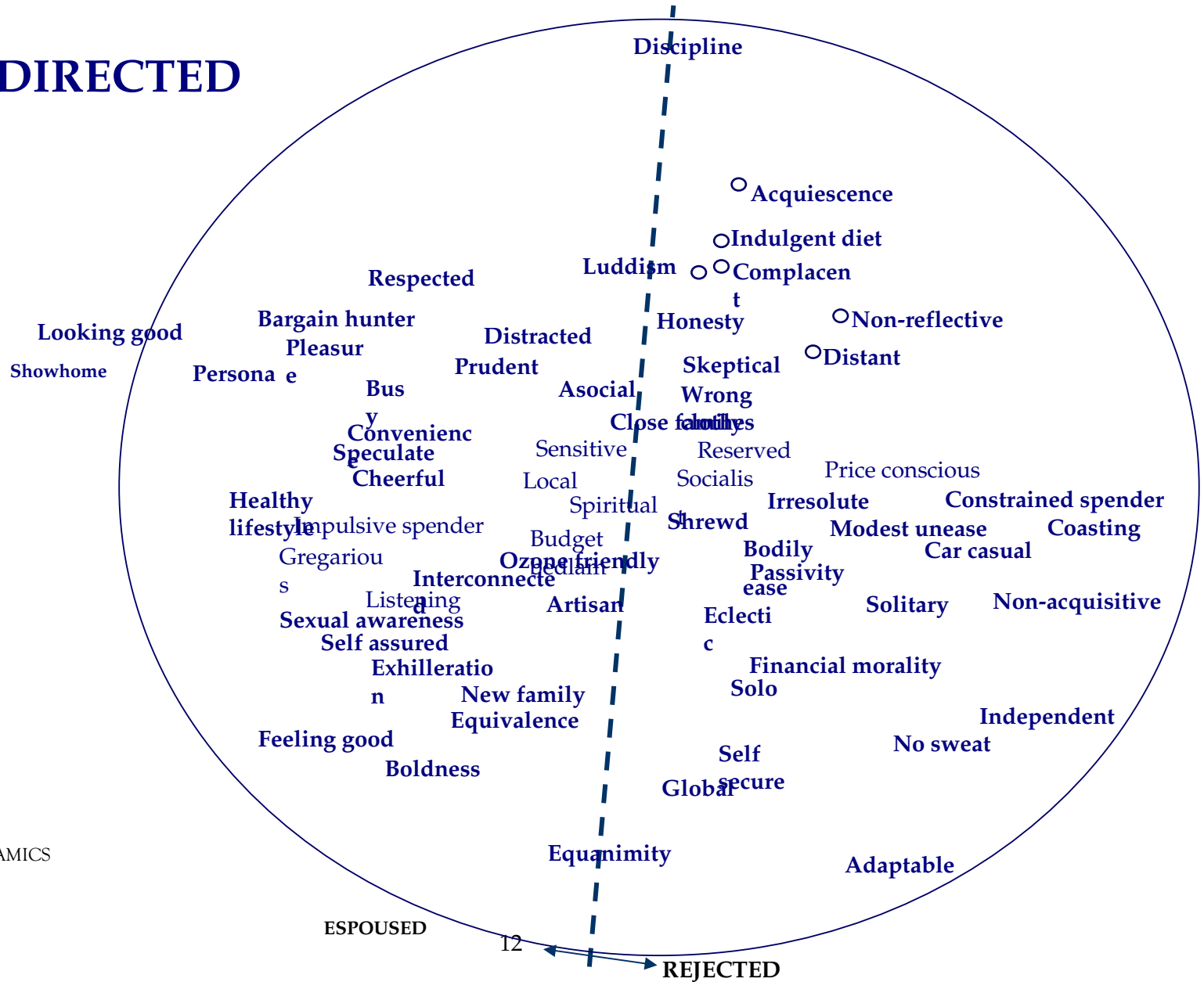
Detecting The Norming With Attributes And Value Modes/ Maps

Dade's company surveys over 5000 people each year and asks them a large number of questions, from which they can produce 'maps' of attributes. These range from attitudes like WYSIWG (what you see is what you get) or passivity, to activities like 'budget bedlam' or postures like 'wrong clothes', or 'healthy lifestyle'. One of these is 'ozone friendly' (aka environmentalism or environmental sensitivity). The groups can be mapped across these attributes. The maps show the relative association of each attribute and overlaying the groups shows which are espoused or rejected. The simplest three level breakdown is shown below. The groups are described in more detail towards the end of this essay.

INNER DIRECTED



OUTER DIRECTED



'Ozone friendly' is now a strong attribute for all three groups. Critically, it has moved from the fringe, in one group's area (inner directeds), to the centre, overlapped by all three groups. But there are important differences in what it is associated with, or what it 'means' for each. Any cross-group discussion can, therefore, quickly lead to disagreement. So 'environment', while normed as a value, doesn't necessarily lead to environmental action.

The changes in the attitude of these groups toward 'environment' has profound consequences. Pat Dade identifies three major stages in what 'the environment' has meant over this period:

Late 1960's to Early 1980's-Environmental Concern (stage1)

- *Pioneer issue. Very minority in uptake, but growing every year, not a fad but a trend in society.*
- *Typified as younger in age profile*
- *More educated than their age cohort and society in general*
- *Aware of unsatisfactory immediate consequences of economic growth on some localities and regions.*
- *Aware of probable global long term damage.*
- *Favoured Solution- taking personal responsibility for not further harming the environment.*
- *Secondary Solution-discover and practice methods of sustainably changing their own behaviour to enhance the environment.*

Early 80's to Early 90's- Environmental Action (stage 2)

