

The Seven Motivations of Life

Taking Your Leadership to a Higher Level



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

¹ Originally called Mark's Motivational Mansion and first published in A Himalayan Trinity by Mark Kingsley. See www.himalayantrinity.com.

² This has been identified by leading psychologists, such as Helen Fisher and Daniel Nettle.

³ K.M. Bartol and D.C. Martin, *Management: A Pacific Rim focus*, (New York: McGraw-Hill, 1998).

⁴ This state is similar to what sports people talk about being "in the zone". Presenters sometimes call this a "peak experience," or mediators describe it as "pure awareness". It is what Mihaly Csikszentmihalyi calls "flow".

⁵ "The Five Stages of the Brain," *New Scientist*, April 4, 2009.

⁶ T. Scott and P. Harker, *The Myth of Nine to Five: Work, Workplaces, and Workplace Relationships* (Sydney: Richmond, 2002). Reprinted by permission of Phil Harker and Ted Scott.

⁷ A psychologist at the University of Michigan.

⁸ Psychologist at the University of Rochester in New York State.

⁹ See *Psychological Bulletin*, Vol 125, pg 627.

¹⁰ See pp 378–82, *American Scientist*, September–October 2010.

¹¹ Four hundred and forty-two people were surveyed in the Drake International Survey during February 2007. *HR Monthly*, May 2007, pp 40–41.

¹² See *Concise Oxford English Dictionary's* definition.

¹³ See *Happiness* by Professor Ed Diener of the University of Illinois and his son, Robert Biswas-Diener.

¹⁴ From the London School of Economics.

¹⁵ See "In pursuit of happiness," *New Scientist*, April 16, 2011.

¹⁶ See "Be happy," *New Scientist*, September 25, 2010.

¹⁷ From Scripps College in California.

¹⁸ Martin E.P. Seligman PhD, the eminent psychologist and author, has led much of the field of optimism. See *Learned Optimism* by Martin Seligman, and his new book called *Flourish*.

¹⁹ A professor of psychology at the University of California.

²⁰ There is now some controversy over whether his cancer reappeared or whether he had caught tuberculosis, which apparently would lead to similar symptoms.

²¹ See Ian Gawler's Web site for his story, www.gawler.org, and read his book, *You Can Conquer Cancer*.

²² Where a religion is involved, it may be a source of faith, which is linked to the level of meaning, so we are often drawn more closely to those who have the same belief of ours than simply the same football team.

²³ The author has not been able to corroborate this since hearing about it over a decade ago.

²⁴ Survey by SEEK (one of Australia's leading employment, career and recruitment organizations) in 2004.

²⁵ See "The Bonus Myth," *New Scientist*, April 9, 2011.

²⁶ See *Cityboy* an exposé by Geraint Anderson who worked for four City of London banks over 12 years, and his last two annual bonuses were £500,000 each.

²⁷ His full title is Field Marshal the Right Honourable The Viscount Slim KG, GCB, GCMG, GCVO, GBE, DSO, MC, KStJ.

²⁸ See *The insect that stole butter? Oxford Dictionary of Word Origins* by Julie Cresswell.

²⁹ Hear Rory Stewart, the British MP who walked across Afghanistan after 9/11 talking to civilians and warlords alike, talk on TED Talks: *Time to end the war in Afghanistan*; www.ted.com/talks/lang/eng/rory_stewart_time_to_end_the_war_in_afghanistan.html.

³⁰ The 2010 documentary film *Inside Job* is an excellent investigation into the financial crisis of 2008, with Matt Damon.

³¹ See 2011 report by Washington-based think tank, the Institute for Policy Studies.

³² Paul Krugman, 'Inequality and crises: coincidence or causation?' nir.tl/zaivsy.

³³ See *Good to Great* by Jim Collins, author of *Built to Last: Successful Habits of Visionary Companies*. www.randomhouse.co.uk.

³⁴ A Haas School of Business study of 102 business units by Douglas Cowherd and David Levine.

