MOTIVATION THEORIES

**Trevor Eddolls looks
at why we do things**

For most people, we only do things that we want to do, or that we feel we ought to do, or because we'd rather do that than any of the alternatives.

Certainly, as Solution Focused Hypnotherapists, we're helping people to be in control and make the best decisions possible for them about what they do. But what psychological theories are there? What have psychologists come up with about motivation? And how can we use those theories to encourage our clients to do what's best for them?

> "YOU CAN MOTIVATE BY FEAR. AND YOU CAN MOTIVATE BY REWARD. BUT BOTH OF THESE METHODS ARE ONLY TEMPORARY. THE ONLY LASTING THING IS SELF-MOTIVATION." – HOMER RICE (COACH)

Let's start with a definition of what we mean by motivation. Motivation is what starts, steers, and sustains (initiates, directs, and maintains) a particular behaviour. Motivation has at least three components – activation, persistence, and intensity.

So let's take a look at some of those theories…

The first theory is called the 'incentive theory', and that basically assumes that we do anything because we get rewarded (ie the incentive) for doing anything. So a positive meaning is associated with a behaviour. This is mummy telling a child they are a 'good boy/girl' for performing a particular action. It's your friends saying well done for doing something, your country giving you a medal or your own TV show, or your organization giving you a pay rise. And you continue performing the behaviour while you're rewarded. A bit like smokers getting rewarded by their smoking friends by going outside together, or people who can't sleep getting up and opening the whisky. Reinforcement encourages the behaviour, lack of reinforcement extinguishes the behaviour. In incentive theory, stimuli 'attract' a person towards them and positive reinforcement keeps them doing it. With a client, you can use intrinsic rewards – the feeling that they are doing the right thing - or extrinsic rewards – give them £5 for every day they don't have a cigarette!

Drive Reduction theory comes from the idea that there are specific biological drives, e.g. hunger. If a drive isn't satisfied, its strength increases – so if you don't eat for a long time, all you can think about are your favourite menus! But once you have a meal, the drive is reduced. Observable behaviour is more complex than this, but that might be ascribed to the primitive brain working in this way, and the intellectual brain over-ruling which behaviours occur.

Freud's psychoanalytic theories of motivation suggested that all action or behaviour resulted from internal biological instincts that are either to do with life (sexual) or death (aggression). Sullivan and Erikson (1993) thought that interpersonal and social relationships were fundamental. Adler thought people were driven by power. Jung was more focused on temperament and a search for the soul or personal meaningfulness as a motivator.

Leon Festinger's cognitive dissonance theory suggests that cognitive dissonance occurs when a person feels a degree of discomfort because there's an inconsistency between two cognitions. 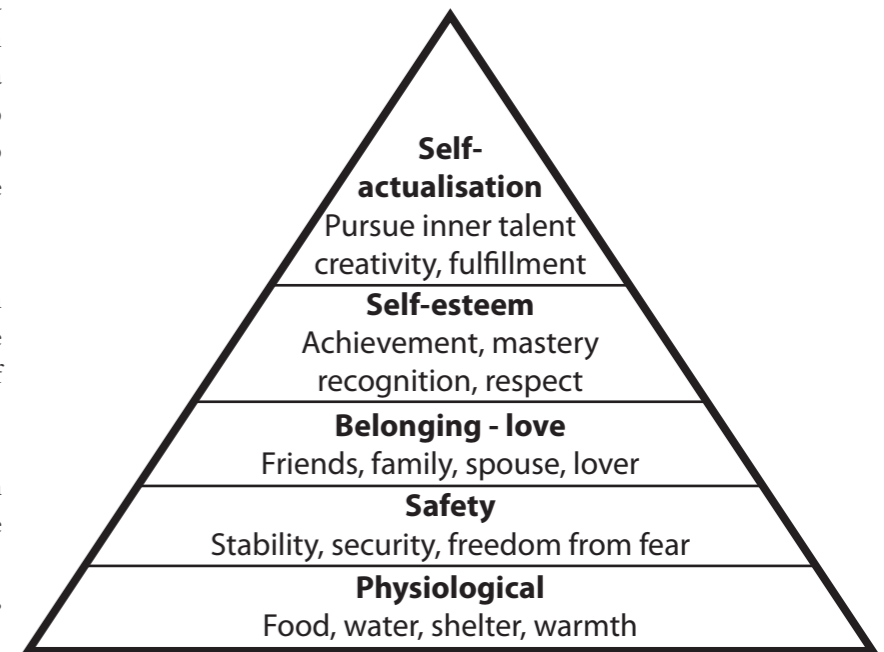What that means is that they have a model of the world (one cognition) and then there's their senses' view of the world (a second and perhaps different cognition). So a person may like a tidy house, but there are children's toys left everywhere, so cognitive dissonance motivates them to tidy up! This theory explains why groups of people trying to lose weight together works. A client agrees to try to lose weight by next week. Cognitive dissonance stops them eating a large slab of cake (etc) the night before a weigh-in day! Simply put, people are motivated to reduce dissonance. Therapists can help people to change their views about things so that cognitive dissonance brings about desired behaviours.