- *Led by Pioneers and attracting Prospectors, becoming more mainstream, "mainstream alternative".*
- *Still younger and more educated than society as a whole.*
- *Explosive growth in the awareness of worldwide inter-relationships that seemed to be creating problems, e.g. aerosols and ozone layer depletion or fossil fuel usage and global warming.*
- *Favoured Solution- Join together in groups that would highlight the problem.*
- *Secondary Solution- Take indirect or direct action against the despoilers of the environment.*

Early 90's to date-Ozone Friendly (stage 3)

- *All groups, Pioneer, Prospector and Settler agree on the need to protect the environment from further damage. Accepted as a mainstream concern.*
- *All ages agree (the 20 year olds of 1970 are now the 50 year olds of the 21st Century!).*

- *Levels of education still have an element of discrimination but not nearly to the same extent of 30 years ago. Dozens of TV channels and 30 years of news and documentaries have created much of the increased awareness of the world as a set of worldwide inter-relationships.*
- *Favoured Solution- no longer a clear answer, as different Values Modes are often “violently agreeing” with each other*
- *Secondary Solution- The Settlers have introduced a new dynamic into the mix of personal and group responsibility. This is to make governments, rather than individuals or corporations, responsible for the protection of the environment.*

Because these groups have very different action-modes, as environmental awareness of the problems has increased, the scope for disagreement on the necessary solutions has increased. Dade says “in the 1960’s/1970’s it was a Pioneer-only answer. Simple: personal responsibility. By the 1980’s/Early 1990’s there was a pioneer answer *and* prospector answer. Both simple: prospector answer was about *group* responsibility. But from the 1990’s to date we have a Pioneer, Prospector and Settler answers. The settler answer is about making government responsible. All are still individually simple but the result is a logjam over how to move forward – a ‘violent agreement’”.

In the 1970s – 80s increased environmental awareness led to more activism. In the 1980s – 1990s it also caused growth in NGOs. Now, in the 1990s- 2000s it also causes calls for “someone” (else) to “do something”. Dade observes that as a result, Governments then work together with existing NGOS, or form new ones and “this dramatically increases the time-to-effect.”

Initial colonization by pioneers meant environmentalists were mostly activist. Then they became activist plus esteem driven (organisers, credibility seekers). Now there are lots of settler environmentalists who want no change. So the activist proportion has declined, and overall, activism has been smothered, first by managerialism, then by pure caution. ‘Environmental revolution’ has given way to a movement which revolves gently in circles.

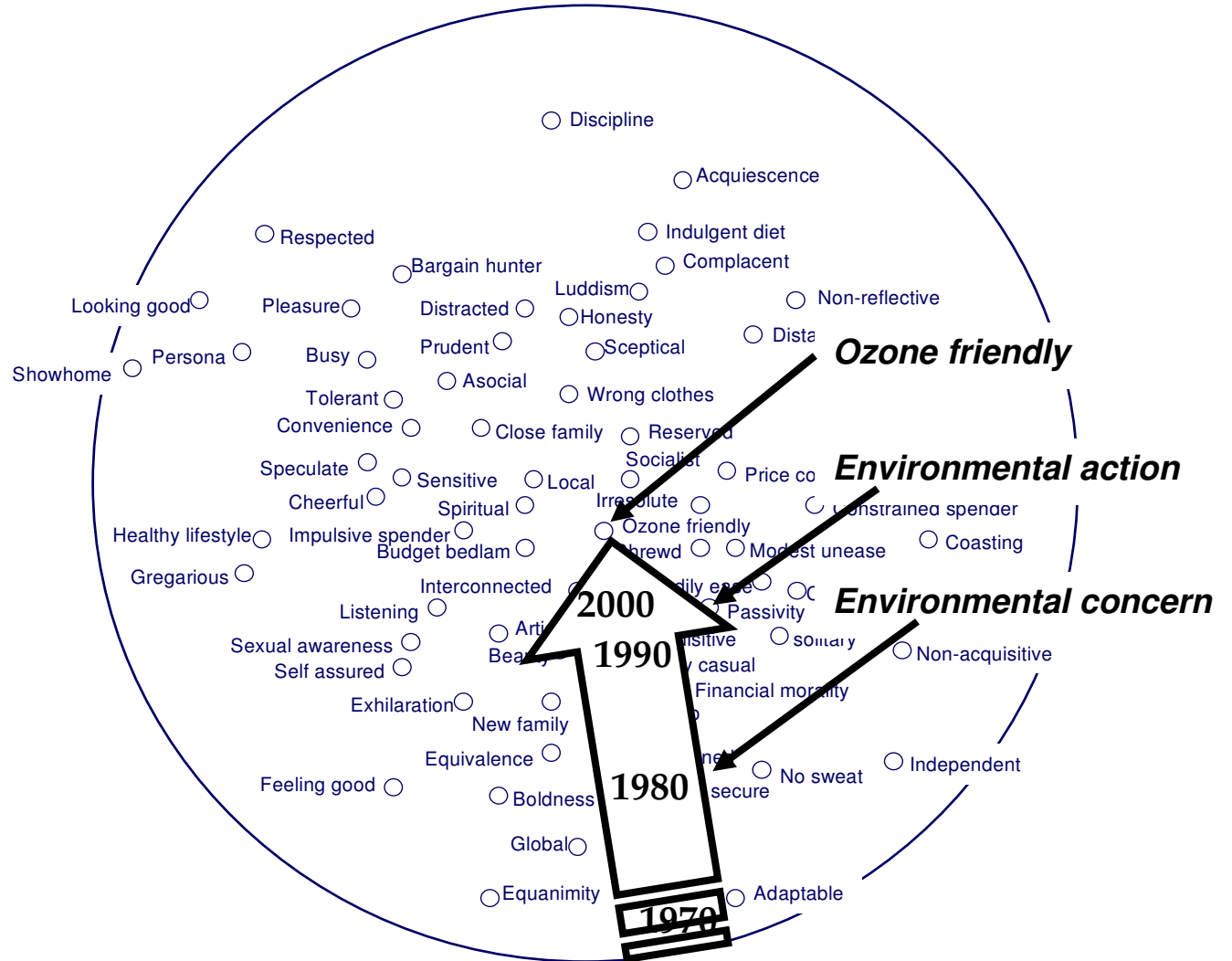
This process has been widely misread. Journalists see lack of newsworthiness as lack of interest or concern. Adherents to the ‘issue attention cycle’, which supposes that issues have a natural life-cycle of: attention by a few, event, alarmed discovery, let’s do something, costs of significant action realised, general loss of attention. As can be seen from the colonization process detected by Dade, this is not what has happened with the environment. Instead there has been a change in the environmentally aware population.

