

# The Seven Motivations of Life

## Taking Your Leadership to a Higher Level



## Appendices

*We don't see things as they are; we see things as we are.*

—The Talmud

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UHM Level	Drive	Description	Critical Questions in Life
7	Meaning	Self-transcendence	What state of being do you want to be in at the end of your life?
6	Wisdom	Imaginative guidance (ensuring justice for all)	What is your purpose?
5	Courage	Determination to save others	
4	Compassion	Generosity (showing mercy)	
3	Power	Control	Who are you?
2	Pleasure	Passion	
1	Survival	Safety	

Table A-1. The main focus for each of the seven levels of UHM.

# Appendix A

## Your UHM Personal Report

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*Experience has shown that personalities may be grouped into various major categories, and for purposes of studying them this is a helpful device. Classifications must never be taken too seriously – they ruin much thinking – but the fear to use them has prevented much more thinking.*

—Karl A. Menninger, psychologist

Overall, UHM is a three dimensional and holistic psychometric instrument in the field of mainly two-dimensional typologies and it most clearly maps out what it means to be a “complete” human being.

### **Why Use UHM?**

A complete mind-thinking instrument is more comprehensive than a complete brain-thinking approach. There are three important reasons why UHM can provide the greatest insights and better predictions for your life experience.

Firstly, motivation is not so deep that it is beyond conscious awareness and control, yet it is deep enough to have a profound effect on your life.

Secondly, your success in life derives largely from your motivation. Success is linked to performance, and a significant

amount of performance usually comes from your behaviour. However, your behaviour comes from what you can do (ability) combined with what you want to do (motivation). Your ability is highly developable, and even your intelligence can be increased. Some research has shown that every year of education adds three points to our IQ. In fact, modern research is showing that we all have the potential for genius.

Thirdly, UHM shows that there is no such thing as an unmotivated person, just a person who is not motivated about the things we want them to be. Motivation is defined as the desire to do something,<sup>1</sup> and it is a major driver of our actions.

### **What is UHM Report Structure?**

Technically UHM is a holographic integration of the four Jungian functions (referencing the seven major world typologies including the MBTI®, Temperament Theory and Enneagram) and four brain stages into one universal model. It is formed by triangulating references from these seven major world typologies,<sup>2</sup> which means that only fourteen multiple-choice questions are required to provide up to about fifty pages of specific and personal report and over 199 billion different possible descriptions. Yet the online questionnaire typically only takes about twenty minutes to complete. While UHM appears to be a simple set of hierarchical levels at first sight, its power comes from its holographic nature, as one level reflects several other levels. If you cut out any one part of a hologram, that part still shows the whole picture. It is

derived from patterns of responses that give powerful insights into the underlying strengths and development areas a person has.

UHM is a multi-cultural instrument, which describes things such as leadership style, values, stress response, level of optimism and hope, life meaning, level five leadership, and even likely voting preference. For instance, UHM provides the theoretical basis to explain the empirical findings in Jim Collins' book, *Good to Great*. It also evaluates preferences around the four fundamental intelligences: operational intelligence (linked to IQ), emotional intelligence (EQ), strategic intelligence, and tactical intelligence.

### **How Can I Use UHM Report?**

UHM is a typological instrument that is ideal for mentoring, counselling, teaching, or coaching to support professional, personal, or team development. It is not designed to assess people.

Many respondents have found the report very accurate and insightful. For example, Peter Earle Grad Dip (OHM), CPMSIA, RSP, the occupational health and safety coordinator at Monash City Council said after reading his personal report, "I had initial scepticism as to whether UHM questions could provide any meaningful outcomes, but, to my great surprise, it was so horrifically accurate in identifying my main traits as well as offering guidance in personal development. Having attended a number of such

management courses previously, let me say your course is the only one that ties the key concepts in any intuitive and meaningful manner ... I am confident of achieving better outcomes having been exposed to your philosophies and unique concepts. I should have done this [UHM] twenty years ago as it is spot-on."