Pritchard and Ashwood suggested that motivation is the process used to allocate energy to maximize the satisfaction of needs. And there are plenty of 'need' theories of motivation.

Maslow came up with a hierarchy of needs – from the simplest needed to survive to the highest – see right.

According to Maslow's hierarchy of needs, people are motivated by unsatisfied needs. Lower level needs need to be satisfied before higher level needs can be satisfied. So, there's no point trying to encourage a client to write a reframe (which might be the self-actualization level) if they're hungry (the physiological level). Or maybe a client simply needs

Self-actualisation
Pursue inner talent
creativity, fulfillment

Self-esteem
Achievement, mastery
recognition, respect

Belonging - love
Friends, family, spouse, lover

Safety
Stability, security, freedom from fear

Physiological
Food, water, shelter, warmth

Let's think about our very basic needs. Let's assume that we're on a spaceship right now and the alarms are flashing and sounding very loud in the cold and ever thinning air.

What do we need to survive?

There's a saying that a person can survive without oxygen for three minutes, without water for three days, and without food for three weeks. That gives us a starting point. We need oxygen, water, and food. But oxygen needs to be around the 21% mark and the inert nitrogen needs to make up the other 78% of the air we breathe. Although you can replace the nitrogen with other inert gasses, and that's why very deep sea divers use helium in the mix. And, in a way, that gives us another need – we need the air around us to be within

certain range of pressures. We also learn from manned space flights that gravity is needed, otherwise minerals leak out of bones making them brittle.

If we look at arctic explorers, we see that warmth is important. But people living around the Sahara desert know that too much heat is bad for you – so again we're finding a middle ground that we need for health.

Looking at what happens to some prisoners in extreme regimes, we can see other human needs clearly illustrated because these are the first to be removed. Prisoners are kept awake for long periods, they are beaten, they can be tied up to prevent movement (as well as escape), they are given little food that's of poor quality, and they are kept isolated from others. So clearly, a good night's sleep, being pain free, being able to exercise, eating and

drinking healthily, and interaction with others are basic human needs.

We all know the feeling sitting in a meeting or stuck in a car and wanting to go to the toilet, but having to wait. That's another need we like to satisfy.

For many of these basic needs there's what's called the Goldilocks principle – not too much and not too little. It has to be just right. Just the right amount of gravity and air pressure, just the right amount of oxygen in the air, just the right temperature, etc, etc.

But once we humans have met our basic needs (we've just been to the toilet, had a drink, and are now sitting snugly by the fire), what happens next?

to go to the toilet before the trance work starts, otherwise they will be more concerned about that than relaxing. Only unsatisfied needs influence behaviour, satisfied needs don't.

Herzberg proposed the motivator-hygiene theory. With this workplace theory, certain factors result in job satisfaction. He suggested that there were motivators such as challenging work, recognition, responsibility that led to job satisfaction, and hygiene factors such as status, job security, salary and fringe benefits that when absent led to demotivation.

Alderfer proposed the ERG theory, which derived from Maslow's work. This theory suggests that there are three groups of core needs — existence, relatedness, and growth. The existence group is basic material existence requirements. The relatedness needs are to do with maintaining important personal relationships. Growth needs are a desire for personal development.

