

Four Determinants of Behaviour

Narrabri
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The first determinant

- Photo of bird's nest



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*The task is not so much to see
what no one has yet seen. It is to
think what nobody has yet
thought of,
about that which everyone has
seen.*

Arthur Schopenhauer, 1813

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The first determinant

- Where did the creature that made this learn how to make it?
- How many varieties does this creature know how to make?
- What is the value of this knowledge if the environment shifts?
- What happens to this creature if the environment shifts?
- What aspects of your mindset are shaped by this determinant?

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Four determinants of our thinking and acting

- Human beings are similar to each other.
- These similarities are so obvious, they are not salient.
- Human beings are also different from each other.
- These differences are often important and very salient.
- What is the origin of these differences?
- Why do people behave the way they do?

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Possibly controlled by your genes

- Physiological – Health, food, sleep, reflexes
- Safety – Shelter, removal from danger
- Belonging – Love, affection, being part of a group
- Esteem – Self-esteem and esteem from others
- Self-actualisation – Achieving ones potential (including athletic ability)

Abraham Maslow

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The second determinant

- Photo of the Kuku-Kuku war club



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Two forms of intelligence

- Fluid intelligence
- Crystallised intelligence

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The second determinant

- Where did the creature that made this learn how to make it?
- When did it acquire this knowledge?
- How many varieties does this creature know how to make?
- What is the value of this knowledge if the environment shifts?
- What happens to this creature if the environment shifts?

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The wisdom of the elders

- Our species has survived because of the 'Wisdom of the Elders'

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Possibly shaped by formative years

- Personality
- Motives
- Knowledge and skills
- Role preferences
- Future career aspirations
- Mobility
- Creativity
- Our attitude to authority

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- Innovation is conditional upon environment

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The wisdom of the elders

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- Innovation is conditional upon environment
- In a stable environment, innovation is unwelcome and perceived as a threat.

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The second determinant (cont).

- A story about mice
- One of the greatest shapers of our formative years is sibling competition.
- Siblings differ from each other.
- Patterns of difference between siblings are patterns of similarity across families.
- The oldest in your family is more like the oldest in a Patagonian family than is his/her closest sibling.

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The wisdom of the elders

- Our species has survived because of the 'Wisdom of the Elders'
- Innovation is conditional upon environment
- In a stable environment, innovation is unwelcome and perceived as a threat.
- In a turbulent environment, innovation is essential.

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Eldest child

These descriptions are average. There are exceptions.

- Extravert
- Caring
- Conservative
- Dominant
- Sporty
- Leader
- Uptight

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The wisdom of the elders

- Our species has survived because of the 'Wisdom of the Elders'.
- Innovation is conditional upon environment.
- In a stable environment, innovation is unwelcome and perceived as a threat.
- In a turbulent environment, innovation is essential.
- We are conditioned to defer to the wisdom of the elders, even when that wisdom may no longer apply.

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Middle child

These descriptions are average. There are exceptions.

- Introvert
- Independent
- Capable
- Generous
- Risk tolerant
- Inquisitive
- Unreliable

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Last Born

These descriptions are average. There are exceptions.

- Creative
- Easy-going/laid-back/lazy
- Not academic
- Gentle
- Resourceful
- Sociable
- Self-centred/selfish
- Strong-willed/stubborn

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Need for Affiliation

- establishing and maintaining friendly relations with others,
- wanting to participate in friendly social activities,
- apprehensive about not being accepted by others,
- being emotionally concerned over separation from another.

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Paradigm shifts in science

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Affiliation utterances

- 'How was your weekend?'
- 'How did the party go?'
- 'Do you want to join us for coffee this afternoon?'
- 'How about a drink after work?'

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Human motives

All human behaviour that is focused is driven by motives. Different motives have different focus.

We are going to see a description of the three main human motives, the forces that drive our mindsets and behaviour.

After each description, imagine two colleagues of that orientation, bumping into each other after a long weekend.

What would they say to each other? Please write down examples of their utterances.