### **What Type of Information is Covered in UHM Report?**

Depending on which of the four reports you choose, your personal report is up to fifty pages long. UHM helps with things such as:

- Leadership development (including advanced process for personal growth and development)
- Team building and managing stress (improving communication and performance under stress)
- Careers and occupations (matching part of UHM with validated career reports)
- Conflict resolution and management (building productivity and a high performance culture)
- Education and learning (encouraging innovation)
- Optimism and enhancing resilience (matching part of UHM with Seligman's optimism test)
- Meaning and self-esteem raising (enhancing success and life experience)

Typological instruments also help to clarify how people see the world. This has a significant impact on their attitude and that affects what and how well people do.

### **How Accurate is UHM?**

A wide variety of ethnic groups (including European, Asian, American and African), have completed UHM professionally and then received formal feedback. A sample of 375 professional staff rated the accuracy of their UHM professional report on a scale from zero to ten, where zero is completely inaccurate and ten is perfectly accurate. The reported accuracy of the UHM Professional report on average was eighty-two per cent; see [www.marktwoconsulting.com](http://www.marktwoconsulting.com) for more details.

### **Charitable Donation**

The team who devised the questionnaire has voluntarily agreed to pay ten per cent of all income from UHM questionnaires to the registered charity, the Gurkha Welfare Trust. This organization is dedicated to providing financial, medical, and community aid to alleviate hardship and distress among Gurkha ex-servicemen of the British Crown and their dependants after they have returned to their homeland of Nepal.

It is dangerous to use military examples of courage as altruism as someone is usually being killed in the process. One man's hero is another's villain. However, I served with

the Gurkhas and Rifleman Ganju Lama of the 1st/7th Gurkha Rifles won a Victoria Cross in the Second World War. The citation reads, "In an action South of Imphal in 1943, Rifleman Ganju Lama went forward on his own with a PIAT [Projector Infantry Anti-Tank] and promptly attracted withering enemy fire, which smashed his left wrist and hit his arms and legs. Despite his wounds, he crawled to within thirty yards of the leading enemy tank and knocked it out with a single well-aimed shot. He did the same to a second tank, returned for more anti-tank rounds, and went forward again to do the same to the third tank, killing its crew." Only a month before winning the Victoria Cross, he had crawled out into the open when under intense thirty-seven-millimetre shellfire to within fifty metres of some Japanese tanks. He had destroyed two tanks while covering his comrades' withdrawal from their exposed position before he finally crawled back to safety. This action gained him the Military Medal "for his resourcefulness, coolness, and disregard for his personal safety." Ganju ended up being so badly wounded in winning his Victoria Cross that he had to stay in hospital for twenty-two months. When Field Marshal Slim visited him in hospital and asked him why he had gone so close, he replied, "I was trained to only fire the PIAT when I was certain of hitting, so I went to thirty yards." More than twenty years later, his leg swelled up, so he applied a poultice to it and ended up drawing out a bullet that had lodged there during these encounters.

For nearly two hundred years, the Gurkhas have helped to fight Britain's wars and keep the peace. The author had the privilege to serve with these soldiers and experience their kindness and humour. They have also demonstrated great courage, winning thirteen Victoria Crosses and serving in most of Britain's conflicts in the twentieth century.

If there were a minute's silence for every Gurkha casualty from the Second World War alone, the quiet would last for two weeks.

Many Gurkhas have retired, suffered natural disasters, or are wounded and disabled. Others are without military pensions. Almost all in these situations are destitute if they are not supported by the Gurkha Welfare Trust. With their dependants, they number many thousands and often live in harsh conditions with no national health service, no public housing, and no unemployment benefit. Nepal is one of the twenty poorest countries in the world, and this leaves them in a perilous state. For more information on what the Gurkha Welfare Trust does to support Gurkhas in remote areas, see [www.gwt.org.uk](http://www.gwt.org.uk).

