

# The Human Experience

*Quantifying the value of human values*

The past ten years have been the decade of the customer with numerous studies, measures, programs, and indexes helping us all become more “customer-centric.” At the same time, there has been a recent boom in workforce experience, with similar studies and measures helping organizations evolve current workforce efforts to become more “workforce-centric.” But we don’t wake up as customers, partners, or even as members of the workforce.

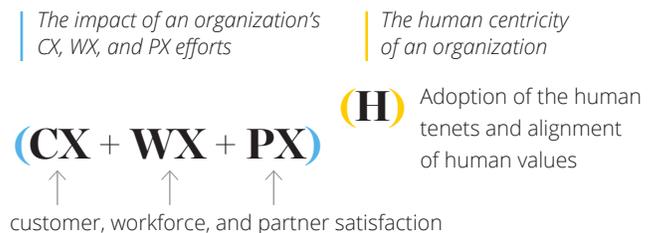
We begin and end each day as humans. Yet, our technologies and pace of change are making us feel, well, **a bit less human.**

We set out to explore what we could do to pay down the “human debt,” the costs of choosing easy or limited solutions, that our advances in technology and the pace of change are creating. We asked two questions: 1) Could we identify the essential human values? 2) Could we prove that these human values added value to our organizations? To answer these questions, we conducted proprietary research and performed a meta-analysis on what humans value by considering a wide range of indicators, including sociology, to anthropology, neuroscience, behavioral science, and even mythology.

**Here is what we found:** First of all, the human condition is universal and unchanging. It is written into our stories, fairytales, and art. At the heart of the human condition is a desire for connection, to feel valued, and as Brené Brown famously wrote in *Daring Greatly*, “to be seen, valued and heard.” Here is the good news: As the pace of technology is accelerating around us at a dizzying rate, our human values change much less perceptibly. We value being connected to something bigger than ourselves. We value self exploration and self mastery. We value exploration and discovery. We value the safety and security of home. If these values are unchanging they are worth exploring and understanding more deeply.

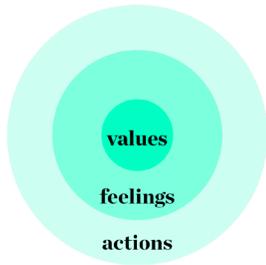
Secondly, existing measures fall short of measuring human values because they... well... measure different things for a different purpose. They are either one-time indices such as a CX index or a brand index, or they are measures of potential human actions, such as willingness to recommend. The existing measures do not get at what we as humans value, nor do they demonstrate how organizations can reflect on, mirror, and espouse similar deeply-lived authentic values. And most importantly, they are not dynamic and applicable to today’s marketing and HR leaders and other executives who are focused on connecting with their workforce as much as they are connecting with their customers and partners. Many measures simply look at one part of the equation, not the whole picture. That is why we created a new algorithm, the Human Experience (HX) Quotient. It combines the impact of customer experience (CX), the workforce experience (WX), and the partner experience (PX) and raises them all to the power (H), which is the alignment to human values. We measure these values through an asset we created called the Human Values Compass. This new growth algorithm is depicted below:

## HX Quotient



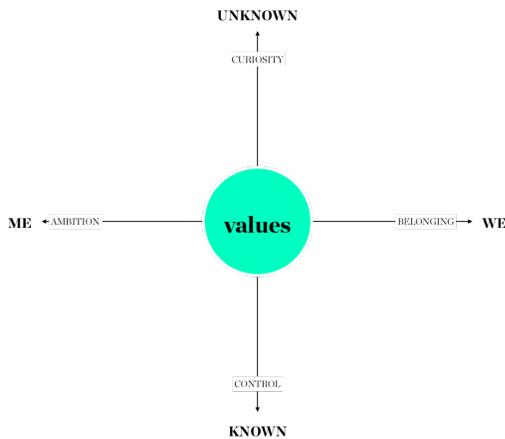
## The journey to quantify humans’ values

With some humility, we felt a sense of urgency to create a measure of human values that we could both live by and share with the world. We wanted to get beyond the transactions or feelings of customer, workforce, and partner actions to the values of the human experience.



Our Values Compass gets to the bullseye of what matters to humans—the things that drive the feelings and actions – whether as customers, the workforce, or partners.

## Deloitte’s Value Compass



We looked at what had been researched, and we defined four cardinal human values rooted in a sense of personal achievement (Me), belonging (We), curiosity (Unknown), and control (Known).

**“Me”** looks like people who are driven by ambition and getting ahead, whether in or out of the office. They trust most in themselves because they believe they alone are responsible for their own successes and failures. They are motivated by challenges and working on their flaws and weaknesses. They chase after achievement and respond to goal-oriented experiences. An archetype of “Me” might look like a person who pushes herself to the limits to be better than she was yesterday.