Diagram: *Movement of The Environment From Fringe To Central (Normed) Concern*

1970s – fringe, elite; late 1980s accepted (“I am a friend of the Earth” - Mrs Thatcher), massive growth in groups, fashionable; 1990s-2000s normal (unfashionable again and not news).

Values Mode Space

- Eclectics
- Seekers
- Players
- Optimists
- Rationals
- Protectors



A Cultural Values Model

What This Now Means For Environmental Campaigns

- cross-society, broad-issue campaigns about 'environment' or (worse) even vaguer all-encompassing or plastic concepts like sustainability, cannot now be honed into campaigns that force change. They are literally motherhood and apple pie and can never be forged into a sword to split the opposition with, or even a pen to write clearly with
- Making or pointing to lots of connections as in "everything is connected to everything else" is a very inner-directed idea which will repel rather than motivate other groups

For energy, 'environmental' campaigns could take these steps:

- for inner directed pioneers - move to the leading edge - push the envelope in terms of making final aims into objectives to be achieved in the short term (more activist but lose some other support) – make the future happen now
- for esteem driven prospectors – create brands/ propositions which are clever, fashionable, high-impact, low-risk ways to be 'green' and good, typically by lifestyle and purchasing (naming and shaming is also very propsector)
- for security driven settlers - defend deep security or belonging values and traditions. But be warned, settler NIMBYism can turn nasty – (nationalism and xenophobia are examples as well as the Countryside Marches – defending a 'way of life' and conflict based on religious and ethnic divides)
- for everyone - focus on departures from the norm (eco-police/ defence of communities/icons)

Other Implications

Media Hang Ups

Maslow's original insight was that people who repeatedly presented with a Jungian 'psychosis' were often 'getting stuck' at the transition between security and esteem driven states, or between esteem and inner-directed states. The media exhibits very similar behaviour over 'environment' and maybe other causes with a similar transit.

The *Sunday Times* for example, went fully overboard in 1988 at the height of the breaking fashion (entry of the esteem driven) for things green, with full front page features declaring things like "The World Is Dying: What Are You Going To Do About It?". A few years later it was back to asking if environmentalists had hoodwinked 'us' and there was really no cause for alarm (or to change) –

repeatedly blaming pressure groups for causing 'scares' (!) Ever since many of the esteem-driven media (eg the *Daily Mail*) frequently veer between sounding alarms and denouncing them.

Similarly, most of the media resort to an historic framing in which campaigning is equated with protest, and thus by definition a fringe activity. This is of course incompatible with a social norm, which is by definition not fringe. So one day, or in one sentence or introduction, 'environmentalists' and environmentalism, are portrayed as 'us', part of 'we' normal folk, and the next it is a 'fringe' concern denoted by protest, 'not-us'. This is particularly the case with groups such as Greenpeace or Friends of the Earth whose 'brand' was founded in the years when environmentalism was a marginal, almost solely inner-directed concern. When the data (eg showing that most people are environmentally concerned and do more and more 'green' behaviours) conflict with this framing they are ignored⁸.

Getting Agreement To Campaign Within Organisations

Campaigning is an inherently risky business – the likelihood of failure is high. It's more like entrepreneurship or venture capital, or exploration of unknown regions, than repeat business transactions or farming. To succeed a campaign often has to be socially intrusive and controversial: there is a social risk to the campaigners and supporters.

All this may be meat and drink to pioneer types but is uncomfortable for prospectors and may be unintelligible to settlers. If you can find out who your key staff, supporters and campaigners are, in value mode terms, then negotiating support for campaigning is likely to be much easier. Perhaps some people or departments should not be asked to campaign at all – or at least not to share much of the risk.

Renewal

Within organisations, the founders - risk-taking pioneers – are joined by prospectors as the group succeeds, and then change-phobic settlers (no-change-to-get-change please), when the cause becomes a norm.

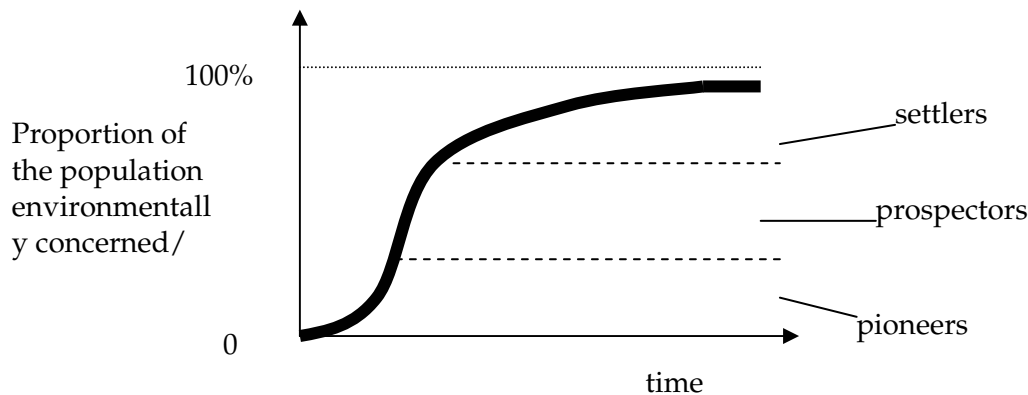
In Dade's words, "This leads to a situation where one of the biggest drivers of social consciousness raising in centuries, that has driven world wide changes in perceptions and behaviours, (the 'green movement'), has created a dynamic that will rob it of its energy as it becomes more successful at raising awareness issues."