³⁵ See the endnotes for chapter two of *Good to Great*. University of Chicago Centre for Research in Securities Prices Data. All dividends reinvested and adjusted for stock splits.

³⁶ See Corpwatch at www.corpwatch.org/article.php?id=7846.

³⁷ See *Review of General Psychology*, Vol 9, 169.

³⁸ This comes from Prospect Theory for which psychologists Kahneman and Tversky won the 2002 Nobel Prize for Economics.

³⁹ See the *Concise Oxford English Dictionary*.

⁴⁰ Quoted by Ted Scott and Phil Harker. See *Humanity at Work*.

⁴¹ See "Woes Be Gone," *New Scientist*, January 17, 2009. Nowadays, it seems rather fashionable to call every unpleasant state a disease.

⁴² See "Strange Feelings," *New Scientist*, January 16, 2010.¹ See *Cancer Causes & Control*, Vol 18.

⁴³ See *Cancer Cause and Control*, Vol 18

⁴⁴ See *Effect of Democracy on Health: Ecological Study* by Álvaro Franco, Carlos Álvarez-Dardet, and Maria Teresa Ruiz.

⁴⁵ From Claremont Graduate University in California.

⁴⁶ See "To Trust Is Human," *New Scientist*, May 10, 2003. This finding also supports work showing that a vegetarian diet tends to reduce levels of violence.

⁴⁷ Survey by SEEK in 2004.¹ Enthusiasm comes from two Greek words: *en* and *theos*. It literally means "God within."

⁴⁸ Enthusiasm comes from two Greek words: *en* and *theos*. It literally means "God within."

⁴⁹ From the University of East Anglia.

⁵⁰ Survey by SEEK in 2004.

⁵¹ 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."

⁵² See "Eating greens alter genes," *New Scientist*, October 1, 2011. This supports what many alternative nutritionists have said for decades.

⁵³ Dr. Mercola is a *New York Times* bestselling author and was also voted the 2009 Ultimate Wellness Game Changer by the Huffington Post. He has been featured in TIME magazine, LA Times, CNN, Fox News, ABC News, Today Show, CBS's Washington and other major media resources.

⁵⁴ See page 408, *Psychological Bulletin* by Kluger and Tikochinsky (2001).

⁵⁵ Maslow, Abraham, *Motivation & Personality*, 1970. Reprinted by permission of Pearson Education, Inc., Upper Saddle River, New Jersey.

⁵⁶ Myalgic encephalomyelitis, a term also used for chronic fatigue syndrome.

⁵⁷ I do not have the information to confirm if this analysis on illness applies to developing or Third World nations.

⁵⁸ US Summary Tape File 3 for 1990 census data, and Summary File 4 and Census 2010 special tabulations for Census 2010 data.

⁵⁹ Diseases are more to do with lifestyle factors and environment than genes (except for congenital illnesses). This is fortunate as we can do much more about changing our lifestyle than our genes! Genes predispose us no more than 30–40% to any disease. For instance, type I diabetes is meant to be genetic, but identical twins only have a 40 per cent chance of getting it if one does, which implies it is more environmental. See “Virus Paves Way for Diabetes Vaccine,” *New Scientist*, March 14, 2009.

⁶⁰ This is another book authored by Mark Oliver. It can be purchased at www.fishpond.com.au or www.himalayantrinity.info (If you have any problems then contact MarkTwo Consulting on: office1@marktwoconsulting.com).

⁶¹ See www.mercola.com for more objective information.

⁶² See *SEX, BOMBS AND BURGERS: How War, Porn and Fast Food Created Technology As We Know It* by Peter Nowak.

⁶³ See “Curious case of a missing vitamin,” *New Scientist*, January 7, 2012.

⁶⁴ See “In the Shadow of Fear,” *New Scientist*, September 6, 2003.

⁶⁵ It is quite easy to show that these are probably not innate but are instead learnt fears too.

⁶⁶ Another cause for the reduction of depression in wartime situations is that people may find a higher purpose or meaning in their lives (level seven). This emphasizes level one more too for reasons that are beyond the scope of this book.

