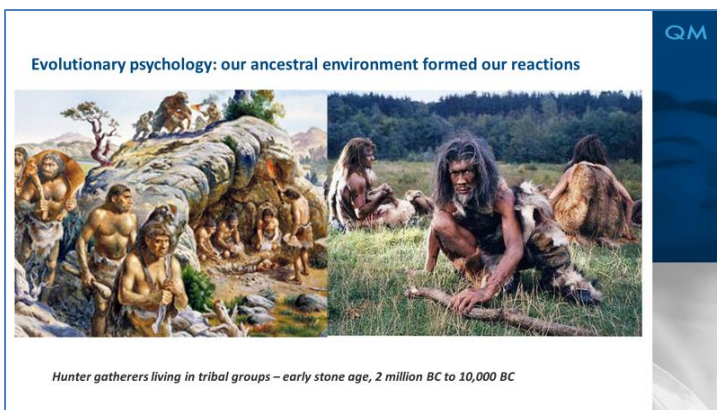# Reference Guide to Behavioural Economics and Evolutionary Subselves

Introduction: Evolutionary psychology is a theoretical viewpoint that can link context, emotions, motivations, biases and behaviour

Evolutionary psychology has become a single seamless framework that can span disciplinary divides. (Dunbar 2008). It can provide ultimate explanations by considering the adaptive value of the systems of thinking and behaviour that we have successfully evolved. These explanations add power and depth to the proximate explanations generated by other disciplines.

The ancestral environment in which early humans spent over 160,000 years as semi-nomadic bands of hunter gatherers, shaped our instinctive reactions to the challenges of survival and passing on genes to the next generation. These reactions remain embedded in us as systems or subselves that are triggered by environmental cues, often out of our immediate conscious awareness. They now work within the context of the modern environment, which is physically, socially and culturally different

- Our brains now evolve rapidly through the transmission of learning rather than genes
- Many people choose not to have children, so passing genes on is no longer the arbiter of success.
- Companies and societies evolve and adapt as well as people. Companies and cultures create norms to maintain fitness for their environment

Evolutionary psychology: our ancestral environment formed our reactions

Hunter gatherers living in tribal groups – early stone age, 2 million BC to 10,000 BC

Evolutionary patterns of behaviour are a default option and help to explain behaviour that otherwise does not make sense e.g. 'irrational' cognitive biases.

Biases such as loss aversion make huge sense when people are living at subsistence level, because then any loss can lead to death.

Loss aversion /overvaluing what you have - if you lost what few resources you had you were in deep trouble

Difficulty in making choices – there was only one variety of mammoth to choose from

Quick impressions - is it a twig or a snake? Would have saved your life.

Familiarity; if you survived, past behaviour was probably correct.

In group/ out group stereotyping – strangers were likely to be a threat

Biases to do with **predicting** how we will react in the future – did a hunter gatherer ever retire?

Difficulty in understanding probabilities and large numbers –under 150 was a likely tribe size

Biases triggered by the environment – anchoring, priming; the environment is the dominant force.

Status quo, social proof – if others are doing it, its bound to be safe.

Focus on the NOW – immediate gratification. How do you keep things for the future?

The system defaults can be described as Threat management or Error management – keeping us away from evolutionarily costly mistakes, at the risk of smaller misjudgements.

Although we are no longer in the ancestral environment these ways of reacting are now built into our psychology.

There is no moral judgment intended in the descriptions of the evolutionary processes; just because they are 'original' and 'natural' does not imply they are the best. Once aware of them, humans have the thinking capacity to make different choices.

How Behavioural Economics has been reframed as a source of inner wisdom – the adaptive unconscious

We are evolutionary survivors, the successful ones. Imagine a person who is very quick thinking. He or she can sum up a situation quickly, knowing what key cues to look for, and can take immediate action. (It's called 'thin slicing' – the ability to find patterns in events from very narrow windows of experience). It would be good to know a person like this, who is very adaptable, can keep out of danger, and can stay on top of fast-moving situations where a lot of decisions must be made. The good news is – that person is you. In Daniel Kahneman's terms, that is what System 1 thinking would be like if it were a person.