From small and exciting but dangerously unpredictable it becomes safe and successful, status conscious (“we must safeguard our credibility”, “we need to get our facts right”), and then dull and established. Or that’s the danger.

One strategy to avoid this disabling campaigning capacity is renewal led once again by pioneers, if they have the moral authority to operationalise it. Prospectors and settlers may leave. A clarion call around a formative issue is most likely to justify such a move. Alternatively break up or reformulation could let the pioneers break away (a natural process but this will be resisted by the prospectors), or create offers, roles or mechanisms which have more central appeal to each group.

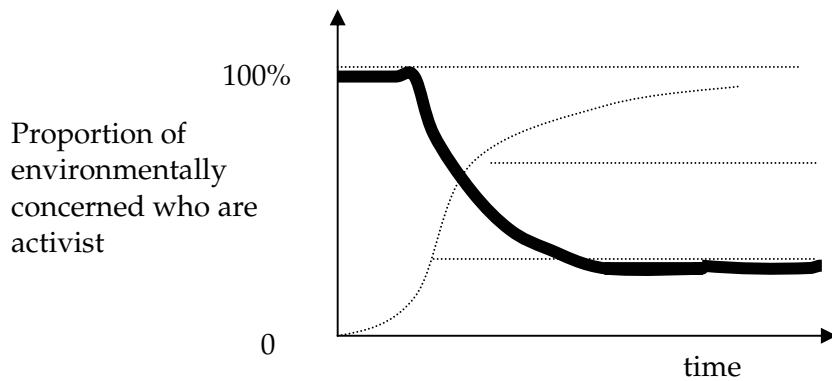
Interpreting ‘environmental concern’

The general process described by Pat Dade produces a curve something like this:



In other words it leaves a few ‘browns’ who for one reason or another don’t care at all about the environment, or are particularly hostile to ‘. This is the more-or-less worldwide picture picked up in studies such as those of Environics (see <http://erg.environics.net/> and <http://www.environics.ca/>).

However if looked at in terms of activism:



The activist quotient declines: I suspect that the ‘news-worthiness’ of the ‘movement’ is broadly proportionate to the steepness of the curve at any one time . Hence it’s ‘not news’.

The Groups In More Detail: Descriptions Of Six UK Values Mode Groups 2002

Pioneers - Eclectics: Self-starting, self-sustaining and self-contained, these highly individual, often solitary, people pursue their own higher purposes in life. They have a mature, down-to-earth acceptance of ‘the way things are’ but continually probe and refine their understanding of whom they are and where they are going. They look inwards, not outwards. They are disinterested in social status, image and material acquisitions. Furthermore, they have a passion for acquiring a holistic, aesthetic perspective on life. They are endlessly inquisitive about the meaning of everything. They simply need to ‘know’ for the sake of ‘knowing’

Pioneers – Seekers. These aware, energetic and empathetic people continually develop an optimistic yet highly sophisticated understanding of themselves, others and the environments they share. Confident in, and invigorated by, this ongoing personal growth, they explore and extend the boundaries of their knowledge and experience with a natural enthusiasm. Their comfort with the self-sufficient way in which they think and act reflects an intuitive understanding of the spiritual connectedness that exists amongst people. They therefore tend to be perceived as socially bold yet non-judgemental and wise

Prospectors - Players: Life is a game to be played to the max – and to win - ‘no surrender’, ‘whatever it takes’, ‘just do it’. Looking and feeling good, these socially-skilled people both attract attention and offer it. Listening to others is a short cut to winning – because then they don’t have to make the same mistakes. This flexible, instrumental morality enables them to question rules, push boundaries and switch allegiances with seamless ease. Shifting patterns in friendship and finance may follow in the wake of their

energy and charm, but they thrive in the ambiguity and uncertainty that can paralyse others.

Prospectors – Optimists. Positive and ambitious, these are the tentative risk-takers. They are keen to chase the better things in life, but may be inconsistent in going about it. They hover between following safe, well-defined routes to success and more speculative, loosely defined ones. As a result, their optimism is supported by attempts at justifying their actions before they take them – typically by following the example of successful people that went before. Similarly, with a basic need to gain respect and status through those around them, they may take risks but they are unlikely to engage in morally suspect ventures

Settlers – Rationals. These people aim to enjoy life in a relaxed and organised way. The approval and respect of others, particularly close friends and family, are essential to achieving this. They need to do ‘the right thing’ – honesty and integrity are important to them. Because of their need for a calm and ordered life, they can be quite pedantic in interpreting and policing social rules in their dealings with others. Their real-world aspirations are tempered by a need for financial security, a genuine low need for material ‘stuff’

Settlers – Protectors In a world of constant, unpredictable change, these reserved, independent individuals adhere to the tried-and-tested. As responsible guardians of heritage for future generations, they take comfort from accepted rules yet question shifting pockets of ‘authority’. However, this societal duty is but a symptom of their fundamental desire to provide identity, safety and certainty for themselves and others like them. Rules and routines simply make the struggle of daily life easier to manage.

12 Group Version

Pioneers:

Transcenders

The leading edge Values Mode. The Transcenders are the most self aware and contented of the Pioneers, but also the ones most likely to push their perceptual boundaries, in an attempt to gain greater harmony with their own value set and gain connection with others and the environment around them. They are the “scouts” for the rest of the Pioneers, pushing farther, faster, yet with a “lightness” that is not often felt by the other Pioneers. For the majority of the time, life is fun. They are intrigued by the unknown, and have a need for openness in their lives. Forgiving of themselves, they are the most likely to be forgiving of others.