### **How Can I Become Professionally Accredited in this Instrument?**

The UHM Accreditation course is an intense program which hones executive and life coaching skills of the attendees to a very high level. It also provides greater insights into kin, communities, companies, countries and cultures, and it generally helps people to better understand what is

happening in their world. There are several steps towards becoming accredited in this psychological instrument and more details are at [www.marktwoconsulting.com](http://www.marktwoconsulting.com).

Here is an example of the feedback from this accreditation.

The UHM accreditation course was an incredible learning experience — I was stretched intellectually in a completely different way from other learning courses, and the opportunity to put new learning into action so quickly with new colleagues was lots of fun. The UHM model is integrative and insightful, and I believe it's breaking new ground in understanding human behaviour and leadership. Mark is an inspiration as a facilitator — truly gifted ... [He] "tipped so much into our subconscious" [and] opened my mind to a myriad of possibilities.

*Kathryn Vati, People Development Manager, Corrs  
Chambers Westgarth (Australian law firm)*

### **How Can I Obtain More Information on UHM?**

To complete your own UHM report, become accredited in UHM instruments, find out how you can help individuals and organizations to be the best they can be, and for much more information; go to [www.marktwoconsulting.com](http://www.marktwoconsulting.com).

# Appendix B

## Altruism and UHM Theory

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*Nothing good can ever come from negative motivations.*

—Danah Zohar, physicist, philosopher, and author

Experience helps people to learn and grow, but a good theory helps people to prepare for and shape the experience so they can develop more from it. UHM identifies seven motivations that are hardwired into the human psyche. This underlies both human psychology and physiology.

While behaviour manifests from motivation, it is not directly tied to it. Behaviour is a result of nature (genes) and nurture (environment). Any complex behaviour is more to do with someone's response to the environment and nurture (upbringing) than it is to do with genes. It has been noted for centuries that children are more a product of their time (as in their generation and culture) than are their parents. Behavioural genetics research very seldom finds that more than half the variance of complex behavioural traits is due to genetic differences between individuals.<sup>3</sup> Preliminary evidence from behavioural genetics research into leadership suggests that no more than thirty per cent of the variance in leadership styles can be accounted for by genetic predisposition. The vast majority of it comes from our experiences growing up, so it can be improved in all of us.

## Human Altruism

We generally know from personal experience that the first assumption of UHM theory is very reasonable that humans can do three things: think, feel, and act. However, the second assumption, that people can be either selfish or selfless is potentially much more controversial. The key question is, “Can humans ever be selfless or altruistic?” This is not to say that everyone is always, or even ever, altruistic, just that people can be. At times, some are!

*Reflection:* What is the opposite characteristic to altruism?

One of two major thoughts or beliefs is likely to underpin a person’s answer to the question: scientific or religious.

## Religious View

If a person believes in any of the major world religions (whether Christianity, Islam, Judaism, Buddhism, Hinduism, Confucianism, Taoism, Sikhism or Baha’i), then they are likely to know that every person has the capability to be selfless at times, although any one person may or may not show it. The importance of altruism is taught in all the world religions as a higher goal and a key part of life.

## Scientific Views

Early science and psychology thought humans were inherently selfish. This is very much the Freudian argument, a psychology that typifies a level two and selfish interpretation of life, so it is not surprising that it believes only in

selfishness. It tries to explain away apparently selfless acts by identifying them solely in terms of the benefit that the perpetrator gains.

Group selection was put forward to explain the behaviour, and evolutionary success, of animals such as ants and bees. Individuals are ready and willing to die to save others in the colony. Group selection means altruism is in line with evolution. However, after the 1960s biologists tried to explain all social adaptations as forms of self-interest. This was clearly lacking and there is now nearly universal agreement that there is group selection. This has been an exceptionally strong force in human genetic and cultural evolution. The evidence is convincing that humans can, and do, act selflessly at times. The facts are clear according to a researcher, Ernest Fehr<sup>4</sup>, “Many people are willing to cooperate and to punish those who don’t, even when no gain is possible.”

