

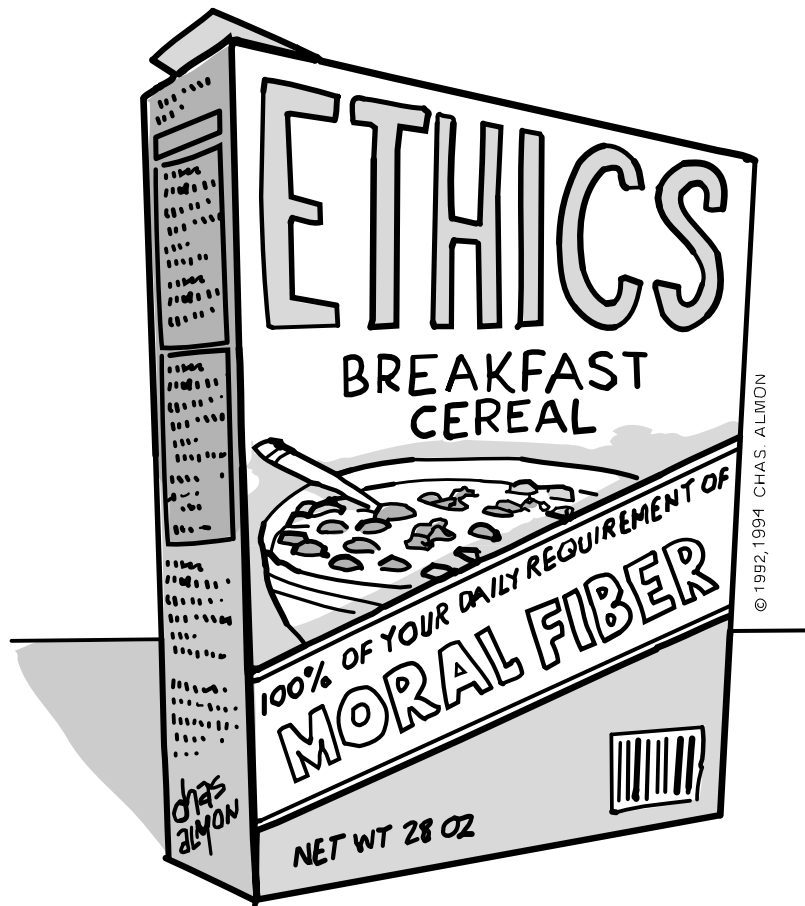
Chapter 1

Five Levels of Motivation

Motivation not Manipulation

Invariably, the first question out of someone's mouth is: "Isn't this manipulative?" The answer is: "It can be, depending on *your* intention." First, consider that everyone is trying to influence and motivate everyone else all the time. Parents influence kids to go to bed or college, or to do a host of things that kids may not care to do. Teachers motivate children to learn. Advertising motivates people to buy products and services. Managers motivate employ-

WIIFM vs WBCG



ees. Employees try to influence the boss. Laws encourage and discourage various behaviors. Influence and motivation exists in almost every situation. Whether these skills are used to manipulate or motivate is a matter of personal *intention*.

What makes these skills *manipulative*?

Answer: WIIFM—What's in it for me, self-serving, self-interest.

What makes these behaviors *motivational*?