Flexible Individuals

This Values Mode is the most extreme form of self-reflective individualism. The one word to describe them would be “aware”. Ethics figure strongly in their lives, but it is more of a “situational ethics”, rather than the “deep ethics” found in the Concerned Ethicals. They have a much higher energy level and degree of self-sufficiency than Values Modes 1 and 2. The high energy levels, self awareness and need for growth situations (pushing their own boundaries) creates an eclecticism in their behaviours that can be confusing to others. They must break the chrysalis of reality for their evolving identities to emerge.

Concerned Ethicals

They need to live a life with a sense of purpose. They believe that to create a better world, which is important to them, they must themselves become better people. Life is more than just honourable behaviour; it is also about honourable intentions. They have a wide and diverse knowledge base and have a view on many subjects. They attempt to see the world in a holistic way, rather than as a set of disparate issues. They have a strongly pronounced ethical view on all aspects of their lives. They have passion for anything they become involved in, yet sometimes lack compassion for others. They can be seen as interesting and formidable rather than caring and compassionate.

Transitionals

This is the entry-level Pioneer state. They are the most rational and pragmatic of the Pioneer groups, being the most likely to trust tried and tested methods when faced with unfamiliar situations. They are open to new feelings and situations, but are the most closed down of the Pioneers in their desire for close emotional relationships. They are looking to explore mental, emotional and physical boundaries, but safely. In a nutshell life has become exciting, but they are not seen as exciting people.

Prospectors:

The Tomorrow People

Life is an adventure driven by a new, emerging questioning of all that they formerly held as true. Most individualistic and flexible, yet focused of the Prospectors they are searching for self-esteem, having for the most part achieved the esteem of others. Life is good today and they expect it to as good, or even better, tomorrow. They are pushing their “own limits”, often to the point of confusion, in their self confident and high energy way. They realize they don’t need to be in control all the time and their life is becoming “lighter” all the time.

Their highly developed social skills see them easily belonging to any group to which they aspire. They are looking for situations that create a mystique and a magic in the everyday

The Now People

“We want the world and we want it NOW”! This could be the motto for these people. They have a hunger for life and want to devour it - to consume it all. Life is a party to be enjoyed and they want to be at the centre of it. They have probably the greatest need for the approval of others and this drives their wonderful set of empathetic social skills. They attract others to them, and the high energy they create, like a magnet. They look for the flash and intensity in all situations. They want the romanticised version of reality. This can create financial bedlam, but they accept the consequences and just go ahead and “do it” anyway.

Happy Followers

“Focused Uncertainty” is a phrase that could easily describe these optimistic and ambitious people. They are overcoming their Settler roots and are adopting the Prospector ways. They can get easily confused as to what they really want. They have the ability to pursue their dreams, but still hold out a hope that life is simpler than they are experiencing. They are beyond merely looking for recognition; they want respect. They have a respect for rules, and will use them to gain the “wins” that will get them the respect from others that is so important to them. This also provides the first steps toward the self-assurance they desire. While gaining respect is their focus, they are uncertain which is the more important; respect from others or self-respect. Their drive and ambition acts against them in many ways because they find themselves so busy, following the latest trends and “right things to do”, that they find little time just to sit down and sort out their issues.

Settlers:

Golden Dreamers

These people see that dreams (aspirations and desires) can come true - they just aren't too sure how it can happen for them. They are upbeat about their chances and are willing to try just about anything to achieve the dream. Their “try anything” mentality means they try out many different personas in an attempt to satisfy their need for acknowledgement, acceptance, belonging and esteem of others. Life isn't that hard anymore - it is more of a game, which they “practice” all the time. This is a transitional group, between the Settler and Prospector

groups. They still hold to some of the Settler ways of thought - one being the desire for clear-cut rules; a “perfect script” for their lives. They are often conflicted in their desire for financial safety and the need to spend to acquire symbols of value. They are liable to cut corners to ensure they have enough money to “buy the dream”.

Certainty First

In many ways the best adjusted of the Settler group. They know they want to trust the “old ways”. They very consciously use their experience to adjust to changes in the world, which they really want to “just slow down”, not necessarily reject. The past is more real to them than the future. They believe they are normal. They want answers not more questions. They are more “rational” than “emotional”. They take roles, not personas - *i.e.* everyone has a part to play and it a duty to perform, not an option. They are attracted to strong, simple explanations of their reality - *e.g.* ideologies and slogans - and tend to think in the same way. They believe that life can be much simpler than it is at the moment

Brave New World

These people dream, and work hard, to create a “better world” for themselves and others. This is the mindset that has created the modern world and the very concept of progress. As Settlers they have a basic gritty view of the world as it is. They tend to be attracted to big ideas yet tend to act in small ways. They are looking for the answers that will give them control and, by extension, safety. Life is not seen as holistic - rather it is a set of discrete situations; the smaller the better. Small equals controllable in their minds. They are prudent in their approach to money because that means safety, if they have enough.

Smooth Sailing

Life just got better for these people. They have grown out of the Roots Values Mode and loosened-up. They want routines of convenience, routines that they don’t have to think about. Rules help them do this. They dislike new ideas and ways of thinking – “If it ain’t broke, don’t fix it”. They know, deep down, they have to look after themselves first and that they will always put their own needs before others, whatever they may choose to say in any given situation. These are people who have an overriding need to ensure the safety and maintenance of their lives in what they perceive to be a harsh world. In brief, a combination of confrontational individualism, a low need or desire for close emotional relationships (listening and hearing others at an emotional level), a low awareness of “society’s” needs, and their own self-limited ambition, creates a person who is still largely “self contained”.