David McClelland's need theory assumes that our basic needs are for achievement, affiliation, and power. It might be worth noting at this stage that any TV copperama assumes the motives for murder are money, sex, or power! Achievement-motivated people like to master a task or situation. You can set them tasks of moderate difficulty and give them feedback on their work. Affiliation-motivated people like creating and maintaining social relationships, being a part of a group, and feeling loved and accepted. Peer pressure is a good way to get them to do anything (stop smoking, lose weight, etc). And power-motivated people need to influence, teach, or encourage others (sounds like a therapist to me!). Get them to encourage others to stop smoking, etc. Let them show their control of their lives in front of a group.

Manfred Max-Neef and others at the school of Human Scale Development produced a list of fundamental human needs, which are constant

through all human cultures and across different time periods.

The list is:

- ◆ **Subsistence** – physical and mental health
- ◆ **Protection** – care, adaptability, autonomy
- ◆ **Affection** – respect, sense of humour, generosity, sensuality
- ◆ **Understanding** – critical capacity, curiosity, intuition
- ◆ **Participation** – receptiveness, dedication, sense of humour
- ◆ **Leisure** – imagination, tranquillity, spontaneity
- ◆ **Creation** – imagination, boldness, inventiveness, curiosity
- ◆ **Identity** – sense of belonging, self-esteem, consistency
- ◆ **Freedom** – autonomy, passion, self-esteem, open-mindedness.

Deci and Ryan's self-determination theory (SDT) assumes intrinsic motivation for growth and development is what drives people. And they need active encouragement from the environment to continue. So with a client you need to give them feedback and explain how competent they are and able to look after themselves

When it comes to intrinsic motivation, Reiss found 16 basic desires that affect behaviour.

They are:

- ◆ **Acceptance** – the need for approval
- ◆ **Curiosity** – the need to learn
- ◆ **Eating** – the need for food
- ◆ **Family** – the need to raise children
- ◆ **Honour** – the need to be loyal to the traditional values of one's clan/ethnic group

- ◆ **Idealism** – the need for social justice
- ◆ **Independence** – the need for individuality
- ◆ **Order** – the need for organised, stable predictable environments
- ◆ **Physical activity** – the need for exercise
- ◆ **Power** – the need for influence of will
- ◆ **Romance** – the need for sex
- ◆ **Saving** – the need to collect
- ◆ **Social contact** – the need for friends (peer relationships)
- ◆ **Social status** – the need for social standing/importance
- ◆ **Tranquility** – the need to be safe
- ◆ **Vengeance** – the need to strike back.

You may look at the list and wonder how many apply to your clients, or how many apply to you. You might also wonder how much is culturally dependent. And where's being happy on the list? What it does illustrate is that at any time, competing behaviours are trying to 'get out' and your 'control brain' can decide which one to allow.

Goal setting theory seems to fit most closely with what we do (and NLP). The theory suggests that people may have a drive to reach a clearly defined 'end state'. The effectiveness of the goal as a way of changing behaviour depends on how close it is (proximity), how hard it is to achieve (difficulty), and how clearly it is defined (specificity). SMART (Specific, Measurable, Attainable, Relevant and Timely) criteria can be used to define the goal. It may make sense to break up a distant goal into steps so that success is never too far away and the client can see progress and celebrate success.

So, how do we, as hypnotherapists, motivate clients to achieve their goals? Certainly getting them in their control brain stops them 'shooting themselves in the foot' whenever they attempt to make changes in their lives. But the reality is that where there are lots of theories, there is going to be a lot of confusion. It's down to the therapist to find what works best with each client individually. Certainly, an understanding of the different theories can help with this ∎

Motivation by fear is the opposite of incentive motivation. It is the 'stick' as a opposed to the 'carrot'. People can be motivated because they fear the consequences of inaction or alternative actions. Indeed, even the fear of failure can be motivating! In the consulting room, we may show our disappointment at a task not being done, or clients may say to others that you'll be cross if they don't do a task, but, otherwise, it's not much use as a way of motivating clients!

DEMOTIVATORS – THINGS THAT MAKE YOU LESS ENTHUSIASTIC ABOUT PERFORMING A BEHAVIOUR.

"WHETHER YOU THINK YOU CAN OR YOU CAN'T, YOU ARE RIGHT."
– HENRY FORD

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GETTING YOURSELF NOTICED

How to be found on the Internet and get more clients

If you're just starting out as a hypnotherapist, you probably can't afford to pay a fortune for a domain name and a brilliant Web site. So here are some suggestions about how to be found by clients on the Internet – starting small and building on that.