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Need for Achievement

- meeting or surpassing some self-imposed standard of excellence
- doing or creating something unique
- a long-term commitment to doing something well
- accomplishing difficult (but feasible) goals and later receiving feedback about personal performance.

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Achievement utterances

- ‘How much is left in the budget?’
- ‘The budget’s looking a bit tight, but there may be some savings to be made on the expense side.’
- Did you hear that the company has just scored the Griggs contract? Should be some interesting projects coming through.

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Consider the nature of those utterances

Are they ...

- Subjective or objective?
- Questions, statements, or both?
- What would the representative pronoun be in each of the three cases?

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Need for Power

- influencing the activities or thoughts of a number of individuals .
- providing strong leadership that affects others .
- influencing, persuading, making a point, or arguing (in order to win) .
- attempting to control or regulate the behaviour of another .
- trying to impress some other person or the world at large .
- concern for status, reputation, prestige or position

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Human motives and their consequences for behaviour and communication

Motive	Nature of the language
Affiliation	Subjective, invitational, asking, people oriented "We" (building a relationship)
Achievement	Objective, rational, telling and asking, task oriented. "It" (attention to task)
Power	Subjective (disguised as objective), telling, self-oriented. "I" (drawing attention to self). Note: No genuine information-seeking

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Power utterances

- I picked up the new Ferrari on the weekend.
- Just had lunch with Julia Gillard. She was asking my advice on how best to win the next election.
- Great BBQ at the senior partner’s on Saturday. Pity you couldn’t be there.
- I want that report on my desk by close of business Friday.

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Motives and Birth-Order

In your opinion, what is the likely relationship between birth-order and motives?

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Birth-order and Motives (cont)

- Need for Power is most likely to be found in first-borns, then last-borns. It is least likely to be found in middle-borns.
- There are two forms of Need for Achievement. Achievement by conformity is most common in firsts. Achievement via independence is most common in latter-borns.
- Need for Affiliation is more common in lasts.

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Occupational Roles - Lasts

- Nurses
- Veterinarians,
- Artists
- Musicians
- Therapists
- Counsellors
- Comedians
- Beauticians
- Child-care workers

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Occupational roles - Firsts

- Executives
- Army officers
- Doctors,
- Teachers,
- Orchestra conductors
- Strippers
- Astronauts

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The third determinant

- Picture of a compact disc



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Occupational Roles - Middles

- Technicians,
- Artisans
- Musicians
- Environmentalists
- Explorers
- Entrepreneurs
- Diplomats
- Negotiators
- Mediators
- Journalists

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The third determinant

- Where did the creature that made this learn how to make it?
- How many varieties does this creature know how to make?
- What happens to this creature if the environment shifts?
- What aspect of your mindset is shaped by this determinant?

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Shaped by contemporary influences

- Accents
- Fashion
- Technology choices
- Role opportunities
- Career opportunities

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Four sources of our behaviour

1. Instinct/Genetics
2. Formative years
3. Contemporary influences
4. ?

What proportion of you is shaped by each of these four?

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The third determinant (cont)

- Social forces not only influence our mindsets individually, they influence them collectively.
- Like gravitates towards like.
- Cultural diversity can become a collection of monocultures, each with similar mindsets. Think interest groups, clubs, associations, political parties.
- What about motives? Do they cluster? We will return to this later.

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The four determinants of behaviour

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The fourth determinant

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The four determinants of behaviour (cont.)

- Up to 50% of our mindset is determined by genetics.
- Up to 45% of our mindset is determined in our formative years.
- Up to 15% of our mindset is determined by contemporary influences.
- Less than 1% of our mindset is original, creative or unique. (Yet change requires new behaviour)
- Nothing can occur at the top (creative) level of the triangle unless supported by the level(s) below.
- Most of our mindset, what we do (and why we do it) is unconscious.
- We cannot manage what we do not understand.