Roots

This is the base of all Values Modes - everything else is a progression from this state. Fundamentally, for them the world is threatening and they must be strong to survive in the face of the odds. Survival is the mark of success. Life is hard but they feel they are extremely self-sufficient - they have to “look after number 1”. There is strength in their steadfastness, but there is also isolation from others. They have low empathetic skills, as they spend much of their time attempting to control the world around them, even controlling their own desires. They are not self-reflective. Rationality is their main weapon of control.

Findings Related To Statements About ‘Environment’

A number of ‘environmental’ statements have been put to focus groups where the value-modes of the participants are known. Although not a systematic study of environment and value modes, a few points may be of interest. The below is extracted from a note by Pat Dade⁹.

A recent Cultural Dynamics survey posed a set of questions to the respondent base in which they were asked to respond to one statement that most nearly described their “attitude to the state of the natural environment”. 3539 nationally representative respondents filled in responses.

Focus groups had revealed a series of attitudes that resulted in the following 9 statements. The percentage of respondents responding to each statement is shown. Analysis of the largest respondent groups follows.

Question:

Which **one** of these statements comes closest to your own attitude to the state of the natural environment?

Statement:

- | | |
|---|-----|
| (1) I’m not concerned; it doesn’t worry me | 5% |
| (2) The situation is not as dangerous as it is made out to be | 5% |
| (3) It’s dangerous. But not too late to actively restore | 32% |
| (4) It’s too late to prevent damage lasting centuries | 8% |
| (5) Everybody should do something | 23% |
| (6) We’re all responsible | 20% |
| (7) Government should legislate | 2% |
| (8) Introduce an environmental tax | <1% |

(9) Make companies directly responsible

5%

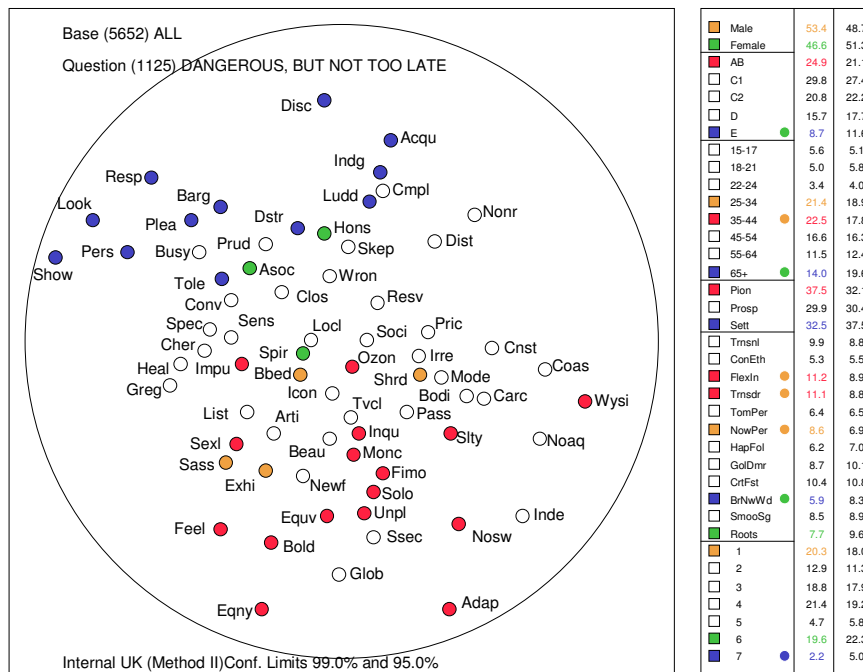
Quick Overview

75% of the respondents replied that the natural environment is cause for concern, but that the problems are not insurmountable if we all take some responsibility.

This is very sweeping statement and is best understood if the prime constituents of the statement are examined in terms of the cultural values of the respondents.

The following analysis is based on the value sets and Values Modes of people responding to statements 3, 5 and 6 (as above).

Statement 3: It's dangerous. But not too late to actively restore
Values Map



Demographic Insights

Little difference in Male or Female

Overrepresented in AB's (24.9% of respondents- Index 118)

Over represented in ABC1 (54.7% of respondents-Index 113)

Over represented in 25-44 (43.9% of respondents-Index 119)

Psychographic Insights

Over represented in Pioneers (37.6%-Index 117)

Under represented in Settlers (32.5%-Index 87)

Highest Pioneers:

Flexible Individualists (11.2%-Index 126)

Transcenders (11.1%-Index 127)

Similarities with all Pioneers - These people are among the most environmentally aware people in the U.K.

This group of people are happy in their lives, both the past experiences and future expectations; and their present situations. They are embracing the changes that they perceive occurring all around them, and their families if they are married.

They actively seek out new experiences and enjoy the new questions that arise from each of the new answers they find.

They feel confident and assured about their place in life and their abilities to meet each new situation with enthusiasm and a sense of being able to achieve any goal they set for themselves.

Though their actions may sometimes seem extreme to others, and even themselves; they carry within themselves a quiet confidence. This confidence leads them to be leaders, rather than followers. These are the trend setters for others.

They do not try to lead, for the most part this is irrelevant in the lives they live; but others tend to follow them anyway. Their sense of having some kind of idea of “what they are all about” attracts others who may not have the same sense of self.

They are unlikely to make distinctions between the possibilities and aspirations of people based on their gender; to them all people are equal and potentially a source of information and enjoyment.

They know themselves and are aware of some their good (and bad) points, but don't pretend to understand themselves in the way they eventually hope to.

Their lives are a series of situations that can give them ability to perceive life in new and exciting ways; ways they feel are there for them to learn more about themselves.