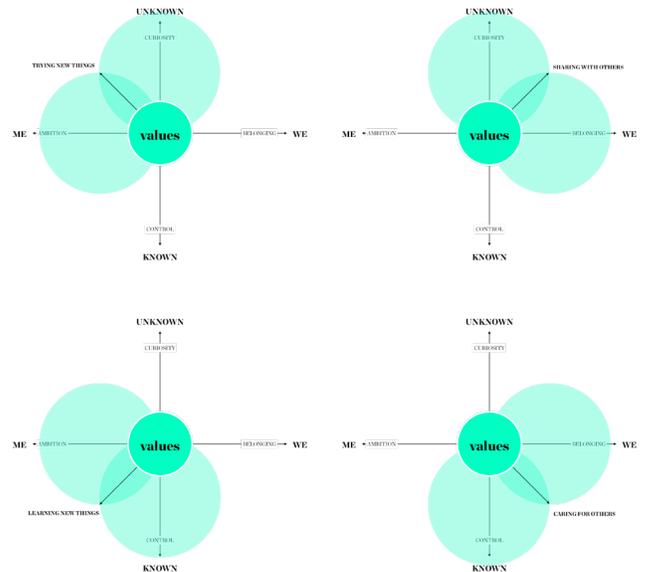
**“We”** looks like people who are driven by belonging and the support of others. They trust in the tribe because they believe they are better when they work with others. They are motivated by acceptance from others and enjoy experiences that offer opportunities for teamwork and collaboration. They deeply love the opportunity to make a new friend. An archetype of “We” might look like a person who is accepting of others and is a good neighbor.

**“Known”** looks like people who are driven by control and safety. They are conservative and tend to trust in tradition over new ideas because they prefer things that have worked before. They are somewhat risk averse and instead are motivated by proof and enjoy following a

routine. They often stick to and seek out tried and true experiences over the unexpected. An archetype of “Known” might look like someone who is deeply analytical and looks for consistency.

Finally, **“Unknown”** looks like people who are driven by curiosity and creativity. They trust in the ability of innovation to solve problems and tend to be comfortable taking risks and thinking outside of the box. They are motivated by experiences that encourage imagination and enjoy experiencing and developing new ideas. An archetype of “Unknown” might look like a person with a vision for something new, who constantly questions the rules and is not afraid to take risks.

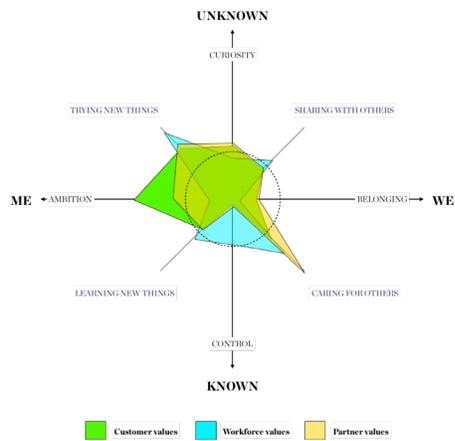
While these values are not opposites, they are inherently at odds. It is not impossible to find someone who is both curiosity-and control-driven, but it’s rare. Next, we defined intermediate points—the outcome of two cardinal values interacting:



Finally, we built an algorithm to feed the Values Compass from a database of over 200,000 humans’ answers to over 10,000 questions — things like demographics, attitudinal statements, and behavioral data. This algorithm enables us to graphically represent a group’s values by assessing how they answer certain predictive statements like “working to improve my flaws and weaknesses motivates me,” or “my school education taught me important skills and lessons.”

It’s worth noting that there is no “right” Values Compass: instead, it reveals the core values of a group of humans. The inclusion of these humans in a company ecosystem is the outcome of a company’s historical emphasis on aspects of its business which attracted them, and can also offer direction on where an organization can shift focus in order to align the WX, CX, and PX to their values.

Here is an example:



Our data scientists built the Values Compass algorithm from respondent-level data with hierarchical clustering analysis and entropy models (including Spearman correlation, distance metrics like Manhattan and Cosine distances, complete and average linkage, Ward's method, and elbow and silhouette analysis.) The Values Compass enables organizations to quickly survey and assess the values of all humans in their ecosystem, and to identify strategies and tactics to bring them into closer alignment.

## What did we learn from measuring human values?

After we geeked out on the data science, we applied the Values Compass to a variety of industries to see what we might learn. Guess what we found? Organizations who rank highest on workforce and customer satisfaction also have aligned values, meaning the Values Compass of the workforce and of customers have significant overlap. Even more, these organizations are twice as likely to outperform their peers in revenue growth over a three-year period. Aligning human values has economic value to organizations.

In working with the Values Compass, we also started to see some common themes emerge that were independent of whether or not you valued "Me" more than "We" or "the Known" more than the "Unknown." We call these the five human tenets for how to elevate the human experience. These five tenets are our point of view on what to do if you wanted to activate human values.

### 1 Be obsessed by all things human

We can ask ourselves: What will enable a connection with another individual—whether that person is a customer, a member of the workforce, or a partner—in this moment? Given this individual's Values Compass, what stories will resonate most? What experiences can we create? What senses can we engage to evoke a feeling?

### 2 Proactively deliver on human needs

Perhaps somewhat ironically, predictive analytics and AI are allowing brands and organizations to use insights to be more human and relevant in moments that matter. Augmented intelligence can allow us to show up with greater humanity at a scale never before possible.

### 3 Execute with humanity

This requires organizations to be fast and agile to meet a person at the point of need, even if the need is to slow down and build connection. Brands and organizations can't be human if they can't be present.

### 4 Be authentic

A human experience can't be faked; delivering it through a mobile phone or a chat bot can be difficult. It requires the entire organization, from front office to back office and back, to embrace the shift.

### 5 Change the world

A human experience can be transformative; it takes on a life of its own, in the same way that a smile begets a smile. That's a high bar for organizations—but one worth striving to achieve

What is most exciting about this research, the HX Quotient, and the Values Compass is **what it means for all of us**: After all, who wouldn't want to be treated just a little bit more human?



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