

The Working of Motivation

Motivation is most highly correlated with opportunity to grow and develop. This is rarely reported in business books since it is more challenging to design such a way of working, than to provide incentives (which are more related to manipulation than motivation). And it requires more growth on the part of leaders to carry it out.

For an organization desiring to grow, over time, at an increasingly higher rate, it calls for a creative and self-directing workforce, working in the context of the business strategy of which they are apart. In other words, your business demands a workforce who can act “as if they own the business.” This calls for on leadership to learn the fundamentals of Regenerative Motivation —motivation that can regenerate itself at its source, in the person. Below is a framework to provide the base for designing work and leadership processes that provides this form of growthful, regenerative motivation.

Motivation:

A state of being desirous of action and in search of the appropriate direction to move; the activator and director of behavior.

Motive:

An understanding, desire, or purpose that connect to their/our internal sense of “what is right” and compels us to act.

Motivation and Developmental Hierarchy

The motivational hierarchy depicted in the following framework is relevant to the development and evolution of being—who we are rather than just what we do. The lower levels of the hierarchy (personal self satisfaction and social satisfaction) are based on our own nature and the *nature* of the social systems we engage with. This personal and social search is the means we use to develop desired characteristics in ourselves as persons. For example, we decide to be courageous. The upper end of the hierarchy (self actualization and system actualization) is focused on determining what “*universe*” to become a part of (e.g. business, social services, military) within an energy field as a means of fulfilling potential or enabling desired patterns of behavior. Between the lower and upper half of the hierarchy resides the ego. Developing our ego to a level of personal satisfaction (e.g. we feel in control of our own destiny and experiences) is achieved by undertaking roles within which we can develop and overcome limitations of particular behavioral characteristics found in the lower levels of the hierarchy.

"Motivational Hierarchy"

Our thinking is impacted on by three different aspects of ourselves. Our “self” is a combination of our will, being and function. Whereas our functions are common, each of us is very distinctive in our being. Being gives us character and causes us to bring particular energy qualities to things. Being is essential to create thinking as well as doing. We want to create a clear contrast between functioning and being. We are not talking about feelings here. Feelings are something that is a function. Feelings are a responsive instrument to a function that happens. Feelings characterize a functional response or the impact of a function. We can see this is so by considering the questions: Can we do anything about our feelings? Can we tell ourselves to be happy?

Feelings tend to emerge and then we deal with them, versus to be choosing them. Sensitivity is an aspect of function. When we give ourselves the instruction to "be empathetic" this causes us to function in a particular way with a particular

sensitivity. Sensitivity is managed against a concept such as "be empathetic" or "listen actively" or "sustain self esteem". This is largely still a responsive mode in regard to the environment and what is happening in the environment, but now with a more managed mode of response. We frequently operate in a purely functional mode. In a functional mode, the activating mechanism is in the environment, the responsive mechanism is in ourselves and we have the capacity to reconcile our response if we define the particular sensitivities we want to maintain.

Maslow developed a needs hierarchy. Our functional needs tend to shift through time in accord with a hierarchical order that he depicted in his writings. These start with physiological needs, such as the need to eat, to breathe, etc. The next level up is our security needs. This adds the dimension of through time being able to survive and move safely in the world. Then we move to the level of self-esteem.

Why is there a hierarchy related to function?

If a lower level need is not satisfied, then people tend to fall back to a lower level of striving for satisfaction. As we move up the hierarchy, we gain viability because we have increased capacity to sustain our existence. We develop access to different forms of energy as we move up the hierarchy. These forms of energy enable our mental functioning. They enable an increased scope of mental functioning.

Self-Satisfaction

The foundation of the growth process is being able to do those things and achieve a level of performance in doing things such that one experience self-satisfaction.

There is a sliding scale of what is considered the effective performance of functions. At different points in our life, the scale raises and lowers. If the activity is an activity in which one desires to continuously add value, there is a

continuing upward slope in regard to what one considers effective performance. In playing a musical instrument, most of us would not achieve satisfaction unless there was a slope of continuous improvement.

Self-satisfaction becomes a vehicle for growth when we discover activities that hold a continuing interest for ourselves. Such activities provide satisfaction to the nature of being that we desire to emote—coming from inward and going outward. This contrast with activities that may only cause us to feel good, i. e. sensations coming in an outward toward inward direction. A singer may experience a song that makes them feel good. In singing, the singer may find a deeper satisfaction in what singing enables bringing forth from within one's self. An interest can range from singing to rock climbing, to an area of study, to understanding of a technology or science. The common denominator is that it must be able to be done to different levels of effectiveness and in the doing of it, it provides one a valued emotional experience.