Principles of BE as in the Kahneman classic: Thinking Fast and Slow

People are mainly impulsive thinkers, who don't like change, and find it an effort to process complex information, so they use short cuts to make decisions:

- Take the default, use habits
- Do what others do/ follow social norms
- Choose on the basis of impressions, transient emotions or cognitive ease
- Use the principle of avoiding loss
- Prioritise rewards in the near future over more distant rewards

People of course do deliberate rationally over some choices, but even here:

- The process is relatively slow and uses up energy and self-control
- Inputs into the decision-making process are selectively chosen
- They are prone to certain logical and statistical fallacies

In addition, people consistently over or under-estimate themselves and others in certain ways

- They need to maintain a self-image of rationality, competence, goodness, and morality and therefore will post- rationalise when they do not act in accordance with the image
- They underestimate the degree to which they are influenced by others and like to take credit for good decisions, while blaming others for poor decisions
- They rate themselves as above average on many skills and abilities

Kahneman did not mean to imply there were physically two systems of thinking. System I and 2 are metaphors, or in his words "fictitious characters" that help us understand how they operate. They are mental processes, and there are decades worth of research supporting the theory.

System 1 or Fast Thinking

- Generates impressions, feelings and inclinations, when endorsed by System 2 these become beliefs, attitudes and intentions.
- Operates automatically and quickly, with no sense of voluntary control
- Can be programmed by System 2 to mobilise attention when a pattern is detected
- Executes skilled responses and generates skilled intuitions, after adequate training.
- Links a sense of cognitive ease to illusions of truth, pleasant feelings and reduced vigilance
- Distinguishes the surprising from the normal
- Infers and invents causes and intentions

- Neglects ambiguity and suppresses doubt
- Is biased to believe and confirm
- Focuses on existing evidence and ignores absent evidence
- Generates a limited set of basic assessments
- Overweight's low probabilities
- Responds more strongly to losses than gains

System 2 or Slow Thinking

- Believes itself to be in charge; monitors thoughts and action supplied by System 1. It can deal with complex computations, construct thoughts in an orderly sequence, although it is affected by the impressions and biases brought in by System 1.
- Focuses attention, effort and self-control but has limited capacity – self-control can easily become depleted when it's too busy
- Prefers to operate by the law of least effort and is subject to mental overload
- Follows rules
- Can compare objects on several attributes and make deliberate choices between options.
- Can program memory to obey an instruction that overrides habitual responses

Researching with Systems 1 and 2

A categorisation of the main BE cognitive biases

Area of Investigation	BE Jargon	What it means	Research implications
1 Informational biases For bigger, System 2 'rational' decisions e.g. finance	Ambiguity aversion	Don't like deciding when some information is unknown & probability can't be judged	Type of information sought is a clue to underlying beliefs & intentions Confidence and comfort level with the information are important determinants of choice strategy.
	Comparative ignorance	Lose confidence if feel that most other people know more	
	Anecdotal evidence	More receptive to stories than statistics (if have lost confidence)	
	Choice paralysis	Too many options make choosing harder. People hate closing open doors.	
	Confirmation bias	People tend to look for information that confirms what they already believe	

2 Choice Heuristics or rules of thumb Also need to add positive reinforcement – what makes you feel good	Availability bias	Work with what comes to memory first – might be most recent or most emotionally charged. Affects judgment of probability of it happening.	Importance of getting spontaneous factors before giving lists of options. Careful about implying what IS the status quo or default in questions Check out basis of authority carefully Look at beliefs about what most other people would do.
	Default option	Much easier to pick the default than make the effort to choose an alternative	
	Status Quo bias	Tendency to prefer things to stay the same	
	Familiarity bias	We trust things more if we have come across them before – even out of conscious awareness	
	Authority	A trusted authority	
	Loss aversion	We avoid anything that is perceived as a loss	
	Validity bias	A repeated statement is judged as more true	
	Social Proof	If everybody else is doing it, it's a safer option	
	Sunk Cost effect	I have put so much into it already, I might as well carry one	
	Endowment effect	Once you 'own' something (even if it's temporary) it becomes more valuable to you.	
	Optimising, satisficing, Maximax, Maximin. Etc.		

3 Intertemporal choice Also a lot of biases to do with underestimating or overestimating probabilities.	Procrastination	Happens when you need to give up something now (loss) for a benefit in the future	The present has more power than the future. You can hear what they say but know that they will feel as most people feel in that situation.
	Poor affective forecasts	People are very poor at predicting how they will feel in the future as they tend to base it on the present	
	Hyperbolic discounting	Choose immediate gains over long-term benefits	

4. Decision - context	Anchoring	Tendency to rely too heavily, or "anchor," on a past reference or on one trait or piece of information .e.g. price	Past prices paid & expectations relevant here. Implications for stimulus material.

