

L&D – MOTIVATION: THEORIES

- 1) **Maslow's hierarchy of needs** is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in *Psychological Review*. Maslow subsequently extended the idea to include his observations of humans' innate curiosity. His theories parallel many other theories of human developmental psychology, some of which focus on describing the stages of growth in humans. Maslow used the terms "physiological", "safety", "belonging" and "love", "esteem", "self-actualization", and "self-transcendence" to describe the pattern that human motivations generally move through. The goal of Maslow's Theory is to attain the sixth level of stage: self-transcendent needs

Maslow's theory was fully expressed in his 1954 book *Motivation and Personality*. The hierarchy remains a very popular framework in sociology research, management training and secondary and higher psychology instruction.

Maslow's hierarchy of needs is often portrayed in the shape of a pyramid with the largest, most fundamental levels of needs at the bottom and the need for self-actualization and self-transcendence at the top. The most fundamental and basic four layers of the pyramid contain what Maslow called "deficiency needs" or "d-needs": esteem, friendship and love, security, and physical needs. If these "deficiency needs" are not met – with the exception of the most fundamental (physiological) need – there may not be a physical indication, but the individual will feel anxious and tense. Maslow's theory suggests that the most basic level of needs must be met before the individual will strongly desire (or focus motivation upon) the secondary or higher level needs. Maslow also coined the term "metamotivation" to describe the motivation of people who go beyond the scope of the basic needs and strive for constant betterment.

The human brain is a complex system and has parallel processes running at the same time, thus many different motivations from various levels of Maslow's hierarchy can occur at the same time. Maslow spoke clearly about these levels and their satisfaction in terms such as "relative", "general", and "primarily". Instead of stating that the individual focuses on a certain need at any given time, Maslow stated that a certain need "dominates" the human organism. Thus Maslow acknowledged the likelihood that the different levels of motivation could occur at any time in the human mind, but he focused on identifying the basic types of motivation and the order in which they should be met.

- 2) **Golden Circles.** Simon Sinek is a British/American author, motivational speaker and marketing consultant. He is the author of four books including the 2009 best seller *Start With Why: How Great Leaders Inspire Everyone to Take Action* (2009)

There are few leaders who choose to inspire rather than manipulate in order to motivate people. Whether individuals or organisations, all these inspiring leaders think, act and communicate in exactly the same way. And it's the complete opposite of the rest of us. Consciously or not, how they do it is by following a naturally occurring pattern that Simon Sinek calls The Golden Circle.

His Golden Circle offers an interesting insight into why some leaders and organisations have achieved such an exceptional degree of influence, and he uses Apple as an example of an organisation that's able to innovate in so many diverse industries. The Golden Circle shows how some leaders are able to inspire action instead of manipulating people to act. Here is his explanation and how it starts from the inside out. It all starts with WHY.

WHAT: Every single company and organisation on the planet knows WHAT they do. This is true no matter how big or small, no matter what industry. Everyone is easily able to describe the products or services a company sells or the job function they have within the system. WHATs are easy to identify.

HOW: Some companies and people know HOW they do WHAT they do. Whether you call them a "differentiating value proposition" or "unique selling proposition," HOWs are often given to explain how something is different or better. Not as obvious as WHATs, and many think these are the differentiating or motivating factors in a decision. It would be false to assume that's all that is required. There is one missing detail.

WHY: Very few people or companies can clearly articulate WHY they do WHAT they do. This isn't about making money – that's a result. WHY is all about your purpose, cause or belief. WHY does your company exist? WHY do you get out of bed in the morning? And WHY should anyone care?

When most organisations or people think, act or communicate they do so from the outside in, from WHAT to WHY. And for good reason – they go from the tangible to the intangible. We say WHAT we do, we sometimes say HOW we do it, but rarely say WHY we do WHAT we do.

But not the inspired leaders and companies. Every single one of them, regardless of their size or industry, thinks, acts and communicates from the inside out. When we're selling from the inside out, the WHY is the reason we might buy and the WHATs serve as the tangible proof of that belief.

When an organisation articulates their WHY and we believe it, then we go above and beyond to include their offerings in our lives. We embrace their beliefs, not because they're necessarily better, but because they represent values that are important to us. They make us feel like we belong and these organisations are the ones that create loyal fan bases, and brand ambassadors.