



THE FACES OF MOTIVATION

Emotions handle the image of the territory where we live. Our past unfolds in the thoughts and emotions that establish emotional territories at present. How? All living beings need to frame its territory to make decisions about their movements.

Mammals make these marks of the land with chemical segregations that are materialized in different behaviors. In humans, marking of the territory is also a chemical process, although it is not as explicit like mammals. In the case of people, the chemical marking occurs through emotions. Our brain chemistry defines the limitations and potential of the landscape that we face daily. So, when we address everyday situations, our participation transforms the dynamics of "facts" in the "subjective territory" that we face daily.

Motivations depend on the personal experience of each context. This means that what moves a person to a particular action does not depend on the magnitude of stimuli context. The core of motivation is movement. In fact, the root of the word motivation comes from the Latin "motivus" (movement) and "tion" (action or effect). But action depends on "what we see" around us and the result of our actions is based on our "possible

answers" to what we see around us. Therefore, what we see and what we project as a potential result of our decisions is determined by experience. The transformations of "subjective territories" requires an articulation between the short-term visible results and the impact of changes in the long run. The results in the short term are those that reinforce the motivation of people because of the visibility of change. The impact, in the long term, is those that enable the sustainability of this transformation because they give meaning to everyday results. The motivation is related to the effects (results) of the change in the mediate. The inspiration is linked to aspirations (impact) of the shift in the future. The absence of this complementarity can generate the process is abandoned (for boredom or lack of inspiration) or never materialize (for lack of motivation or disappointment).

From inertia to inspiration

In the case of organizations, the context has other motivational conditions because internal structure of the organization and the rules that define roles and linkages in this space. Therefore, each person works in a "subjective organization" that means the personal representation of their work environment conditions. The relationship of people with the organization emerges from an emotional approach and rational explanation of the characteristics of the organization.

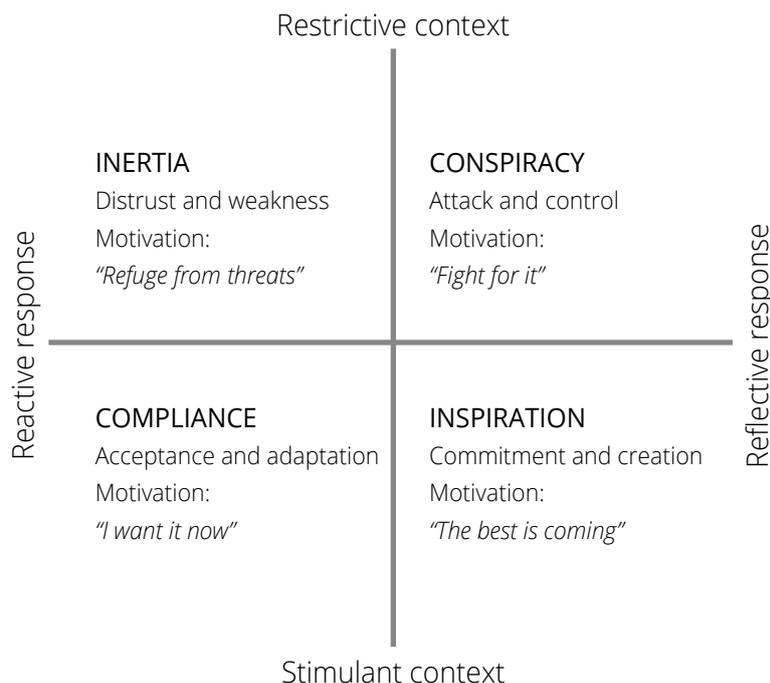
The personal version of the structure is recreated by two processes:



PERCEPTIONS are associated with subjective images that define the limits of personal development in the organizational context. From these images, the workplace can be seen optimistically as a **STIMULANT** space for personal opportunities and development, or these images represent the context as a **RESTRICTIVE** space with limitations and threats to personal growth.

RESPONSES are related to modes of decision that define own movements in this organizational environment. People may have **REFLECTIVE** responses focused on the impact of actions in a large context with time scales, or people may have **REACTIVE** responses focused on solving their own emotional turbulence in the immediate.

The articulation of different perceptions and modalities of responses generates four motivational states that people assume in the relation with their "subjective organization".





