

## THEORIES USED IN NLP FOR MOTIVATION. 1<sup>ST</sup> PART

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**Abstract:** *Neuro-linguistic programming (international acronym: NLP) contains a series of principles designed to identify and analyze patterns/models resulting from the analysis of personal development theories and models, one of the NLP goals being to combine their different abilities. Therefore, it is more about an awareness of theories and models, which the individual can follow to get performance in what he does. The principle of reasoning is no exception to this rule. The most well-known theory of motivation is the one proposed by S. Freud (a neuropsychiatrist) through his "pleasure principle", generically called "motivation direction" in NLP, considered in his time the main motivation mechanism. at the same time, it is very important to separate the concept of NLP, in terms of motivation, from the motivational theories and models that postulate that motivation is essentially of a mechanical nature and is programmed through a series of repetitions and external stimuli. Multiple studies meant to support motivational theories and models have failed to take into consideration the numerous phenomena that are independent of external stimuli. Motivational theories are based on the premise that the individual is animated by intrapsychic potentials which managers and leaders must identify and find a concrete way to emphasize them.*

**Keywords:** Motivation, NLP, Transactional analysis

### 1. Introduction

No manager or leader has ever "seen" motivation, just as he didn't "see" either thinking, perception or learning. all that the manager or leader can "see" is behavioral change. To explain or justify the observed changes, the manager and the leader must identify interference between various psychological processes, which are formalized in the concept of *motivation*. There is no need to remember the work done by many authors in the direction of discovering the "secrets" of *motivation* – whether it be the *motivation* of employees or *self-motivation*. In this article I will limit myself only to a few of the new items brought by NLP in the domain. In fact, as

in many other topics, NLP does not come with things totally out of print precisely because NLP involves shaping excellence and extracting the successful strategies of great managers and leaders. In the spirit of NLP, all we need is to access the resource state of the past, namely the motivating, to bring it in today and to place it in the future to influence the outcome of our actions. So it is more about an awareness of theories than a recreation or redefinition of them.

### 2. Transactional analysis

A form of *social psychology* that contain elements of psychoanalysis and humanistic and cognitive psychology, invented by E. Berne (psychiatrist) in the mid-twentieth

century, *transactional analysis* entered France in the 1970s, bringing a new approach to the personality of each of us and to the union with our fellowmen, suggesting a method of identifying behaviors, emotions and thoughts that impede human development. Designed as a tool for practicing psychotherapy, *transactional analysis* has experienced considerable success, turning into a personal evaluation tool and into a group evaluation tool, acquiring extensive managerial connotations as a result of their use [9].

Synthesizing the eternal human manifestations associated with biological age in his book "*Games People Play: the Psychology of Human Relation*", published in 1964, E. Berne presents the remarkable idea that human beings have three different states of the self, each with its significant appearance, which he has called *the Parent state* (contains and reproduces recordings of values and behaviors), *the adult state* (adapting the needs, desires to those of the others) and *the Child state* (needs, impulses, emotions and feelings), assigning the three states these names taking into consideration the life stages of any individual.

