THEORIES USED IN NLP FOR MOTIVATION. 2ND PART

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Abstract: *One of the purposes of Neuro-Linguistic Programming (international acronym: NLP) is to motivate different skills from specific methods, techniques, tools, processes, theories and models into a single coherent and very Effective when implemented. Most of the methods, techniques, tools, processes, theories and specific models of NLP were created through the process called "modeling", which, in principle, involves deciphering the way in which the mind and how we think (neuro) operates through analyzing language (linguistic) patterns and non-verbal communication, the results of the analysis being integrated step by step in a strategy (programming) that can be used to transfer the ability of other individuals. The most important aspect of NLP is perhaps the practical-pragmatic, tracksuit programs and NLP concepts focusing on the interactive side and experiential learning, precisely in order for these concepts and principles to be fair and fully perceived and understood.*

Keywords: NLP, Value-based motivation, General Semantics

1. Introduction

This paper examines how the staff employed permanently perceive and respond to the concerns of organisations in terms of increasing job satisfaction, the *NLP-motivation relationship* having an important role in stimulating the initiative, effort and of success. While It seems easy for managers and leaders to start talking about linking the needs, aspirations and interests of organisations and initiating various campaigns in this regard, it becomes a challenge – even difficult – the implementation of the practice and policy in this regard to the *motivation* of staff, in order to make them improve their own activity, finally achieving a successful performance. The work aims to highlight the relationship between motivation, NLP and the effective performance of an individual and create conditions so that the

personal goals of employees and the organization can be monitored, the *NLP-motivation relationship* with a important role in stimulating the initiative, effort and success.

2. Value-based motivation

Although *the concept of motivation hides extremely different meanings from one author to another* [8], I will present some of the countless definitions of *work motivation*, considered the most important by the specialists: (1) *is the process of self-determination or of causing others to carry out an activity in order to achieve personal or organizational goals* [11]; (2) *is a process that involves the will to make efforts, to guide and strongly support energy towards achieving the objectives and job duties, on the one hand, and to materialize this intention in effective*

behavior that best fits personal capacity, on the other hand [18]; (3) is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration [16]; (4) the manner in which behavior is triggered, stimulated, supported, directed, stopped, and what subjective reaction is present in the organization, when all this occurs [17]. The first engine of motivation is hedonistic, which translates under any circumstance through a response to dissatisfaction [13].

Motivation should not be confused with *mobilization*; the first is an internal and individual phenomenon, while the second is an external and collective process, a process of sustaining an action that makes it possible to gather and stimulate energies. If it is said that it is difficult to mobilize individuals, then it must also be admitted that it is particularly difficult to *motivate* them [20].

Work motivation has been a subject of study for many of the specialists in the field of management theory and practice [20]:

- F. W. Taylor (mechanical engineer) was convinced that *motivation* would be due to a rudimentary financial interest or would result from the satisfaction arisen from the simple fact that the work has been done well. It is known that the methods suggested by the scientific management representatives, far from stimulating and motivating workers, triggered hostility and criticism.
- G. E. Mayo (sociologist and psychologist), who led experiments – in the late 1920s and early 1930s – at the Hawthorne plant in Illinois, proposed a new philosophy of working relationships. The conclusion of these experiments is that individuals adopt a desired behavior exclusively depending on the expectations in a given situation. Constituting a historical turning point in human resource management, through the new vision of employees,

the experiments highlighted, among other things, the sources of satisfaction or dissatisfaction of the individual at work. These studies have enabled identification of the social factors that generate value and determine *motivational* components: *attention paid to work, moral stimulation of workers, awakening workers' interest in work, the ambiance of the individual to demonstrate his/her capability, teamwork and harmonization of unofficial, informal relationships between people.*

- A. H. Maslow and F. I. Herzberg, (both psychologists) proposed the patterns of *motivation* based on the analysis of the needs people are trying to satisfy through work. They insisted not only on the idea of the relationship between individual efforts and material rewards but also on the fact that work offers the possibility of carrying out a professional activity whose social dimensions are important.
- D. M. McGregor, (psychologist and management professor) and R. Likert (sociologist and psychologist) have insisted on the behavior of individuals as a combination of two extremes - Theory X and Theory Y – and *have stigmatized a pessimistic view of human nature according to which people are indolent and unambitious and have defended a more optimistic and generous view that individuals are prepared to mobilize from the moment they are given responsibilities [13].*
- The research of the 1960s turned out to be less simplistic, more focused, and more complete. It studied *motivation* at work not only as a state but as a process that takes place in time and ceaselessly changes.

Over time, for a period of fifty years, The Human Relations School has experienced numerous *motivation patterns* [20]. Experimental research and analysis of the theories of A. H. Maslow, F. I. Herzberg, D. M. McGregor and R. Likert have

highlighted the following [13]: (1) *theories are considered too brief to take into account the complex reality, even partially erroneous; hence, the need to distinguish between generous and seductive ideas and the objective evidence of their validity*, (2) *it has been sought to impose a normative model or to define a universal management style, concluding that it is impossible to find a motivation method applicable to all individuals, in all organisations, in all situations and in all cultures, and that there is a risk of failure when borrowing a method, without reflecting upon it, but simply because it succeeded elsewhere* and (3) *the first efforts to find work motivation factors are inspired by the experiments conducted in organizational psychology to analyze motivations, of animal behaviors and, more specifically, to determine the exact needs that make an animal act in a certain way and not to remain inactive; it has been assumed that there is a simple, cause-to-effect relationship between the human conscious effort in the work and the needs that this effort can satisfy*.