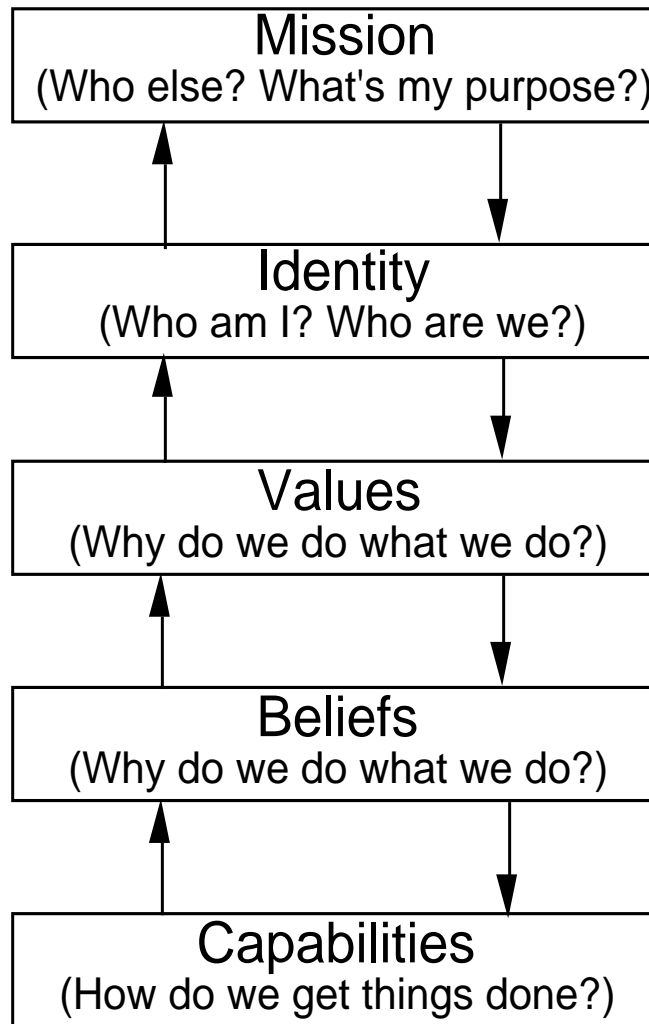
Answer: WBCG—What's best for the common good? You, me and all concerned?

Do you make the kids go to bed so that you can get some peace and quiet (WIIFM)? Or so that they will be rested and ready for school the next day (WBCG)? Do you motivate employees so that you can get a promotion (WIIFM)? Or do you motivate employees so that the company will perform better and everyone will benefit from the increased market share and profits (WBCG)? Do you try to sell products so that you can make more money (WIIFM)? Or do you sell products to meet the needs, wants, and desires of your customers and community (WBCG)?

The choice is up to you. One of life's paradoxes is that you can only get to WIIFM by focusing your efforts on WBCG. As the motivational speakers say: "You can get whatever you want, if you help enough other people get what they want."

Motivation can be a seemingly complex issue, but using existing research, you'll find that it can be broken

Five Levels of Motivation



down into five levels of the human mind—capabilities, values, beliefs, identity, and mission.

Mission

Everyone has a life purpose—what the shamans call your "original medicine." This is the work of the soul. People often sacrifice their purpose for a job that pays money, but they become disenchanted as they move farther away from their purpose. It's difficult to motivate anyone if the action conflicts with their life purpose. The secret is to understand and align with that mission and purpose.

Identity

Every person has a sense of identity, of who they are. Charles Faulkner found that people have an internal 3-D experience of who they are and the mythic forces that shape their life. If you try to motivate someone to do something that conflicts with their identity, you are in for a struggle. A VW bug person will not buy a Corvette or a Jaguar, because it's not aligned with their identity. Again the issue is to find ways to align your outcome with the person's identity.

The secret to using identity to motivate yourself and other people is to get a commitment. We all have an obsessive desire to appear consistent with what we've already done; to justify our prior behavior. Once you make a written commitment to do, achieve, accomplish, behave or whatever, you tend to live up to the commitment. This is what Robert Cialdini calls "commitment consistency" (1993). We tend to behave in alignment with who we think



Motives

*Everyone has talent.
What is rare is the
courage to follow the
talent to the dark place
where it leads.
-Erica Jong*



we are. The more public the commitment, the more lasting the effects.

Why does goal setting work? Because you write down the goal and a due date, which is your commitment. Then you will tend to behave in ways to achieve those goals and outcomes. Failure to set a goal or a due date makes it easy to procrastinate, delay, or put off doing the things you need to do. People often find that the act of writing goals leads to their fulfillment. They return a year later and find their goals are complete.

So consider writing a commitment to be, do, achieve, have, get, learn, or relate with the level of quality that you want in your life. Just write it down and you will tend to live up to your own expectations.

So will other people. If you get a written agreement or commitment, people will tend to live up to it. Why do magazine contests get us engaged in cutting things out and moving them onto the order form? Commitment! Why do sales people want us to test drive a car? Commitment! Just be aware that small, seemingly inconsequential acts of commitment and seemingly harmless concessions lead to subtle shifts in identity and behavior.

Values

If you try to motivate someone to do something that violates one of their values, especially a core value, it simply won't work unless you find a way to align the action with their values.