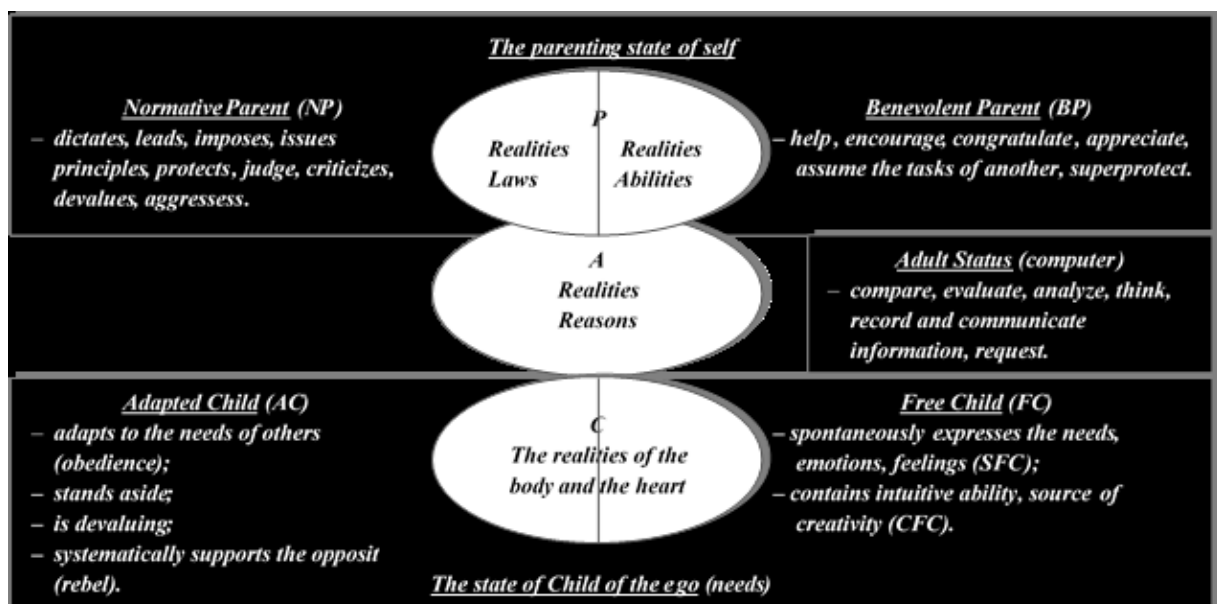


Figure 1: The Berne model of the transactional analysis

He mentioned that all states are equally important and are manifested simultaneously in an individual. The basic principle is [9]: when two persons hold a dialogue, they do this through those three ego states that address one of the three states of the other one. *Motivations* are the result of the ego of each individual who knows three different states [9]: (1) *the Parent state of the self* (corresponding to our social norms and schemes or models), (2) *the adult state of the self* (corresponding to a balance between the pulses of the *Child state* and the rules of the *Parent state*) and (3) *the Child state of the self* (corresponding to our

intuitive ability and our childhood spontaneity found in each of us). an ego state relates to a set of behaviors, thoughts, feelings associated and stimulated by a life situation. Therefore, in every moment of his/her life, the individual uses a structure of ego states, a method of testing reality, a particular emotional and behavioral *pattern* to communicate and relate. The ideal ego state is *the adult state*, that has both care and firmness, and also playing and adaptability, which oversees responses both from the *Child state* and from the *Parent state*. Ego states are symbolically separated by a flexible border that allows mental

energy to circulate from one state to the another, ensuring the natural functioning of the human mind. and to make the theory accessible, E. Berne said that *we make decisions and react by starting from one of these states within us, from one of the three ego states. Therefore, what happens to us depends, to a great extent, on the state of the ego from which our actions start* [3], designating all three states, taking into account the life stages of an individual, and specifying that these states are equally important and manifest at the same time.

*Transactional analysis* has no purpose other than that of personal growth and development by identifying dysfunctional patterns, highlighting the personality (ego) predominantly used and decontaminating them from foreign, unnecessary elements, assimilated in childhood. The objectives pursued are *social control* and *exiting the scenario*, the *transactional analysis* also suggesting a theory of child development, the concept of *script* introduced by E. Berne, in *"the first complete presentation, and still the fundamental work on transactional analysis"* [4] explaining how behavioral strategies were born in childhood and how we continue to use them, even if they lead to dysfunctional results for the quality of our lives. E. Berne, calls human relationships "*transactions*"

[2] that generate motivational behaviors throughout each individual's life. *Transactions* are: *complementary (parallel)* (transactional vectors are parallel, and the ego-state addressed is also the one which responds; as long as transactions remain complementary, communication continues easily); *crossed* (transactional vectors cross each over, the ego-state addressed is not the same as the one that responds; when communication is crossed, misunderstandings arise and the way to the conflict is opened. Communication is deviated from the object originally targeted, and restoring the situation is possible if at least one person makes the transition to the *complementary transaction* and *subsequent transactions (covered, hidden)* in which two messages are transmitted simultaneously: one is an *open message*, a *social message*, the other one is a *hidden message*, a *psychological message*. The behavioral outcome of a subsequent transaction is determined only at the psychological and non-verbal level. This type of *transactions* should be avoided because they lead to manipulation. Ego shifting from one state to another is called *transaction*, and the multitude of combinations explains the complexity of communication.