Your first foot in the door to tell people about you and what you can do with hypnotherapy is to sign up for a free page at https://about.me/. You end up with a page address such as http://about.me/t_eddolls.

You just need a large photo (1680 by 1050 pixels) or a logo, or whatever your creative instincts tell you. You will need some text but you can update it whenever you want. And you can be found on Google – so you could get more clients.

Getting British Business Online has an arrangement with Google to offer free Web sites and domain names for two years. You create your site using Google templates – dead easy. Go to http://www.gbbo.co.uk/getstarted and sign up. Clients really expect a 'real' business to have a Web site.

If you think you know a bit about writing Web pages – HTML (HyperText Mark-up Language) and CSS (Cascading Style Sheets), go to https://thimble.webmaker.org. Mozilla (the Firefox people). Thimble makes it very easy to create your own Web pages. Write and edit HTML and CSS in your browser and preview your work. You can then host and share your finished pages.

Get a Twitter account by going to http://twitter.com and signing up. Call yourself by your business name or 'you'hypno – there is a limit on the number of characters and you can link the account to your Facebook page. Use hashtags (putting a '#' in front of a noun) to link to things.

Comment on hypnotherapy news, neuroscience news, book news, or even personal news – you can build relationships with local organizations. Tweet positive messages – whatever feels right for you. And happy clients or local businesses can tweet about you and hashtag your business name – helping you to get more clients.

In addition to your usual Facebook account, you need to set up a 'page' for your business. I'd use the same name you did for your Twitter account. Facebook pages can be found on Google – which means that your business can be found and you'll get more clients. You can put photos of your consulting room, your certificates, brain parts, nerves, whatever. You can put links to interesting news stories. Tell people about interesting or relevant books you've read or you can refer to positive outcomes in your treatment room. You can post similar information to Twitter – or you can link the two and post only once. You can find details of how to create a page by searching on Google. One useful page is at http://www.squidoo.com/facebookpage.

Join LinkedIn (http://www.linkedin.com/). You'll then be able to connect to lots of other therapists and join the AfSFH group, amongst others. You may not get clients, but you'll make connections. You could even start your own group. And LinkedIn connections could lead to speaking engagements, which could lead to more clients, etc.

And as you find you've got more to say about hypnotherapy, you may want to start blogging. A short article of around 500 words is about the right size. It's quick to read and you can convey some good information. If you have a Google account, then sign up with Blogger (www.blogger.com). Your blog will be called Bobhypno.blogspot.com. Otherwise, Wordpress (wordpress.com) also provides free blogs. And once you've written a blog, you can link to it from Facebook and Twitter – which will increase the number of hits on your blog and generally make you easier to find by potential clients.

Once your business is a success, you can buy a domain name – your-business-name.co.uk. You can pay to have it hosted somewhere. You'll need a conversation with someone who understands SEO (Search Engine Optimization). They will get you onto the first page of Google.

And you could create your own Web pages with Adobe Dreamweaver. Better still, you can get someone else to code a modern Web site using Javascript. JQuery makes the site look very modern and interesting to visitors. Using a Content Management System (CMS) like Joomla makes it easy for you to use (and very modern for visitors). Look out for those words if someone is offering to 'do' your site for you.

If you own your own domain name, you will probably have your own e-mail address – e.g. bob@bobhypno.co.uk. If you haven't, then use a free e-mail like Gmail or Yahoo. If you have a hotmail or msn e-mail address, get a new one!

Lastly, get a modern-looking signature for your e-mail. Something like:

Fred Smith
Clinical hypnotherapist and psychotherapist
P: 01249 443256 | M: 07901 505 609 | E-mail |
Web site | Twitter | Facebook | G+ | LinkedIn

Now there's a trick to this! Create the address in Word, select a word (eg Web site), and press the ctrl and k keys at the same time. You'll be able to link the word to a Web address. In this case the address of your Web site. You'll also see a button called 'ScreenTip'. Click on that and write something about the link, eg Bobhypno's Web site. Copy and paste it into an e-mail. That way, when you send an e-mail, all your contact information is included in an attractive and short few lines. When people move their mouse over one of your new links, the ScreenTip will appear, so they can see something about the link – helping them decide whether to click on it. And they can forward it to more potential clients.

Nowadays, most people search the Internet rather than look through phone books. So it becomes very important to be 'found' by potential clients ∎

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