Values also influence our choices. We are more likely to believe someone who is attractive or an authority. We tend to like people who are attractive, because we want to be like them. We tend to convey more authority on people



Motivate Everyone

*You can motivate
anyone to do anything
if it matches their
internal mental
programming!*



with initials like M.D. or Ph.D. behind their name. Nurses rarely question doctors. Copilots rarely question pilots. We tend to believe actors in television commercials who dress like doctors. These are two value patterns Cialdini calls "liking" and "authority."

We also tend to value things that are scarce, rare, or limited in availability. If it's hard to get, it *must* be better. Think antiques, rare coins, or that hard-to-find Christmas toy for the kids. Anything that becomes less available becomes more attractive. This is a pattern Cialdini calls "scarcity."

How can you make your product or service seem scarce or rare, hard to get? To ignite a feeding frenzy, chum the waters. The U.S. Mint, for example, let out a few of the new dollar coins imprinted with the Sacajawea on the front and a quarter on the back. The value of this error to a coin collector was tens of thousands of dollars. The value to the mint: priceless! In the chapter on values, we'll explore how to ask a simple question to discover people's values and how to use them ecologically and ethically to motivate.

Beliefs

If you try to motivate someone to do something that conflicts with their beliefs, especially their limiting beliefs, it won't work either. There are five limiting beliefs:

- Hopeless It's not possible.
- Helpless I can't do it.
- Worthless I don't deserve it.
- Useless I don't want or desire it.
- Blameless I'm not responsible for getting or doing it.



What Moves You?

*All that we do is
done with an eye to
something else.*
-Aristotle



Most beliefs help us, but limiting beliefs stop us from achieving our dreams and ambitions. All beliefs are formed, over time, through our interaction with people and our surroundings.

Here's the good news:

Beliefs can be changed!

In the chapter on beliefs, we'll explore how to determine the structure of a limiting belief and then transform it into a neutral or useful belief using "sleight of mouth."

One of the most common beliefs is the belief in fair play. Cialdini calls this *reciprocity*. If someone does something for us, we feel indebted to them. Even a small favor can be traded for a larger return favor later on. Sales people use "free" samples of a product to induce us to buy the product. Even test driving a car is a free sample.

Another way that sales people use the fair play rule is by making concessions. They show you the most expensive product first, then when you reject it, they retreat to a less expensive product which you will be more likely to buy, because they have already made a concession, so it's your turn to make one to them.

Capabilities

Getting people motivated at the level of capabilities is relatively easy. It involves understanding the five key motivational styles. Five chapters of this book are dedicated to understanding and using each of these styles.

At the level of capabilities, beware of the "herd instinct." This is what Cialdini calls "social proof." Each of us tends to act in alignment with what other people



Leadership

*A great leader is a man
who has the ability to
get other people to do
what they don't want to
do and like it.*

-Harry Truman



think is acceptable or correct. The more people who support an idea or action, the more it will influence everyone. Kids in school like to wear the same clothes. Each generation will drive similar cars, wear similar clothes, live in similar housing or communities.

Cialdini also provides data to show that even extreme issues, suicides that make the front page, will cause an increase in suicides over the next 10 days. As much as we value individuality, we are also shaped by the herd instinct, and we can motivate others to align with the herd. In the chapters on capabilities, we will explore the five motivation programs: *toward-away*, *internal-external*, *options-procedures*, *passive-active*, *response to change*, and even more about everyone's hot buttons—*values*.

There are a few key mental programs that run in the background of your mind. These “motivation programs” filter your experiences and trigger your responses. Depending on how an idea is presented, your mind will quickly decide to ignore, pay attention to, or act on the idea. If a new career opportunity arises, for example, do you focus on the potential benefits or problems associated with the change? Do you ask other people what you should do or do you check inside and decide for yourself? Do you go after career opportunities or do you let them find you? Are you following a linear career path or do you consider lots of options? Do you want the same kind of work, a better position, or something new?

In any relationship, these motivation programs can cause conflict. One spouse may want to take a promising new job with a higher salary and more influential title; the other spouse may worry about how it will affect their

Hope and Fear

Men can be stimulated by hope and driven by fear, but the hope and the fear must be vivid and immediate if they are to be effective without producing weariness.

-Bertrand Russell

Motivation Triggers

1. Toward-Away - goal achievers or problem solvers.
2. Internal-External - decisive leadership or compliant followership.
3. Options-Procedures - choices or process
4. Active-Passive - self-starting or other-initiating.
5. Sameness-Progress-Difference - same, improved, or new.

relationship, the kids, etc. In a business partnership, one partner wants to go after promising opportunities and the other partner brings up all of the possible problems associated with pursuing that client or market. Either side may believe that the other party isn't listening to them or respecting their opinion. These mental motivations are neither "bad" nor "good." Each is useful in the appropriate situation.