Motivation is an area in which theory and practice have to rely on each other. To be effective, theoretical schemes of motivation need to be convincing and demonstrated, so that behavioral specialists provide a clear model to be used as a guide by managers in their activity [13].

The term *motivation* was imposed in the twentieth century and became an object of study of management. according to the areas in which it is approached, the concept of *motivation* took different meanings [13]: *in Economy* (it represents the set of factors that determine the behavior of the economic agent) and *in the field of consumption* (it refers to the psychological factors that explain the act of selling or buying a product, its prescription or refusal).

If classical theories of *motivation* assumed *motivation* to be triggered by everyday and close external factors, *value-based motivation* takes into consideration the

individual's behavior triggered by his/her ability to identify himself/herself with the organization [20], going from the necessity of *motivation* – determined by environments and individuals – to that of attachment and even passion, there being individuals who are able to contradict the pyramid principles of needs of Maslow's theory. These individuals are a kind of "kamikaze" (in Japanese meaning "the divine wind") to defend an idea they love [10]. This state of mind is also found in organizations where, rather than focusing on security and success – which they could get by working for others – they prefer to assume risks to achieve a dream, to develop a team with its ideas and values, to renew on a saturated market, to gain recognition and more money, to achieve an activity that improves the quality of the environment etc.

The reasoning behind *value-based motivation* is the following [10]: there are teams that, in the first phase of creating an activity, a website, invest beyond basic needs, transcend to produce a common work. The same teams show signs of lower commitment when their approach reaches a cruise speed. Everything happens as if the A. H. Maslow pyramid reversed. Meeting the needs of fulfillment and accomplishment overcome physiological and security needs [20].

The theory of R. B. Dilts and G. Bateson (anthropologist, sociologist, linguist, specialist in semiotics and cybernetics) regarding *value-based motivation* is – from the perspective of the relations between identity, values, beliefs, capacity, behavior and environment – a new point of view. The style of thinking of Bateson G. and the distinctions he made have profoundly influenced the approach of R. W. Bandler and J. T. Grinder to the communication skills and the way they can be imitated [15]. Based on the ideas of the Palo Alto School, R. B. Dilts and G. Bateson presented the results of their research in the

form of a pyramid that explains the above-

mentioned relations.

Figure 3: The Dilts-Bateson pyramid

The model of *value-based motivation* allows managers to better understand the peculiarities of each of their collaborators and to anticipate their behavior and attitude. This approach aims at understanding the manner in which each individual integrates into the team and how individual motivations and competencies can be harmonized with the organization's motivations and competencies. In fact, a lot of emphasis is placed on teamwork, highlighting the advantages of this way of organizing work, both for the individual and for the organization [20]: *development of trust, reciprocity and solidarity, inspiring positive work mentality from irresponsibility to co-responsibilities, personal involvement in solving others individuals' problems, instead of doing their own work, competence management* (the functions and attitudes of the manager, the roles and responsibilities of each individual), *achieving efficiency* (working meetings, management of important and urgent priorities, cooperation, stimulation for efficacy).

Moreover, the model of *value-based motivation* helps ensure consistency of values, rites, game rules and concrete practices within the organization [20]. This model operates with the following elements [10]: (1) *the environment* or, in other words, *the context in which the organization evaluates the set of external data and*

constraints it faces. The environment embraces everything: places, spaces, climate, political situations, surroundings, families, interpersonal relationships and individuals, all of them having an impact on human behavior, (2) behavior or, in other words, *the set of actions made by the individual at a certain time, (3) latent mental and physical capacities or skills* that can be used depending on the circumstances (a resource base that ensures that behavioral responses adapted to the environment are found out), (4) *values and beliefs* that specifically define any individual: "what is right" and "what is not right"; even if social life produces *shared values and beliefs*, they are different for each individual and (5) *the identity* which is made up of the core values of the individual (what is the meaning that I want to give to my life) and is the result of the permanent interaction of the individual with the environment.

In conclusion, *"the Dilts-Bateson pyramid is of particular importance for managerial practice because the business lives in an environment where its members act. Every enterprise has an identity (social object, rules of operation, a leader and appropriate staff, on the one hand, and values, beliefs, abilities, on the other hand). Under certain conditions, enterprise values strongly influence employee motivation and professional behaviors. Transparency of*

values is very important for the image of the enterprise. The successful companies also owe their success to the fact that they managed to communicate in an efficient manner, so that collaborators are attracted and share the values of the enterprise. For these reasons, they have become a recruitment criterion over time. Sharing values allows an enterprise firstly to have more motivated collaborators, and secondly, to have more coherence among team, better synergy and greater productivity. The enthusiasm of the employees and the coherence of the external communication of the enterprise ultimately generates a strong image of the enterprise on the markets." [20, p. 416].