This tendency, which researchers call strong reciprocity, means selfless behaviour does not always have a selfish explanation. There appears to be something deep within us that drives us to help others, even strangers.<sup>5</sup> Richard Dawkins dismissed group selection and human altruism in his 1982 book *The Extended Phenotype* and yet he and other experts were mistaken. The evolutionary biologist, Andrew Gardner, said in 2008, “Everyone agrees that group selection occurs”.

Apes seem to have the potential to be empathic. Many of those who work with apes report on seeing the innate empathy of apes such as chimpanzees. Chimpanzees reach out and cuddle stressed, unrelated friends in circumstances

that are suggestive of empathy. The human species is what zoologists call obligatory gregarious in other words they have to cooperate with each other to survive. Many scientists/psychologists believe that humans are community animals like bees and ants, and cooperation and altruism leads to an evolutionarily advantage for the group. It can be rationally shown that groups with mostly altruists have a decisive advantage in the long term over those groups containing mainly selfish individuals.

Researcher David Sloan suggests that biologists have tied themselves in knots trying to explain how social traits like altruism evolve when the answer has been staring science in the face<sup>6</sup> and so many other wisdom traditions have already explained it.

We should consider ourselves as a product of...two interacting and often competing levels of evolutionary selection. Individual versus group selection results in a mix of altruism and selfishness, of virtue and sin, among the members of a society.

*EO Wilson, professor emeritus at Harvard University*

There is even research suggesting that the notion of right and wrong is evolutionarily programmed into humans and higher-order animals such as mammals, but even perhaps birds and other social animals also have a sense of it. This can be rationalized simply in terms of evolution because cooperative behaviour can give community animals a competitive advantage.<sup>7</sup>

*What is the opposite of altruism?* Altruism is about losing something so others may gain, whereas spite is about losing something in order to ensure that someone else loses out, too. It is linked to levels two and three and would therefore be expected to arise in the adolescent phase of life and continue in adulthood if you were to fail to mature. Research has shown that primates have the capacity for spite, too.

## **Neuroscientific Perspective**

The question is whether human selflessness can be looked at from a neurological perspective. Most neuroscientists accept that the left hemisphere of the brain is primarily responsible for language and logical analysis while the right side is for creativity and lateral thinking. The many other things attributed to these hemispheres are not so well substantiated.

The brain researcher, Jill Bolte Taylor, had a stroke that took her eight years to overcome, but she was able to study the experience of the effects personally. The stroke stopped the functioning of her left hemisphere. She found that this released the right brain, which focused on being part of everything else (being at one with others). Conversely, her left-brain focused on the self and separateness.<sup>8</sup> Perhaps the right side of the brain is a person's more altruistic part and the left side is the self-focused part?

In 2007, scientists discovered there was a neurological reaction to altruistic behaviour. Whereas the pleasure centre (a self-focused part of the brain) is in the nucleus accumbens

(one of the most primitive parts of the brain), the altruistic centre (a selfless part of the brain) is in the posterior superior temporal sulcus. Researchers also found that these two centres cannot work simultaneously,<sup>9</sup> which could support UHM theory's proposition that people can only be at any one of these levels at any one moment in time and only one.

At the end of the day, cooperation wins over selfishness when it comes to a group's survival, so humans are likely to have evolved this way. For more information on the evidence of human altruism, see [www.MarkTwoConsulting.com](http://www.MarkTwoConsulting.com).

# Appendix C

## Examples of World Leaders

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*(From Part I)*

*I'd rather attempt to do something great and fail, than to attempt to do nothing and succeed.*

—Robert H Schuller

Below are some comments to help to understand why the leaders have been correlated with particular levels.