Roles in an organization that provide these provide the thrust necessary for motivation of this nature.

Social Development and Satisfaction

Social Development involves the capacity to manifest intrinsic processing in an extrinsic process in some medium with those who share similar interests.

Social Skills, in the form of desirable demeanor from a societal point of view and the skill from verbal or written articulation, may be a means but are not the substance for social development. In fact they may be misleading in this regard, where they are considered ends and not just one form of means. Social development can be conveyed by different media such as art, games, dancing, etc. as well as by demeanor and words.

Social development requires the capacity to see how one can fit in with others in a way that adds something to the others as well as to one's self. Social development involves therefore the building of an energy field within which those involved experience the desire for extension.

In social development, the structure is built between those involved. This structure transcends the immediate subject areas of experience. It relates to the larger sphere of life. It creates areas within which we can count on others, and others can count on us, regardless of position.

Ego Development

In the first two stages of our growth process, development takes place in regard to our functioning and being. In ego development our will becomes involved. In ego development, will supersedes function and being in sustaining the integrity or what we consider to be our self. Ego becomes an instrument we can call on.

The ego is considered to be a structural aspect of us that is achieved by self-construction. Growth involves the development of an ego that is effective in both representing our self and also has great strength in sustaining that self under all conditions.

On the down side, a non-effective ego leaves us feeling unstable and vulnerable. Developing the will is primary in the building of ego. This involves observing the reluctance that creeps into our being a function and developing the determination to transcend this reluctance because it will build that which we seek to be. It gives us the assurance that we can be what we need ourselves to be when this is a self-requirement

There is also a future or futurizing aspect to growth as it relates to the ego. Intellectually this involves seeking or working out the pattern representing the way we perceive that something must evolve. It then entails developing the energy qualities in self and others in regard to the pursuit of this pattern. In this case the will produces the being and the emoting of that being to others such that the restraints of function and being are overcome.

Self-Actualization

Self-Actualizing stems from a different level of consciousness than the previous stages involved in growth and achieving one's potential. The extrinsic

awareness and sensitivity, which are the material for the other stages, is accompanied by a sense of qualitative distinctions. In self-actualization, understanding is the essential phenomenon to build upon. It is recognized by ourselves that we cannot achieve understanding unless we are able to see things from multiple perspectives.

In self-actualization we seek to bring ourselves, others, and the things we work on, to a state where they have the ableness to perform at their best or to their potential. This capacity relates to all sorts of different situations and all sorts of different individuals and individual backgrounds. The context for situations involved may vary from discipline, to study, to financial transactions, to sports, to work, etc. The individuals involved may vary from adversaries, to friends, to family, to colleagues and from the aggressive to the cooperative.

Just as in ego development, in self-actualization there is a futurizing aspect. The futurizing aspect of self-actualizing is systemic in nature and its subject matter is focused on ableness to be as well as the ableness to do. It involves an ongoing continuance of pursuit that does not exist with ego development. In ego development it is important to have and achieve goals. In self-actualizing it is important to have aims that bring about higher order being.

Systems Actualization or Meta motivation

Systems actualization stems from analyzing the thought processes themselves and seeing the structures that they are aimed at building and understanding what we see life as associated with achieving. There is a level of ultimacy in systems motivation that does not exist in other stages of growth. We seek to see what things ultimately can be and what they need to be if our planet is going to ongoingly regenerate itself and if we are going to continuously regenerate ourselves in the form of that which is of greater potential.

System motivation involves developing the power of intellect that allows us to perceive what is at the core of structures, systems and processes. This intellect enables us to see the creative potential that is locked up in the structure, systems and processes—that is that which enable us to be increasingly virtuous

and bring out that which is of added value to both individuals and to society in an enduring fashion. We see the purpose that something holds for us at the core.

The subject matter of systems actualization transcends the world of things and instead perceives things in an ultimate way as an ordering of energies. Systems actualization involves the development of tools for extending the quality of thought as well as for engaging in thought itself. These tools need to enable us to grasp and manage our thinking such that we understand what is taking place in a wholistic sense.

The futurizing aspect of systems actualizing is to be able to see things in continuous cycles of regeneration. We see how things need to be if the fields of energy of our planet are to achieve a steady state of ongoing regeneration. We see social structures, systems, and processes in a way that each cycle is of higher order in terms of the virtues lived up to and the added values that are produced.