Careful examination of the meanings of words.

Immersive /auto-ethnographic methods to capture real world contexts. |
	Framing	Drawing different conclusions according to how something is presented 'survival rate 80%' vs. 'death rate 20%', 'bonus' vs. 'rebate'	
	Choice bracketing	How many choices are even considered	
	Choice architecture	How the choices are presented – order effects, apparent discounts, value perceptions	
	Context effect	What information/stimuli are available in the immediate environment AT THE TIME the decision is taken.	

5. Biases to maintain self-integrity	Self -consistency	The commonly held idea that we are more consistent in our attitudes, opinions, and beliefs than we actually are. May include changing recall of the past to make it true.	All of these need looking out for in analysis.

Mis-recalling past attitudes or behaviour to make it seem consistent.

Rationalising product purchase |
	Cognitive dissonance	Discomfort caused by two opposing ideas/behaviours, resolved by changing or reducing the importance of one of the beliefs.	
	Hindsight	Claim past events were predictable at the time they happened. 'I knew it all along.'	
	Egocentricity	Over-estimate our own success, popularity and desirable qualities	
	Self serving	Claim more responsibility for successes than failures	
	Attribution error	More likely to explain others behaviour by reference to personality characteristics than the situation they were in at the time	
	In group	Trust the in-group more – people like ourselves	
	Just world	The world is just and (others) get what they deserve.	
6. Social Influence

Roberto Cialdini is still a classic on influence and persuasion | Reciprocity | Giving something obligates a favour in return | People who write direct mail have known and used these for ages. |
	Authority	Legitimate and genuine authority figures	
	Scarcity	People assign more value to opportunities when they are less available.	
	Commitment and consistency	If people say yes to a small request, they are more likely to accede to a larger request	
	Social proof	When people are unsure they are more likely to follow the lead of (many) others – especially if those are similar to themselves.	
	Liking	Similarity, praise, familiarity, attractiveness – many ways to create liking	
7 Experimental method	If people are poor witnesses to themselves then what you can trust most is what they actually do. Nearly all of BE / Cognitive psychology is built on experimental method and its much underused in MR.		

8. Lack of financial literacy /numeracy	Several chapters in Thinking, Fast and Slow refer to consistent biases in evaluating numerical information – such as neglecting base rate information and the conjunction fallacy. Needs a specialist quant person to unpick the implications.

Summary from the perspective of research implications

Cognitive/ environment	Implications
System 1and 2 Thinking	More ways of accessing intuitive, in the moment research: Observational, mobile, projectives, IAT Give people time constraints to simulate real world choices pay attention to spontaneous responses
Cognitive ease	Match the research mood to the decision-making process being researched When info is presented – does it feel right, does it easily make sense
Ego depletion	Over-work, stress, fatigue, lead to impulsive behaviour – there are limits to self-regulation when under cognitive strain Don't overdo topic guides, look for signs of strain in major decision-making processes Anticipate effect of overloaded client briefs and push back and challenge
Selective attn. and confirmation bias	There are a lot of things people do NOT notice; they do notice stuff that confirms their view Pay attention to what might be influencing selective attention e.g. brand usage, existing attitudinal stance
Frames: Define the discourse /competitive set, Frame as gains or losses, Different descriptions highlight various aspects of the outcomes	Create the playing field / discourse through choice of vocabulary and creating issues and oppositions. Challenge the frame: 'Is that a useful question?' 'Is there another way of talking about this? Opt out or opt in, win or lose Reframing – more interesting questions get more interesting answers Stimulus material /concepts often frames different outcomes
Habits	Can be deconstructed into components in order to change; need methods and techniques for careful observation.

Decision-making	Implications
Anchoring	Look for relevant anchors, avoid creating them unwittingly in discussion guide
Availability bias/ salience	If it comes to mind easily, people think it must be important Needs to be spontaneously covered at the start