3. General Semantics

This science "examines the impact of the meaning of words on the concepts, mentalities and feelings of the people adopting them" [3]. Therefore, General Semantics recognizes and highlights the extremely strong impact of words on each of us [5].

General Semantics was formulated and grounded as discipline by A. H. S. Korzybski (an engineer, mathematician and philosopher) in the book "Science and Sanity: An Introduction to Non-Aristotelian Systems and General Semantics" published in 1953. Its advantages include: a more tolerant attitude, more realistic hopes, fewer unexpected surprises and a higher predictability in the relationships with others. Here are some of the formulations of the General Semantics, which are not complete [5]: (1) *we live in a constantly changing world full of uncertainties. Our experiences and knowledge are limited. Our lives intersect with each other and often react in a conflictual way. Becoming conscious of this, we can say that we have already taken a step forward towards a healthier life;* (2) *when we interact with an object, person or event, we form certain images and create some symbols. Our brain forms these images and symbols by*

representing the outer world, where most of the information is filtered. Therefore, the selected information is a summary of the interaction; (3) *different people select, summarize information differently – in other words, they "draw" different maps of the same territory;* (4) *awareness of this selection process is the key to increasing our potential as human beings;* (5) *the symbols we create and the words we use are not the object or the given situation, with all its infinite characteristics;* (6) *many of our misunderstandings occur when we act as if we had all the information about everyone and everything;* (7) *two objects or events are never identical, but for ease of comprehension we consider them so. Treating them as if they were identical, thus ignoring the differences between them, can lead to misunderstandings, conflicts and even tragedies;* (8) *we often confuse our symbols and models with what they represent. We must remember, however, that the "map" is not territory and words are not things in themselves. These symbols were created by us.*

General Semantics provides a methodology that helps differentiate and integrate simultaneously four different worlds: *the outside world* (that is in a continuous process of change), (2) *inside world* (our nervous system and our own senses, with which we interact (in part) with *the outside world*), (3) *the world that is not made up of words* (non-verbal communication through movements, signs and emotions with the world, which we can see, hear, taste, smell and touch) and (4) *the world of words* (verbal communication used not only in everyday life but also in human relationships within an organization, words (vocabulary) and grammar (the rules of operation with their meanings) making possible both communication and development of the human intellect). It is said that, although General Semantics probably involves a higher degree of theoretization, in the end it proves to be a pragmatic and authentic discipline,

anchored in reality, in that it attempts to provide practical solutions suitable for various conflictual situations arising from the use of incomplete or unsatisfactory words or of a language inappropriate for the level of the interlocutor. The starting point for A. H. S. Korzybski for the creation of the new system can be represented through the following analogy [5]: (1) *the map is not the territory*, in other words, *the map* (language) is not *the mapped thing* (the experience) [15], (2) *a map does not represent the whole territory* and (3) *a map is self-reflexive in the sense that an 'ideal' map would include a map of the maps, indefinitely*. By formulating these non-aristotelian fundamental premises, it has been discovered that our usual reactions follow the path of subconscious assumptions of the old systems, which often violate the first two premises and completely ignore the third one, with the exception of mathematics.

In a rather agitated, chaotic and even complicated era both from a socio-political and economic point of view, not only nationally, but also globally, "*how*" we are talking, "*how much*" we are talking, "*what*" we are talking become of colossal importance. From inter-human relationships between friends, colleagues, neighbors, to inter-institutional and international relations, the use of an adequate language, even simple terms but clearly defined and understood, is the essential condition for a dialogue that will subsequently have a positive impact on everyone.

The conclusion drawn by A. H. S. Korzybski is that "*[...] experience shows that when the methods of General Semantics are applied, the results are usually beneficial, whether in law, medicine, business, etc., be they in the family, national or international fields. If*

they are not applied but merely talked about, no results can be expected".

The spirit of the works of A. H. S. Korzybski was continued by G. P. Lakoff (linguist) and M. L. Johnson (professor of arts and liberal sciences), who developed the idea according to which any kind of language is based on metaphors. We can never talk exactly about how things really are, but just about what they look like. The metaphors we use, even in the most banal sentences, channel our thinking. The literal analysis of language metaphors opens new, fascinating perspectives, about how we think and understand the world and hence about what we are able to do. NLP often analyzes the language literally to give a clue about the thinking process behind it [15].

4. Conclusions

The goal of any organization is to strengthen its position on the market, and this can be achieved by offering products or services of impeccable quality, practicing competitive prices and through facilities provided to customers. The quality of the products or services offered derives from the quality of the activities carried out by the employees. In order to carry out qualitative activities, there must be motivating factors that determine the employees to work very well; nevertheless, overloading is counterproductive. The existence of motivation from the employer leads to the achievement of qualitative activities in a shorter time, but overloading causes the employees to feel "*punished*" for their performance. It is very important to pay due attention to the human factor, namely to motivate it, to organize it in such a way that both the employees and the organization fulfil their objectives.

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