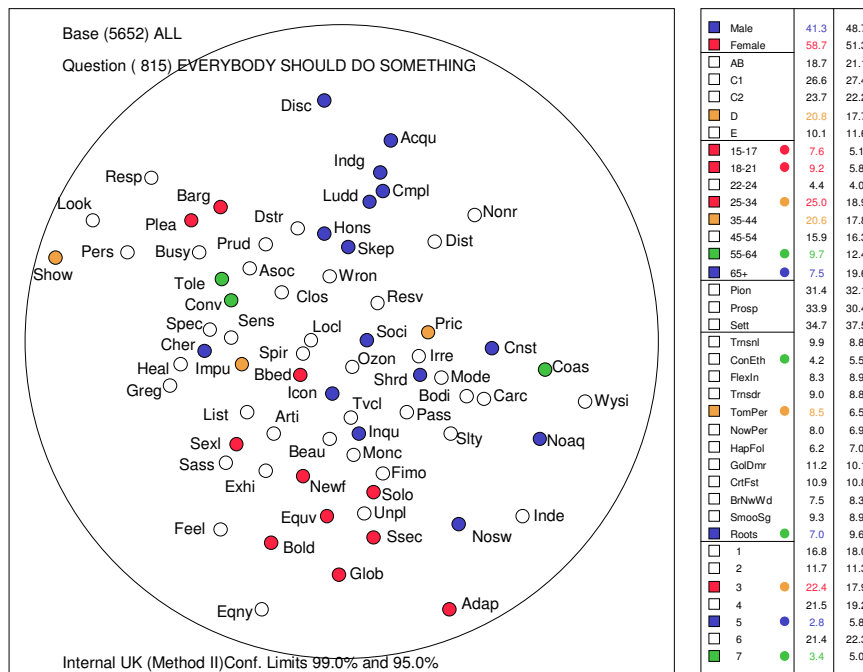
They have a relatively flexible morality, being driven by their own internal ethics, rather than obeying a set of rules defined by others. This means that they can sometimes seem like pillars of their community (note their higher socio-economic groupage) and then seemingly turn about in way that confuses friends and neighbours.

As a result they tend to react quicker than others to changes in their world and change behaviours and conceptual stances relatively quickly.

Though they tend to take financial matters quite lightly, they do believe that debts should be honoured to the limits of the ability they have. This can be annoying to financial institutions as some of them are their best customers; but are also the most “active” and “unconventional” accounts.

Statement 5: Everybody should do something

Values Map



Demographic Insights

Significantly more Female (58.7% of respondents-Index 114)

Over represented in C2D (44.5% of respondents-Index 112)

Over represented in the under 18's (16.8%-Index 154)

Over represented 25-44 (45.6%-Index 124)

Psychographic Insights

No outstanding differences in the Maslow Groups

The only over represented Values Mode was the Tomorrow People (only 8.5%-Index 130)*

*There are no immediate conclusions to be drawn from this small sample size

These people are not especially environmentally conscious and tend to be younger, spread through all socioeconomic groups but skewed more down market.

This can be typified as a group waiting to be led to a better set of questions. They are waiting for a reframing of today's issues; one of which is the "environmental movement".

These respondents are not the inquisitive cultural magpies seen in the more upmarket and slightly older respondents in Map 3. This means that messages aimed at them will have to be more stringently targeted and focused in message; they are unlikely to pickup new messages in the environment just through "weight of message".

This group as a whole are very active in their lives and are constantly trying new ways of perception and behaviour. As a method of achieving the satisfaction of their desires they focus on understanding, and gaining the approval of individuals and groups within their social sphere; rather than spending time and effort defining their own "reality".

They are quick to change their behaviours and views on almost subject or issue...not like the Innovators of Map 3, but they certainly could be counted among the Early Adopters.

They do have a wide outlook on life and certainly relate more to global issues than many in Britain. They have wider sense than most people of the potential for change within societal institutions; from truly edgy protest behaviours like the tunnel diggers and road protesters to the almost mainstream changes within the roles and responsibilities within today's family structures.

They tend to use their high energy for action rather than introspection.

They differ from other Pioneers in that they are not driven to understand or even examine the connections between the many facets of reality they have uncovered or participated in during their busy lives.

So while they can be seen as people who are “likely to want” more information, in truth they will work more with a “word of mouth” network, rather than receive opinions from traditional and non-traditional media.

The messages they receive from the various networks they move through will give them a “fragmented view” on many subjects; i.e. not a coherent world view on which to build a solid psychological base for sustainable behaviours.

These are the type of people who are attracted to a “single issue project”, giving lots of energy and expertise to the project in the early days, but tend to move on to other issues before the original issue is settled. They can make very active members of high profile groups, especially the more direct action, quick result type projects.

They are naturally fluid and flexible in their approach to life, coming from an emerging “sureness of self identity”, which is tempered by the desire for the recognition and approval of others.

In truth these people are attracted to projects that give them the kudos of a brand. The higher the profile of a project, within the peer or aspirational group, the more likely they are to change behaviours or points of view in favour of the project, and vice versa. Quick to adopt, quick to drop!

In advertising language, they like their issues to be “sexy”. Make the “doing of the issue” sexy and they will join you, for a while.

An especially important distinction to make between the first group (Map 3) and this group is that though they may contribute financially to single issues or projects they are unlikely to contribute their time if it involves them spending “their own money” to be in a specified place at a specified time. They may take coaches to “events” but are unlikely to plan a trip they have to pay for themselves.