Each motivation program determines how you jump into action. Do you get moving by imagining the benefits of what you're going to do or do you imagine the consequences of not doing it?

Each motivation program also expresses itself through unique language. To develop rapport, we need to use the language that matches our audience: "This house is *close* to schools, shopping, and parks." Compare this with: "This house *isn't too far* from schools, shopping, or parks." One is *toward* language; the other, *away from*.



Toward people move *toward* pleasure and possibility. They are the visionaries, the achievers. They often put the past behind them and constantly move toward their goals and objectives. Toward people can get into trouble by not sufficiently evaluating ideas before implementing them. They can learn to look before they leap or work with an "away-from" to critique their plans.



Away from people move *away from* possible pain. They make good problem solvers, editors, and evaluators. Moving away is like driving a car by looking in the rear view mirror. Away from people often miss oppor-



How Do You Decide?

*Nothing is more
difficult, and therefore
more precious, than to
be able to decide.*

-Napoleon I



tunities by overanalyzing the possible problems associated with them. They can learn to set goals and review them periodically to stay focused on achieving them.

While many a good idea has been killed by criticism, ideas and plans first need to be created. Then, when as fully formed as possible, they can be subjected to scrutiny and criticism. Without this evaluation, they might remain ill-formed and fail.



Internal people are often strong leaders who make decisions easily based on their own internal values. They gather information and use their intuition to make decisions. They can get into trouble by not gathering enough information from other sources before making a decision. Internals can benefit from asking people they trust for information. In this way, they can learn how to make collaborative decisions.



External people rely on others to help them decide what to do. They tend to focus on and value what other people think. At the extreme, they can be easily influenced to buy things they don't want, or to do things that they don't agree with. They may be overly concerned with what others will think of their actions and choices. They can learn how to establish their own criteria for decisions.



Procedures people like to follow a step-by-step process and obey the rules. All businesses make money through a combination of innovation and following procedures. Pro-



What About Change?

*The world owes
all its onward
impulses to men ill
at ease.*

*The happy man
inevitably confines
himself within
ancient limits.*
-Nathaniel Hawthorne



cedural people get into trouble when their existing process stops working. They can learn how to ask for help and better ways of working.



Options people are innovators. They *have* to try new ways of doing things. Their motto is: "There has to be a better way." Options people get into trouble when they try to reinvent successful processes.



Active people like to jump into the fray. They like to be doing some thing, getting things done. They often seem highly motivated. They can become highly paid "fire fighters," reacting swiftly to problems. Active people can get into trouble by not giving as much thought to important issues as they give to critical ones. They can learn to prioritize their efforts.

Passive people wait for the dust to settle before they engage. These people get into trouble by putting things off until the timing seems right. By doing so, they may not accomplish the goals they have always desired. They keep waiting for something external to get them started.



Sameness people want the world to stay the same. They resist change because their tolerance for change is low. They can stay in the same job, work function, marriage or whatever for long periods of time. They tolerate major changes every 10 years and initiate them every 15-25 and represent only 5% of the population. Their password is "same." These people are "settlers."



Progress people like continuous improvement or gradual change. They represent 65% of the population. They tolerate annual changes but they resist radical changes. They tend to initiate changes every 5-7 years. Their watchwords are "better," "improved," or "progress." They discover improvements and integrate them into their work and life. These people are the "paradigm pioneers."



Difference people are innovators, entrepreneurs, and revolutionaries. They like to initiate change every 18-24 months and make up the remaining 30% of the population. They resist stability. They initiate change every one-two years. They can learn to be satisfied with smaller changes--remodeling a room rather than buying a new house. Their watchwords are "new" or "different." They are the "paradigm shifters."

These five motivation programs--toward-away, internal-external, options-procedures, active-passive, and sameness-progress-difference--have tremendous power once you understand the simple words and phrases that can trigger each of these motivations. Each person you meet will have a unique combination of these programs for different situations. As you'll discover in the next several chapters, it's easy and fun to ask simple questions to discover these programs. Then you'll learn how easy it is to use simple words and phrases to trigger motivation in everyone.