Priming	Avoid it happening accidentally through recruiting, questioning or nonverbal cues, etc. Be careful about the venue for research and what primes it might hold. Avoid order effects in guides
Difficulties comparing dissimilar options / ambiguity aversion	Advise client before research Help to clarify for respondents
Loss aversion – work harder to avoid a loss than to gain same amount	Avoiding a loss can be a powerful motivation Review stimulus carefully for any perceptions of loss Notice it in A &I Notice it as influencing the client's agenda
Status quo /default option	Sometimes there is an implicit default in the way information is presented Check out default option – what would you do if there wasn't this choice?
Hyperbolic discounting- Prefer an instant reward rather than wait for a larger reward.	A notable effect in many areas from dieting to financial products
Sunk cost effect	Take note in A& I if people have already invested a lot of time and money in one option
Choice architecture	Organise the context in which people make decisions; including options for least effort, clear explanations, incentives and feedback on what others do or think
Cognitive dissonance Mismatch between perception of self as sensible, competent, rational, moral person and an expressed attitude or behaviour	The discomfort and tension will be reduced by: Minimising or discounting the behaviour, misremembering, self-justifying or blaming. Often appears post-purchase as a justification for behaviour and may result in a distorted account of the value of the purchase. If it cannot be challenged, make allowances for it in interpretation.
Optimising, Satisfycing, Maximax, Maximin	Range of well-known purchase heuristics
Choice overload	Don't put in 30 concepts! Don't just recommend the respondents need more information to make a decision. Too much information will give them overload. Also recommend ways of making the decision easier.

Future prediction	Implications
Hot cold empathy gap – underestimate the effect of hunger, thirst, pain, arousal etc.	Use techniques to get people closer to the emotional state in which the behaviour will happen
Restraint bias – illusion of self-restraint miscalculates the temptation	Design choice architecture of stronger self-control strategies
Optimism effect	Make allowances for overestimates of chances of success in future commitments. Use challenges in discussion

Gamblers fallacy – odds for something with a fixed probability will increase or decrease according to recent circumstances	Failure to understand statistical independence Look out for it when researching anything to do with luck, chance, lotteries etc.
Current self versus future self	Focus on the present means people feel dislocated from the future self, so it's necessary to make the future self more vivid and salient (aged avatars)
Overestimate recovery time /ability from serious events	People imagine major life events – divorce, job loss, illness as more negative and damaging than they really are.
Social influences	**Implications**
Social norms Social proof – do what others are doing/ is expected Social reference points; behaviour is relative to what others do	Ask more questions about what is socially expected – what do they think most people will do? Strategies of persuasion by showing /telling what others are doing, giving feedback on how people relate to the 'norm'
Authority	Examine the nature of the authority and credibility of the information giver
In-group bias- we have positive views of people in 'our' group and give them preferential treatment. (We build our self-esteem through belonging).	Watch for in and out group language, perceived/ desired similarity to key reference groups Communications from or about people who are similar to us have more effect.
False consensus - we tend to overestimate the degree to which our own behaviour, attitudes, beliefs, and so on is shared by other people.	Comment and challenge where it's an important rationale for a behaviour
Public commitment	A commitment made publicly is more likely to be honoured
Reciprocity – people feel obliged to respond to a gift or a positive action	A small gift can often be the first step on a ladder of commitment. However, people often rubbish this idea in groups.
Self-serving bias – what is beneficial to the self is fair to others. Also attribute success to self; failure to others.	Causes difficulty in reaching agreements in negotiations
Illusory superiority – the above average effect	People overestimate their ability and competence – 90% think they are above average. Bear in mind in interpretation.

The Rational Animal – evolutionary 'subselves' that underpin behaviour patterns, need states, emotions and biases

Emotions evolved as part of the adaptive unconscious. Some of the systems evoke quite specific emotions; others cover a broad range. Emotions also vary in their intensity and how long they last. Plutchik's theory (left) is useful because it not only shows how emotions become milder away from the core, but also how mixtures of emotions create new ones (between the 'petals').

Functions of emotions

Emotions have an individual, **intra-personal function** – they enable us to act quickly without thinking; shutting down some systems and enhance others to prepare us for action. (The action may or may not occur, depending on the context.) They influence thoughts and memories – the most powerful memories are the emotionally laden ones. They also motivate future behaviours, giving us experiences that we may seek again – or to avoid.

But there is also an **interpersonal** function – they are social signals about what individuals are feeling and what they may do. Other people are tuned in and will react accordingly.