These motivational states are dynamic because they depend on changes in personal and modes of decisions. We can describe the faces of motivation according to these positions:

INERTIA = REACTIVE RESPONSE AT A RESTRICTIVE CONTEXT. From this position, the context is experienced hostile and threatening. This perception creates a high level of anxiety that produces reactive responses in people to resolve their emotional situation quickly. This combination (**RESTRICTED - REACTIVE**) subtracts alternatives of movements because people feel they have no chance of transformation on their reality. Therefore, they have a sense of permanent failure and try to avoid or escape from anything new in their life. The motivation is focused to refuge from hostility and protects themselves in survival conditions. This is the face of "bad luck" because they think that everything is bad. This group complains about their personal conditions of suffering in their life.

CONSPIRACY = REFLECTIVE RESPONSE AT A RESTRICTIVE CONTEXT. In this position, people have reflexive decisions, but this attitude is based on a perception of the limited context of possibilities. From this combination (**RESTRICTIVE - REFLECTIVE**) people are focused on fighting limitations and they neglect their potential development. Therefore, their motivation is oriented to the control of the context to fend off the obstacles hampering their personal situation. Any disturbance is perceived as a threat to be managed to maintain the context of known parameters. This is the face of the discontent and aggression. This group complains about the negative conditions of organization and the impossibility to develop personal projects.

COMPLIANCE = REACTIVE RESPONSE DESPITE STIMULANT CONTEXT. From this position, people recognize the possibilities of the context, but their decisions seek to maintain the stability of everyday life without major risk. So, their motivation is limited to trying to get the immediate benefits. This combination (**STIMULATING - REACTIVE**) reduces their alternatives of choices because they are focused on the short-term perspective and they mobilize when they feel their stability is threatened. This is the face of conformism that often becomes an automatism. This group of people seeks predictable environments that give emotional stability.

INSPIRATION = REFLECTIVE RESPONSE TO EXPAND A STIMULANT CONTEXT. In this position, people have a positive outlook on their future. Additionally, they have a reflective attitude that gives more choices to address the possibilities of context. From this combination (**STIMULATING - REFLECTIVE**), they see the future as an opportunity for transformation. This perspective motivates them to create initiatives and engage with new development alternatives because they feel their movements and decisions influence the course of events. It is the face of creativity and commitment. This is the group of people who are encouraged to take risks to discover the possibilities of the future.

Renew the faces of motivation

The description of these motivational states is related to the development of an appropriate emotional framework. These interventions can focus on four points: the corporate purpose, the quality of the linkages, the meaning of work and the impact of the personal role.

DEFINE A CLEAR PICTURE OF CORPORATE OBJECTIVES

This point is related to ORGANIZATIONAL PURPOSE. Inertia and discontent appear with the sense of threat or danger. To transform vulnerability to determination and discontent in personal integration is necessary for people to be clear about the goals of the organization and the values of coexistence. In this regard, it is important to: share a clear picture of the strategic direction, manage the integration of people in a global project, and maintain explanations of reference to guide the task.

HOLD SYMMETRICAL RELATIONSHIPS

This point is related to LINKAGES IN ORGANIZATIONS. Emotional capital is critical for performance, to encourage participation and cooperation in groups. The quality of relationships determines the level of trust, security, and cooperation of the people. In this regard, it is important to consider three points. First, strengthen diversity and the integration of heterogeneous opinions (professions, gender, age, philosophies, etc.). Second, create an environment of respect and shared learning to hold the symmetry of relations. Third, maintain a solid emotional capital and a clean working atmosphere.

SHARE A TRANSCENDENT INSPIRATION

This point is related to the MEANING OF WORK that people assume. The significance of personal contribution improves the level of commitment and creativity to the task. The development of this purpose involves: establish meaningful goals for growth, promote innovative solutions to address everyday challenges, and recognize the participation and contribution of people on the development of corporate purpose.

ENCOURAGE A TRANSFORMATIONAL ROLE

This point refers to the INTERDEPENDENCE OF PEOPLE and the impact of individual behaviors in others person's life. Each person can contribute significantly to the transformation of the life of others. The importance of people as agents of change involves: expand personal self-determination and knowledge sharing, broaden participation and commitment to different social groups, and define long-term goals and objectives of social transcendence in everyday acts.