UHM Level	World Leader	Leadership Drive	Comments
7	Nelson Mandela, former President of South Africa (1918– 2013)	Energizes others	Mandela had every right to feel aggrieved when released from prison after twenty-seven years, but instead he inspired South Africans and those around the world to move forward.
6	Jimmy Carter, 39 <sup>th</sup> President of the USA (1924– )	Enlightens others	Carter expressed the goal of making government “competent and compassionate”. He seems to have been more successful

UHM Level	World Leader	Leadership Drive	Comments
			since leaving office, founding a non-governmental, not for profit organization that works to advance human rights, especially in developing nations. He was awarded the Nobel Peace Prize in 1982.
5	Aung San Suu Kyi, imprisoned Burmese opposition politician (1945– )	Encourages others	Aung San beautifully signifies the level of courage in the way she has stayed in Burma despite this causing forced separation from her family for some twenty years.
4	Diana, Princess of Wales (1961–1997)	Empowers others	Princess Diana took Mother Teresa as her role model in many ways, and she showed a compassion that moved many people. It could be seen in the reaction to her death in 1997. Her high value on trust is likely to have resulted in her strongly reacting to infidelity.
3	Vladimir Putin,	Convinces others	Control is linked to power. Less democratic systems are

UHM Level	World Leader	Leadership Drive	Comments
	Prime minister of Russia and second president of the Russian Federation (1952– )		more prone to the overuse of power. Vladimir Putin typified this level when he bypassed the system so that he could continue to hold office, although the constitution limited the office to two terms.
2	George W. Bush, former President of the USA (1946–)	Attracts others	Irrespective of what people thought of his politics, people have often commented on how personable (and charismatic) George W. Bush was when they met him one-on-one.
1	Robert Mugabe Executive President of Zimbabwe (1924– )	Directs others	Mugabe typifies this level, which is the level of many dictators. He has conducted a reign of terror on his people while his policies have economically devastated Zimbabwe. In 2009, The Parade Magazine ranked him the worst dictator of the year.

Table C-1. World leader and associated drive correlated with UHM.

Note: The link between these leaders and UHM levels relies on my own and others' interpretation of what are the likely motivations driving the leaders observed behaviours (what they have said or done, or not said or not done). Therefore, it is a guide rather than definitive list correlating the leaders to each UHM level, and they operated at other levels too, of course.

# Appendix D

## Summary of Major Psychologies

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*(From Part II)*

*Anyone who wants to know the human psyche will learn next to nothing from experimental psychology.*

—Carl Jung

The table below summarizes the background to the psychology.

UHM Level	UHM Drive	Associated Western Psychology or Physiology	Too Much Focus on the Level
7	Meaning	Logotherapy: Viktor Frankl survived both the Dachau and Auschwitz concentration camps in the Second World War. He found out that, when people are motivated by meaning, then the pain/pleasure motivation is subordinated and almost irrelevant.	Self-righteous

UHM Level	UHM Drive	Associated Western Psychology or Physiology	Too Much Focus on the Level
6	Wisdom	Jungian psychology: Carl Jung and Sigmund Freud could not agree on psychological approach, and UHM explains it was because they were talking about fundamentally different levels of human motivation, wisdom versus pleasure (and pain), respectively.	Tactless
5	Courage	Transpersonal psychology: Harvard psychology professor, Richard Alpert, who changed his name to Ram Dass after studying Hindu yoga and meditation, devised this, which some consider to be the emerging fourth force in psychology.	Hard-hearted

UHM Level	UHM Drive	Associated Western Psychology or Physiology	Too Much Focus on the Level
4	Compassion	Humanistic psychology: Abraham Maslow and Carl Rogers led the humanistic psychological approach, called the third force in psychology. Its direction is evident in Maslow's hierarchy of needs.	Gullible
3	Power	Adlerian psychology: Alfred Adler was a very influential German psychologist whose premise was that human nature is all about power. He disagreed with Freud's explanation. <sup>10</sup>	Arrogant
2	Pleasure	Freudian psychology: Sigmund Freud believed human psychology could be explained in terms of pleasure versus pain. He was a major contributor to the psychoanalytical approach to treating people.	Obsessive

UHM Level	UHM Drive	Associated Western Psychology or Physiology	Too Much Focus on the Level
1	Survival	Darwinian biology: Charles Darwin's evolutionary theory was based on the survival of the fittest. Here "fittest" means most adaptable to change.	Paranoid

Table D-1. Human psychological theories correlated with UHM and shown with an over focus on the level. If we consider the two major Western psychologies, Jungian and Freudian, the level of wisdom is linked to Jungian psychology, whereas Freudian psychology is symptomatic of the level of pleasure.