Emotions have a social and cultural function. Smiles reward behaviour in others; frowns decrease it, while expressions of disgust will create avoidance. To maintain social order, it is the role of culture to regulate the expression of emotion and there are sanctions against those who express emotions inappropriately.
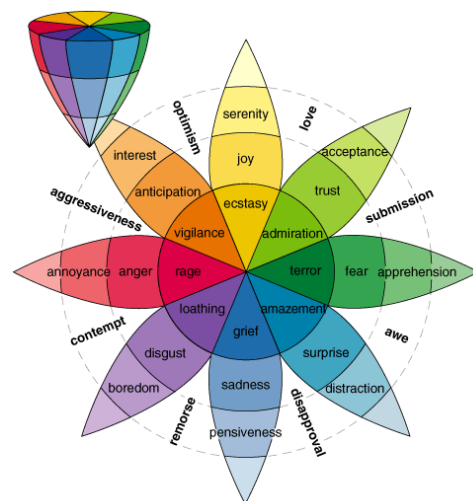
Self Protection subself (origin of system/subself: attacks by predatory groups, tribes, animals)

Note that this includes psychological threats/anxieties, and that some people seek the excitement of fear inducing behaviour. Sources of fear/anxiety in the US and Europe include: Terrorist attacks, spiders, death, failure, war, heights, crime/violence, being alone, the future, public speaking, misery, ridicule and rejection.

Context & triggers to activate systems /subselves / Need state/s	Emotions, feelings and moods (different strengths and durations)	Body response/ facial cues / signals to others	Likely modes of thinking Cognitive biases	Options for behaviour	Motivations /Desired effect	Effect of resolution
Threat in physical environment or in imagination **Conditioned trigger** **Immediate or as concern for the future** **Obstacle/enemy** **Perceived loss of safety** **Possible loss of self-esteem e.g. humiliation**	Terror Fear Apprehension Discomfort Rage Anger Annoyance Not coping: Embarrassment, shame, remorse Fear as excitement: Vigilance Anticipation Interest	Rapid breathing and heart rate Sweating, Muscles tense to run faster of fight harder Wide eyes to take in more information/ track target Eyebrows slanted upwards Mouth open to take in more air Chronic fear /anxiety leads to stress response and panic attacks	Black and white judgments, stereotyping Blaming Manipulation In-group bias Social proof Anticipation –playing out scenarios Problem solving to overcome obstacles Negative thought cycles about self worth	Stress response: 'Fight' / confront Aggression, violence, bluster, posturing, loss of control Flight/ distance Avoid, run away, repress Freeze /when no hope Seeking powerful allies May seek revenge	Maslow's safety needs: Escape/ remove danger and pain OR seek the thrill of danger Seek comfort, trust protection Seek reassurance from others of own worth **Social/cultural:** safety in numbers, greater unity (but also manipulation through fear)	If successful; Relief, Joy, sense of competence If not successful: resentment, humiliation, desire for revenge Or depression and health issues due to stress
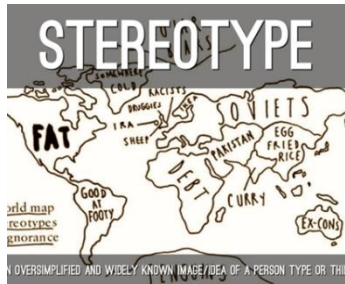
Disease Avoidance – 'the behavioural immune system' (system source: illness from parasites, pathogens, food/environment, foreigners bringing plagues and diseases) **Sexual disgust** arises from a desire to avoid poor mating choices and **moral disgust** from avoidance of social relationships with norm violating individuals

| Context & triggers to activate systems /subselves / Need state/s	Emotions, feelings and moods (different strengths and durations)	Body response/ facial cues / signals to others	Likely modes of thinking Cognitive biases	Options for behaviour	Motivations /Desired effect	Effect of resolution
Cues of risk of contact with pathogens Body wastes/ contents / sick, deformed, dead, unhygienic, decaying contaminated The unknown /exotic/ unfamiliar Immoral acts (can be culturally defined) Also: cleansing, grooming, purity, hygiene, wellness, cultural rules	Loathing Disgust Aversion Vigilance Anticipation Interest - some people are fascinated by it / source of humour Maintaining physical and moral health: Admiration Trust acceptance	slightly narrowed brows, a curled upper lip, wrinkling of the nose and visible protrusions of the tongue Lowered blood pressure and galvanic skin response, Nausea /vomiting	Aversion, contempt, disapproval e.g. drug users, homeless, obese In-group vs outgroup Risk aversion - contamination Dehumanisation Stereotyping, prejudice, bigotry Racism/ homophobia Following social norms and expectations	Withdrawal, distancing, stopping or dropping the object of disgust and shuddering Keeping away from, keeping out, ejecting Socially condemning the 'impure' Ritualising beliefs that counter disgust Rules for eating, cleanliness and behaviour to keep society physically and morally healthy	Maslow's Safety needs – protection, long term survival and growth Stopping the reach of pathogens, the moral infection Expelling 'contaminated' people from the group	Sense of safety, righteousness, virtue, respectability If not resolved, obsessive compulsive behaviour

Affiliation – 'we are better together' (system source: co-operative groups are more successful and have access to more resources and more protection). It's not all warm and lovely; there is rejection, shame, sensitivity to betrayal and the manipulation of people by large groups.