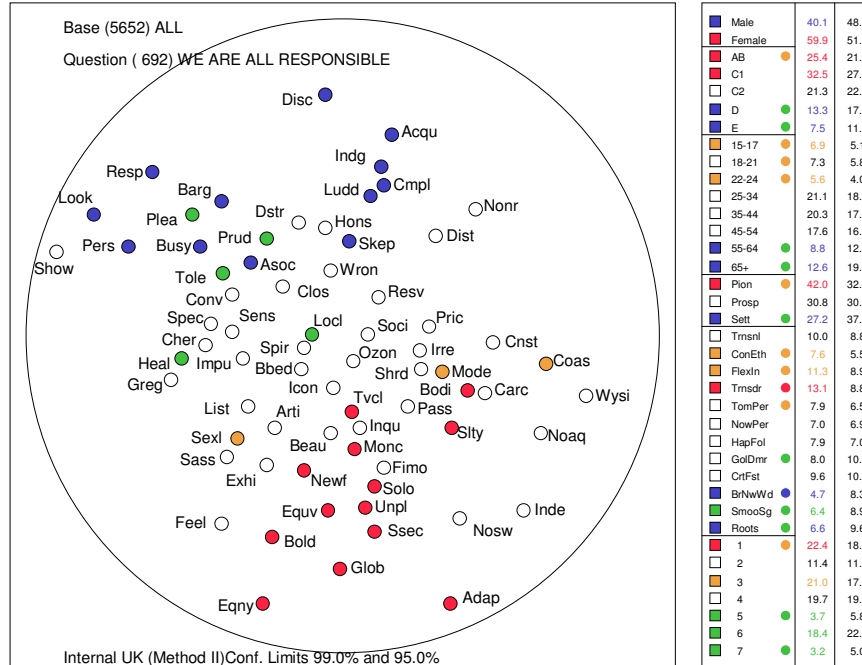
These people may be on databases as financial supporters, but they are unlikely to be participants in “planned direct action”.

They are less likely to lead by “rational” arguments than they are by the potential for a “spontaneous big gesture”, i.e. it’s not rationality, it’s romance, that drives them.

To sum this up; they are good followers but not innovators. They can be used to pass the news, but are unlikely to be solid advocates. They may be supporters but not core activists.

Statement 6: We're all responsible

Values Map



Demographic Insights

Significantly more Female (59.9% of respondents-Index 117)

Significantly more ABC1 (57.0% of respondents-Index 120)

Over represented in all age groups below 55

Most significantly in the under 25's(19.8%-Index 133)

Psychographic Insights

Over represented in the Pioneers (42.0%-Index 131)

Under represented in Settlers (27.2%-Index 73)

Highest Pioneers:

Transcender (13.1%- Index 149)

Flexible Individualist (11.3%- Index 128)

Concerned Ethical (7.6%- Index 138)

This is the most upmarket, female skewed, of all the 3 prime groups. And the most Pioneer driven.

This group of respondents is less environmentally conscious than map 3, but more than map 5.

This group is in the midst of having a “good life” and are aware of how much they enjoy it.

They are not as aware or inquisitive as the Map 3 people, but they are desirous of a more active and flexible approach to life.

They are actively learning about the world around them, without having strong opinions as to the answers raised by the questions posed by many societally aware NGOs.

They are quick to pick up on new trends however. They want to know about the issues that society is confronting on a daily basis. They often prefer the statement/delineation of an issue, rather than a “canned answer” approach when they seek information.

This group of people are looking for better questions rather than new answers.

These people do not look for the questions to come from peer or aspirational groups. They are very much “their own people”, and neither want to, or actually, depend on others for advice or affirmation.

Many of the questions they raise will not be within the mainstream yet. Often the questions will rise from their own thoughts, as they make connections between bodies of knowledge they have within themselves.

They can be seen as Innovators rather than Early Adopters.

In their family groups they tend to adopt less traditional approaches and look for each member to define and act within their own family roles. They have a very relaxed approach to assigned gender roles with society and the networks they inhabit.

They are flexible in their approach to sex as they are to the traditional family or gender roles.

They will be more receptive to big issues than the majority of society and want to have the issues defined in ways that may be “too provocative” to other groups. State the issue in big provocative ways and these people will support it.

Interestingly these people tend not to be defined by extremes in appearance. Not for them the clothing that says “here I am, now watch me”. Though they are at ease with their bodies, they will often be seen as understated in opinions and appearance, and subsequently surprise lots of people with their leading edge views.

They have the awareness that life is not always the benign world of their own personal experience. They realize that life can be hurtful, even if it has only happen anecdotally for them, or at a level that is not defining their own reality.

This awareness is not going to be the result of heavy television viewing, it is quite likely to be from the connections they have made from the various bits of data and information they have amassed in the course of their life to date.

Immersion – Learning To Think Like Your Targets

Cultural Dynamics run two or more day immersion ‘seminars’ in which participants learn how to think like any one of the Value Mode groups. That way you can put yourself into the shoes of others. Coupled with the research database this creates a powerful tool for planning and understanding research but even without it, all sorts of human behaviour and communication becomes visible and intelligible in a new light.

Contact

Later this year, the Cultural Dynamics model should become more widely available to NGO’s, as a result of a hook up with strategic partner tree, in London, who are direct marketing specialists. Contact Pat Dade of Cultural Dynamics at pat.dade@treelondon.com 0207 467 9400

Chris Rose mail@tochrisrose.idps.co.uk has written a book on campaign strategy and tactics, *How To Win Campaigns* which covers this and other ‘tools’, to be published by Earthscan

¹ There may be others but I'm not aware of them – please contact me if you have such information, at mail@tochrisrose.idps.co.uk

² there are many resources about Abraham Maslow on the 'net. His needs hierarchy, developed in 1947, was first widely published in 1954 in *Motivation and Personality*, while his most famous book is probably *Toward A Psychology Of Being* (1968 first edition).

³ www.cultdyn.co.uk

⁴ *Ecos A Review of Conservation* – the Journal of the British Association of Nature Conservationists, www.banc.org.uk

⁵ *Fire and Ice: The United States, Canada and the Myth of Converging Values* Michael Adams with Amy Wagstaff and David Jamieson, pub Penguin Canada 2003, ISBN 0-14-301422-6

⁶ Eg BT, Shell, Unilever, US Marines, Arsenal Football Club, BBC, Nestle, Trust House Forte

⁷ Pat Dade pers comm

⁸ A classic framing behaviour – see www.frameworksinstitute.org

⁹ Pat Dade pers comm