# Appendix E

## Religion and the Levels of UHM

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*(From Part III)*

*Our scientific power has outrun our spiritual power.  
We have guided missiles and misguided men.*

—Martin Luther King Jr.,  
Baptist minister and civil rights activist

All the world religions have their more spiritually focused traditions, which are indicative of level seven in UHM, whether it is the Kabbalah of Judaism, the Sufis of Islam, or Christian Deism. However, they tend to typify certain levels, as outlined in table 8-6. Brief descriptions for each religion are given in the following table, highlighting points and linking them to certain levels of UHM. This table is not an attempt to sum up any of these religions in its entirety, as this is not possible.

Note: UHM supports all religions equally and does not suggest that one is better than another one. All of the major world religions reflect all the top levels of UHM because of the holographic nature of the underlying UHM theory.

UHM Level	Drive For ...	Western Religions (Number of Followers)	Eastern Religions (Number of Followers)
7	Meaning	<p>The Baha'i teachings state that God is too great for humans to fully comprehend, or to create a complete and accurate image of, by themselves. Therefore, human understanding of God is achieved through his revelations via his Manifestations. Its principles include unity of all religions, world peace, equality of men and women, elimination of all prejudice.<sup>11</sup> It has about 6 million followers in 200 countries.</p>	<p>Taoism is a profound belief whose origins are attributed to Lao Tzu, who probably did not exist. Its book, <i>Tao Te Ching</i>, translates as "integrity and the way" or "way of integrity," the value corresponding to level seven. <i>Tao Te Ching</i> is filled with insightful, but, at first sight, meaningless sayings, such as, "My words are very easy to understand ... but no one can understand them," or "Who acts fails ... the sage does not act therefore he does not fail." It is not known how many people follow Taoism.</p>

UHM Level	Drive For ...	Western Religions (Number of Followers)	Eastern Religions (Number of Followers)
6	Wisdom	The Jewish tradition emphasizes teachings and wisdom. The emphasis on the importance of wisdom can be seen in the Talmud, which provides great clarity to interpret the Old Testament. Judaism has about 15 million followers.	The Buddhist emphasis is on enlightenment. Its fundamental teaching, the Four Noble Truths, emphasizes wisdom. This wisdom is holistic. For instance, its teaching of impermanence has been picked up by the business community over the last two decades with slogans like, "Everything changes," and "Change is the only constant." Buddhism has about four hundred million followers.
5	Courage	Islam appears to emphasize the important motivation of courage seen in the ideas of jihad (holy war) to struggle against the oppressors of other Muslims, as well as a	Confucius coded important personal social relationships in human life and believed that the balance of human relationships arose out of the observance of strict social rules and etiquette. The ultimate aim of this self-

UHM Level	Drive For ...	Western Religions (Number of Followers)	Eastern Religions (Number of Followers)
		<p>person's internal struggle to be sinless (holy or 'whole' person). It is often regarded as a duty for the faithful, and risking oneself for the sake of innocent others is an admirable aim. Islam tends to value toughness for others' sake (typified by level five) whereas Christianity prizes gentleness. Islam has one-and-a-half billion followers.</p>	<p>discipline was to reform the whole of society and to make it perfectly ethical. Confucianism has two hundred and fifty million followers.</p> <p>The Sikh religion is believed by some to have originated as an attempt to combine the best of both Hinduism and Islam and to bring believers of both together in one religion. In its history, it was united into a military community, and Sikhs were required to adopt the surname "Singh," meaning lion. Their dress includes a weapon, a dagger. Sikhism has about twenty million followers.</p>