Context & triggers to activate systems /subselves / Need state/s	Emotions, feelings and moods (different strengths and durations)	Body response/ facial cues / signals to others	Likely modes of thinking Cognitive biases	Options for behaviour	Motivations /Desired effect	Effect of resolution
Cues of friendship – photos, cards, social media etc.

Needs for help, feeling lonely or rejected, membership of organisations

Positive reference (a group you want to be a member of)

Group tasks

Known people who need help/are upset | Admiration
Trust
Acceptance
Envy

Embarrassment, shame, remorse, at transgression

Need to affiliate varies according to circumstances

Use of social emotion regulation strategies – who to affiliate with / what purpose (coping, task management, status etc.) | Laughing, smiling, nvc rapport building

Group emotions and emotional contagion

Oxytocin promotes affiliative behaviour, including maternal tending and social contact with peers

Affiliation reduces biological stress responses | Conformity, groupthink
Rule following, false consensus

Illusions of superiority OR Social comparison with similar others to evaluate self

Avoidance of high risk or uncertainty

Community, Formation of alliances

Sensitivity to betrayal | Collaboration more than competition
Share, help, support, advise

Follows the group

Tend and befriend – female response to stress

Gossip, maintaining connections, spending time together. Communicating, gifting, 'socialising'

Using crowd opinion and behaviour as choice heuristic | One of McClelland's three drives (achievement, affiliation & power)

Shame is part of Adler's inferiority drive – leads to compensation

Maslow's belongingness – need to matter to others, significant to be part of something larger than the self /community | Increase social bonding, loyalty commitment,

Closeness (people and brands) harmony, convergence

Increase individual effectiveness and validation

Increased coping and resilience

Possibly increased status, reflected glory

Herd and collective behaviour |

Status seeking – 'fitness enhancement for the individual and the group' (system source: dominant individuals have better access to quality mates and resources, optimising the overall fitness for survival of the group.) There are different routes to obtaining status – not just dominance, skill or having the most toys. Lack of status can lead to depression / aggression.

Context & triggers to activate systems /subselves / Need state/s	Emotions, feelings and moods (different strengths and durations)	Body response/ facial cues / signals to others	Likely modes of thinking Cognitive biases	Options for behaviour	Motivations /Desired effect	Effect of resolution
Symbols of power, prestige and success (within a significant setting or reference group). Criteria are culturally mediated; include competition, knowledge and skill competency Awareness of dominance hierarchy. Signs of disrespect, feelings of inferiority	Different paths: 1. Authentic pride, achievement, high genuine self esteem 2. Hubristic pride, narcissism, superiority and arrogance 3. Testosterone influences younger men to take higher risks 4. Consumption, anticipation, joy (lacking status) Status Anxiety, shame, guilt, envy contempt	Verbal and Non-verbal indications of dominance or inferiority, power and respect Use of space and resources is a social signal – big cars, offices, houses etc. Can be counter cultural if that is the chosen reference	Self-serving biases can increase confidence Some strategies are affiliative – based on ability, generosity and number of allies: appear competent be prosocial, be well connected Some are bullying – intimidation, coercion and fear Also risk taking	'Conspicuous' consumption, showing off goods, lifestyle or knowledge Enhancing reputation extravagant use of resources, gifts Banter, queen bees, pecking order, deference Low status can lead to aggression if social mobility is unlikely Leadership, extremism	Achievement motive Maslow's Mastery and Effectance Control of environment/ others	Longevity, health, happiness and wealth are all related to social standing - Van Rossum Whitehall Study 2000
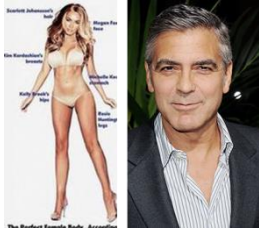
Mate search/acquisition – 'for passing on the genetic inheritance' with a low risk partner

In ancestral times, men looked for signs of fertility (youth, healthy appearance) while women looked for stability and resources to help support them and their child. Despite massive cultural change, underlying gender differences persist.