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Alignment matters

The nicotine story

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Motives within Organizations

- Affiliative people spend more time interacting with others. Work is their social club. They fill the support ranks.
- The achievement motive is commonly highest in 'doing' roles (sales, engineering, research, and other technical and professional jobs).
- Need for power is most common in supervisory, managerial and executive roles.

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Collective behaviour

- Hard-wired into our genes is a rule of not being too different. An associated genetic rule is to seek validation for who we are.
- Hence we seek out acquaintances, social roles and responsibilities that are as similar as possible to those of our mindset.
- This is obvious in social structures, particularly organisations. Remember motives and language.

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Relationship between motive preference and role preference.

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A story about monkeys

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Hierarchies

- A hard-wired means by which males establish rank and females choose mates.
- Hierarchies form around centralised resources.
- Centralised resources today include authority, budgets, policies.
- Hierarchies assume relevance of 'wisdom of the elders'.

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The tragedy of motive preference, hierarchy, & language

- People 'ask' upward.

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Accessing resources in the hierarchy

- Accessing resources from above – asking or telling?
- Directing a team of subordinates – asking or telling?
- What are the implications of this language for innovation?

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The tragedy of motive preference, hierarchy, & language

- People 'ask' upward.
- People 'tell' downward

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The paradox

- Many community organisations are hierarchical.
- Organisations are often driven by the 'wisdom of the elders'. This 'wisdom' is one of the centralised resources that hierarchy distributes [downward].
- In a rapidly changing world, we still defer to that wisdom, though it is increasingly irrelevant.
- The decentralised resources we really need, namely 'ideas', are often unconsciously blocked by the hierarchy's collective mindset.

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The tragedy of motive preference, hierarchy, & language

- People 'ask' upward.
- People 'tell' downward.
- Power people 'tell' more than 'ask'.

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The tragedy of motive preference, hierarchy, & language

- People 'ask' upward.
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- The unconscious intent is to block ideas from below.

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The tragedy (cont)

- Leaders score higher on 'need for power'.
- 'Need for power' suppresses creativity.
- Leaders have an inflated view of the health of their community and of their skills.
- Leaders used twice the number of 1st person pronouns – *I, me, we, us* – than did the technicians or professionals.

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The tragedy of motive preference, hierarchy, & language

- People 'ask' upward.
- People 'tell' downward
- Power people 'tell' more than 'ask'.
- The unconscious intent is to block ideas from below.
- Yet who is closest to the reality of the field?

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Consequences of the motive mindset and language distribution for creativity?

- Three different 'tribes', each with their own motives, mindsets and language and each unable to understand the other.
- An inability of good ideas to flow upward from its creative source, to receive approval and resources.

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Communication is substantially carried by language.

Imagine the consequences for communication in your community organisation given the patterns of language we have just identified.

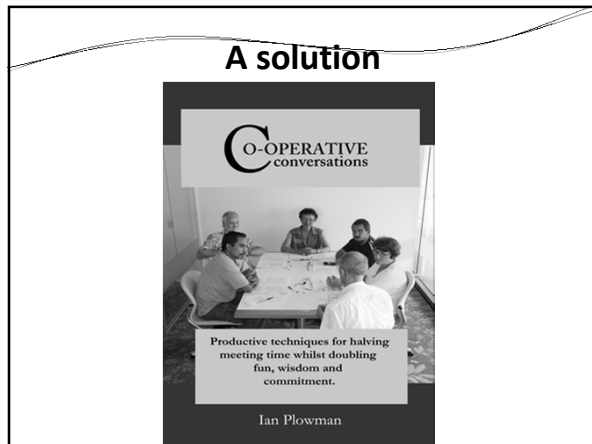
Up to now, these mindset cluster patterns were invisible. Not any more.

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There is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new order of things..... Whenever his enemies have the ability to attack the innovator, they do so with the passion of partisans, while the other defends him sluggishly, so that the innovator and his party alike are vulnerable.

Niccolo Machiavelli (1490), *The Prince*

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- Thank you for your participation.
- Happy to take any questions
- Feel free to contact me at any time.

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