UHM Level	Drive For ...	Western Religions (Number of Followers)	Eastern Religions (Number of Followers)
4	Compassion	<p>A key part of Christianity is compassionate love. Some versions of the Bible are just called “love,” as in compassion. Statements such as “God/Jesus Is Love” are often put outside Christian churches. The devout Catholic, Mother Teresa, typified a level four approach to life and leadership.</p> <p>According to the Bible, when Jesus was asked which the most important commandments were, he answered, “Love the Lord your God with all your heart ... and Love your neighbour as yourself.”<sup>12</sup> Christianity has two billion followers.</p>	(Buddhism also has a very significant focus on this level and on being, or becoming, compassionate)

Table E-1. Brief descriptions of each of the world religions correlated with the level they typify most in UHM, excluding Hinduism.



# References

*As far as the laws of mathematics refer to reality, they are not certain; as far as they are certain, they do not refer to reality.*

—Albert Einstein

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<sup>1</sup> From the Latin word *movere*, meaning “to move.”

<sup>2</sup> These typologies include MBTI®, Logotherapy, Temperament Theory, Sheldon’s Three Body-Mind Types, Enneagram, and the Archetypes. See *The Wisdom of the Enneagram* by Don Richard Riso and Russ Hudson, *Please Understand Me II* by David Kiersey, *Man’s Search for Meaning* by Viktor Frankl, *Awakening the Heroes Within* by Carl S. Pearson, *Who Am I* by Robert Frager, *Our Inner Conflicts* by Karen Horney MD, and *I Am Not Crazy I Am Just Not You* by Pearson and Albritton.

<sup>3</sup> See R. Plomin and D. Daniels, “Why Are Children in the Same Family So Different from One Another?” *Behavioural and Brain Sciences* 10 (1987).

<sup>4</sup> From the University of Zurich.

<sup>5</sup> See “Charity Begins at Homo Sapiens,” *New Scientist*, March 12, 2005. Games such as the Ultimatum Game and Prisoners’ Dilemma were used as part of the experiments. Despite beliefs in some psychology circles to the contrary, there is much evidence to support this. Also see “Together We Are Stronger. Was Darwin Wrong? Wherever You Look, It’s Cooperation Not Selfishness That Reigns Supreme,” *New Scientist*, March 15, 2003. James Randerson explains how team spirit evolved. See “Survival of the Nicest,” *New Scientist*, November 11, 2006. This article discusses why altruism can be supported in evolutionary terms and provides a mathematical equation for it, known as Hamilton’s Rule. Natural selection favours altruism when  $r \times b > c$ , where  $c$  = the cost of altruism to the altruist,  $b$  = the benefit that a recipient of altruism receives, and  $r$  = their genetic relatedness.

<sup>6</sup> See "Survival of the Selfless," *New Scientist*, November 3, 2007.

<sup>7</sup> See *Evolution for Everyone* by David Sloan Wilson.

<sup>8</sup> See Jill Bolte Taylor on TED TV, [www.ted.com/index.php/talks/jill\\_bolte\\_taylor\\_s\\_powerful\\_stroke\\_of\\_insight.html](http://www.ted.com/index.php/talks/jill_bolte_taylor_s_powerful_stroke_of_insight.html).

<sup>9</sup> See D. Tankersley, C.J. Stowe, and S.A. Huettel, "Altruism Is Associated with an Increased Neural Response to Agency," *Nature Neuroscience* 10(2).

<sup>10</sup> Freud believed "we are not master of our own house." In other words, people are run by primitive urges. Adler was one of Freud's students, but recognized people could go beyond this. "Individuals can create their own unique lifestyle and are therefore responsible for their own personality and behaviour."

<sup>11</sup> See <http://en.wikipedia.org>.

<sup>12</sup> See Mark 12:30–31 in the New International Version (NIV) Bible.