Context & triggers to activate systems /subselves / Need state/s	Emotions, feelings and moods (different strengths and durations)	Body response/ facial cues / signals to others	Likely modes of thinking Cognitive biases	Options for behaviour	Motivations /Desired effect	Effect of resolution
To be attractive to and valued by real or imagined potential mates. **Sexy /romantic images/stories.** **Potential threats (competition for that mate)** **Women will have greater parental investment so preferences for stability / status (prosocial type), or at least education, ambition and hard work.**	The range of emotions will be broad centering on various forms of attraction and rejection, and evaluation of mate value. Differences in: Short term mating Long term mating	Men look for outward signs of health and fertility Women for signs of status and competence as a parent (long term)	Need to be noticed leads to going against the crowd Male overconfidence and over perception of signals as sexual Female commitment scepticism Quick judgments of negative personality traits – risk management Men become less loss averse Halo effect of attractiveness beneficial generally.	Men: increased competitiveness and risk taking – also status signs Derogate rivals' status Women: enhance appearance Derogate rivals' appearance Self-disclosure to deepen bonds Both skills and personality traits considered to be attractive to prospective mate Courtship rituals, gifting, eating	Maslow's safety needs (for women) as well as belongingness and love status for men Self-esteem for both Some may develop cognitive, effectance or aesthetic needs if they perceive this as a route to a compatible mate.	Increased self-esteem Successful / compatible mating

Mate retention – 'because two parent care increases the chances of the child's survival' Includes the challenges of building and keeping long term relationships with significant others, even if there are no children involved.

Context & triggers to activate systems /subselves / Need state/s	Emotions, feelings and moods (different strengths and durations)	Body response/ facial cues / signals to others	Likely modes of thinking Cognitive biases	Options for behaviour	Motivations /Desired effect*	Effect of resolution
Cues that celebrate or threaten the main relationship - could be out of the context of the relationship e.g. an attractive person at work **Relationship building situations**	Joy, satisfaction, intimacy, appreciation, admiration, respect, enjoyment vigilance, jealousy, anger, contempt	Intimate feelings are deeply linked with positive emotions of warmth, connectedness, and caring, and are so important to human needs that this is the most central reward of close relationships	'Positive sentiment override' supersedes negatives Interloper effect; women look out for emotional infidelity; men for sexual infidelity. Women more willing to sacrifice for children (certainty of relatedness) and work harder to keep their man.	Communal sharing: 'ours' rather than yours and mine Interdependence Share influence and power Relationship building activities Repair attempts after conflict Negative tactics from resource display to mate-guarding, manipulation, debasement, threats, etc.	• Commitment to the relationship • Respect • Good communication • Mutual support • Mutual friendship and warmth • Physical and emotional intimacy • Romance and a healthy sex life • Independent identities and interests as individuals	Enhance the quality of friendship, support, understanding, caring* Intimacy acceptance, acknowledgment, and understanding *Gottman and Silver The 7 Principles for Making Marriage work

Kin care – 'your genes need to survive and reproduce' Human children need care and development for a long time compared with other species.

Context & triggers to activate systems /subselves / Need state/s	Emotions, feelings and moods (different strengths and durations)	Body response/ facial cues / signals to others	Likely modes of thinking Cognitive biases	Options for behaviour	Motivations /Desired effect	Effect of resolution
Family /relations – priority given to those who share genetic inheritance **Dependence** **Vulnerability** **Kin care can extend to non-kin and businesses that are run as 'family'.**	Positive emotions: Joy, trust, surprise, admiration, engagement, affection Negative: guilt, resentment, anxiety Help others to alleviate own distress Aversion to incest	Oxytocin is a neuromodulating hormone that helps create the bliss between mother and child. Big eyes, small nose and oversize head (Cuteness) = 'baby schema' and activates reward centres in the brain.	Parenting styles: Authoritarian – Permissive – Uninvolved - Authoritative create happy, capable and successful (Maccoby, 1992). Altruism helps the group survive Reciprocity creates future obligation	Nurturing, providing, supporting Protecting, setting boundaries, teaching, punishing Giving protection, food, shelter, knowledge etc. to related dependants / vulnerable people	Autonomous motivation: the interest, challenge, and meaningfulness of parenting role Controlled motivation: others' expectations about how they should act as parents Replaying your own parental 'tapes' – Transactional Analysis Helping increases connectedness	Physical, mental, moral and social development Ongoing success of the family or business Lack of resolution: physical, social and mental health problems

Signaling

It is rare for a client to not be concerned with product features and benefits, but just listing them is order of influence on a purchasing decision is missing a trick. A quick Laddering process will create some hypotheses about the social and emotional importance of these benefits.   Then check – what might the product or behaviour be signalling, and to whom? Is there a reference group (a group to which people will compare themselves?) This group will determine social norms, expectations, benchmarks. Whether the individual belongs to it, or wants to belong to it, their thinking, identity, social roles and self-esteem will be affected by the results of the comparison they make. As Mark Earls continually points out – human beings imitate others – but only if they are members or aspirants of that reference group.