Table 1: The states of self

<u>Positive</u>	<u>State</u>	<u>Negative</u>
<i>Protects and conveys</i>	<i>NP</i>	<i>Included and constrained</i>
<i>Appeals to rules</i>	<i>BP</i>	<i>Devaluing and sanctioned</i>
<i>Analyze and observe</i>	<i>A</i>	<i>Cold, distant, without feelings</i>
<i>Learn for the future</i>	<i>AC</i>	<i>It's revolting, it's always against</i>
<i>Understand quickly</i>	<i>SFC</i>	<i>Confuse the dream</i>
<i>Honest and funny</i>	<i>CFC</i>	<i>Uncontrollable and insolent</i>

*"Transactional analysis is a theory of personality, a method of psychotherapy and a theory of communication"* [10] that allows generalization and achievement of public rationality [7] and which has been used in the past decades as a model in practical applications of psychotherapy, counseling, education, organizational

development, being effective in problems related to anger management and difficulties in the interhuman relations, having the following specializations recognized by the *International Transactional Analysis Association – ITAA* as directions: *clinical* (psychotherapy system), *educational* (is used in educational

environments to maintain clear communication and avoid unproductive conflicts), *organizational* (tool in management training, communication, training, coaching and organizational analysis) and *counseling* (specialization that appeared in the financial, image, political, parental, family, educational, sexual, etc. fields and that helps those who work in the area of human potential development).

The philosophical system underlying transactional analysis is based on the following main concepts: all people are OK, they are born with the creative potential of growth and development, they have the capacity to think, they can decide on their own destiny and they can change, by replacing the patterns of behavior prescribed by the life scenario assumed in childhood [6].

E. Berne has expressed the desire that the *transactional analysis* be known by as many people as possible in order to discover the inner richness, creative power,

autonomy, spontaneity, genius and happiness [9]. The main aim of development through *transactional analysis* is *autonomy*, which involves the ability to solve problems by maximizing the adult resources of ego. autonomy components are: *consciousness* (capacity to feel current reality), *spontaneity* (capacity to choose freely from a range of options, feelings, thoughts and behaviors), *proximity* (establishing the relationship, connection, link between individuals so as to communicate) and *capacity for privacy* (direct and open interaction between individuals and the expression of genuine feelings and needs towards each other). The metaphor of the states composing the Ego has been taken over and used widely in NLP, although not exactly in the form used by E. Berne. Parts (states) are a metaphor - no one is really fragmented into parts, but the idea can be useful in dealing with problems and difficult decisions because people often feel 'split' by conflicting desires and emotions [8].