Most subjects we research will serve two sets of needs. The balance will be different. Some need to mainly meet internally derived criteria e.g. buying insurance, buying a chocolate bar for yourself, water filters, screwdrivers, headache tablets, train tickets. You might ask the opinion of others, and you might judge yourself, but you will not expect others to judge you on your purchase. Whereas almost anything that is displayed on the person, in the home, or anywhere that you interact with people, will have a signalling function to others. 'Badge brands' are only the start – the most obvious.

Inner needs, utilitarian, personal pleasure and satisfaction, self-fulfilment. Not visible or significant to others	*There is an overlap; often both must be considered*	**The outer, socially defined, signalling to others**
Some examples of relevant theories	*Brands transform utilitarian benefits and experience and act as social signals*	Some examples of relevant theories
• Maslow's needs • Other theories of drives and needs (e.g. McClelland, Herzberg) • Emotions • Habit formation and change • Behaviourist notions of association and reward to shape behaviour and loyalty to brands • Behaviour change models • Cognitive biases in awareness, processing and valuing information (System 1 and 2) • internalised standards and internal dialogues (Parent/Adult/Child -TA) or Id, Ego and Superego • Laddering benefits, transformation of experience • Models of Persuasion • Different types of trust and how it's won and lost	• E.g. Aaker's Brand equity model includes awareness as an anchor, associations to differentiate it and create positive feelings • Impressive and expressive/social adaptive functions of brands (Franzen) • Values of brands (Sheth & Lai) identity and personality, to resonate with consumers • Brands as relationships – implied contracts to deliver a service, function, or experience for a price/ transformation / charisma or cultural meaning (Chandler and Owen)	• Maslow's' esteem and belongingness needs • Norms, conformity, affiliation • Costly signalling theory (conspicuous precision, waste, reputation, cost - luxury brands) • Gender differences • Reference groups, → social judgement → affiliation behaviours ('Mark Earls' Herd') → self-perception; • Creating narratives about the self that require transformation or completion • Roles – sets of beliefs and behaviours, obligations and norms, socially conceptualised. • Enclothed cognition – 'clothing makes the man' you become the person you dress as, because others treat you differently • In and out groups stereotyping, prejudice and discrimination

We all do Evolutionary Marketing!

Final evolutionary perspective: 'social signaling', marketing ourselves

Bodies, clothes, behaviours and products are advertisements for our genes.

Everyone wants to give a positive impression of their traits and characteristics, create a good reputation.

Not just the obvious displays of consumption to show wealth or 'cool', but anything that can let others know our physical, mental or moral superiority or 'fitness'.

We signal competence, warmth, open-ness, other dimensions of personality, interests, abilities, etc.

'What does this say about you (to others)?' is a key question

Geoffrey Miller, Spent – Sex, Evolution and Consumer Behaviour, Penguin, 2009

Our task is not just to survive but to do it well – to have access to resources, control over the environment, to increase the quality of the genes we pass on by choosing a better mate. To achieve this, we must attract support from others – friends, co-workers, family and of course (sexual) mates. According to Miller[1], people have evolved to market themselves to one another. Bodies, clothes, behaviours and products are advertisements for our genes. Men have sales tactics; promotions to make themselves look resourceful and viable as mates, while women are experts in the art of relationship management to help promote investment in their offspring.

In short, we all have inbuilt needs to keep other people interested in us. We need loyalty, affiliation, respect, affection – or at the very least to give what we think is a positive impression of our traits and characteristics, a good reputation. Signalling theory assumes this as an underlying motive for much behaviour. Not just the obvious displays of consumption to show wealth or 'cool', but anything that can let others know our physical, mental or moral superiority or 'fitness'. The implication is clear: almost everything we do, that is not for purely private pleasure seeking, has a vital component of "making a statement about me". It may be exaggerated or deceptive (Toyota Prius owners are less concerned with the environment than it appears) or it may be altruistic.

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[1] Geoffrey Miller, Spent – Sex, Evolution and Consumer Behaviour, Penguin, 2009