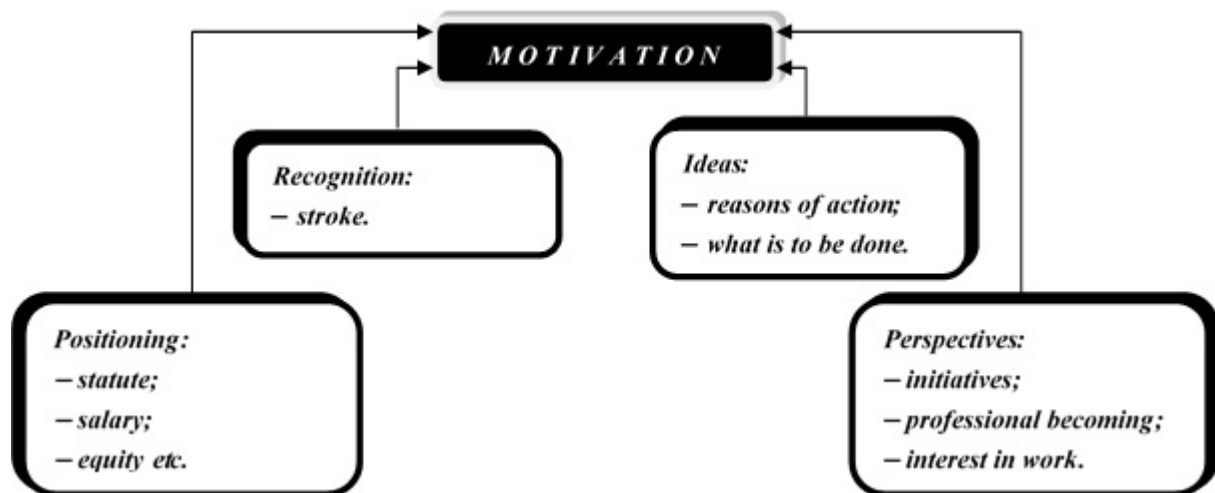


Figure 2: Pillars of motivation

The main motivation tool used in the *transactional analysis* is "stroke" – a unit of attention directed to an individual – used precisely because of its complex significance of hitting someone, of stroking, of recognizing [9]. *Stroke* is accepted in the sense of *sign of recognition* (a greeting, a smile, a compliment, criticism, insult, etc.),

in the absence of which personal development cannot be conceived. The conclusion that can be drawn is that stroke is not the only tool for motivating and involving managers' collaborators, contributing to motivation. *Stroke* analysis is not efficient for a high performance management if the *pillars of motivation* are

not taken into consideration in their interconditioning.

Affirming the idea that each individual has his/her own history, the influence of parts, the scenario that will guide him/her all

his/her life and the stimuli from the context in which he/she lives (*entourage outside the family*), E. Berne classifies *stroke* in six categories, depending on their intensity and quality.

Table 2: Types of strokes

The type of stroke	Classification criteria		Examples
	Intensity	Quality	
1. The unconditional stroke (+++)	Strong	Positive	– I want to achieve this with you! – Knowing your possibilities, I believe you will achieve this!
2. The conditional stroke (++)	Average	Positive	– I praised the efforts for carrying out the task. – The harvests obtained this year are satisfactory.
3. The ritualized stroke (+)	Weak	Positive	– Hello! How will this day be? – Did you read the book of "X"? It's interesting, isn't it?
4. The clumsy stroke (-)	Weak	Negative	– I appreciate you! (in fact, I appreciate everyone) – Hello! (even if you've welcomed this person before)
5. The negative conditional stroke (- -)	Average	Negative	– I was expecting something better from you! – You've been wrong two times with me!
6. The negative unconditional stroke (- - -)	Strong	Negative	– You know just to do wrong! – You aren't able to progress!

*Transactional analysis* is an interesting method because it is accessible and efficient in training activities within the organization [9]: *training managers at all levels, training staff and introducing it into problem-solving and creativity sciences*. Depending on the interlocutors and circumstances, the individual changes his/her mood, *transactional analysis* identifying Ego states and coding them into simple words, thus becoming an instrument of evaluation and communication which allows the use of a life script, of motivational behaviors resulting from the different combinations of the ego states. In other words, knowledge of this theory concretely demonstrates how we can have effective and agreeable relationships with others, namely *choosing a goal, improving interpersonal relationships at work and as a couple and personal development*. Knowledge of *strokes* is of particular importance to managers for a whole host

of reasons [9]: (1) *applying the stroke in a brutal manner (the negative unconditional stroke)*, (2) *applying the stroke in a more subtle manner (negative conditional stroke)* and (3) *vigilance on the part of managers not to reinforce these types of behaviour applying negative strokes because they will turn against the interests of their organization and even against themselves*. In case of negative situations, it is recommended that *strokes* are in the form of tips to improve the situation. It is suggested to resort to emphasis of the significant facts formulated with verbs in the past tense to draw special attention to the recommendations. It is necessary to compare the transactions over time because the recommendations that can be made should also take into consideration the evolution of the motivational behaviors of individuals.

In general, all individuals know how to give/receive *positive strokes*, but also to

defend themselves against *negative strokes*. However, bad experiences from the past, the sometimes rigid criteria of education, dramatic or catastrophic events and the professional context shape our natural skills to make the gratitude signals fluidly flow [5, p. 154].

### 3. Conclusions

NLP's *methods, techniques, tools, processes, theories and models* meet the needs of managers, leaders and consultants to better understand how the employee's

qualities will be exploited and how *motivation*, to increase morale for people's involvement in achieving goals. Most of the advanced applications of NLP used in business often refer to advanced language models and higher observation tools that have the potential to probe deep into the human subconscious, contributing to the process of *programming* by creating new beliefs and beliefs that will then be able to harmonize the individual with the organization's internal environment.

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