⁶⁷ For example, Out Doors Inc., based in Melbourne, Australia, is a psychiatric disability rehabilitation support service that successfully provides psychosocial rehabilitation to adults living with a serious mental illness, including depression, using a combination of nature, small groups, and various levels of adventure. See www.outdoorsinc.org.au.

⁶⁸ See *Intelligent Leadership* by Alistair Mant.

⁶⁹ From the University of British Columbia in Vancouver, Canada.

⁷⁰ From Glasgow’s Caledonian University.

⁷¹ See "The Grand Delusion," *New Scientist*, May 14, 2011.

⁷² See *Climbing the Beanstalk – The Hidden Messages Found in Best-Loved Fairy Tales* by Ann Gadd.

⁷³ See *THE HERO WITH A THOUSAND FACES* by Joseph Campbell.

⁷⁴ The four life roles can be seen to be defined by the major western religions as prophet or saint (level seven), reformer (level six), minister (level five), and samaritan (level four).

⁷⁵ See Gregory Paul, "The Chronic Dependence of Popular Religiosity upon Dysfunctional Psychosociological Conditions," *Evolutionary Psychology* Vol 7, no. 3, pp 398–441 (2009). Early 1990s research by neuropsychologist, Michael Persinger, and further research by neurologist, VS Ramachandran, and his team at the University of California found a 'built-in' spiritual centre located among the neural connections in the temporal lobes of the brain.

⁷⁶ This is adapted from various sources and see *Anatomy of the Spirit* by Caroline Myss for more information.

⁷⁷ See *The insect that stole butter? Oxford Dictionary of Word Origins* by Julie Cresswell.¹ See www.adherents.com.

⁷⁸ See www.adherents.com

⁷⁹ An American charitable trust set up in 1917: see www.rotary.org.

⁸⁰ Check with the nonprofit organization, the Brahma Kumaris (see www.bkwsu.org), to learn Raja Yoga Meditation.

⁸¹ From Emory University in Atlanta, Georgia.

⁸² See *Was Your BOSS Raised by WOLVES? Surviving the Organizational Food Chain* by Gerald M Groe PhD.

⁸³ See *A Himalayan Trinity* by Mark Kingsley. Go to www.himalayantrinity.info.

⁸⁴ See *The METABOLIC TYPING DIET* by William Wolcott and Trish Fahey - ISBN: 0-7679-0564-4.

⁸⁵ See *Cold Calling for Scaredy Cats* by Wayne Mansfield.

⁸⁶ See Fons Trompenaars, the Dutch cultural expert's book: *Riding The Waves of Culture: Understanding Diversity in Global Business*.

⁸⁷ See *The Magic Number Seven, Plus or Minus Two: Some limits on our capacity for processing information* by George Miller.

⁸⁸ Doctor David Whitebread, a Cambridge University expert on the development of young children, advises that children should be engaged in

informal play-based learning until aged about seven years. He warns there is overwhelming evidence that if children start formal education before about seven years old then they do worse academically and experience less emotional well-being.

⁸⁹ See *Requisite Organization* by Elliott Jaques. This explains the relevance of SST (Stratified Systems Theory).

⁹⁰ This is taken from various sources and again see *Climbing the Beanstalk – The Hidden Messages Found in Best-Loved Fairy Tales* by Ann Gadd.

⁹¹ See Shakespeare's play *As You Like It: Act 11 Scene vii* and the pun is intended!

⁹² Qigong is pronounced (and also sometimes spelt) as Chi-gung. Contact Professor Yong-Qiang Wang for excellent Qigong classes at +61 3 9887 5938 (in Melbourne, Australia) or Nanjing, China. See www.professorwang.com.au for more information.

⁹³ Attend the free courses offered by SN Goenka's organization (www.dhamma.org) to learn Vipassana Meditation. While this meditation is incredibly helpful both psychologically and physiologically, be aware that the initial course is a ten-day intense meditation that should only be attempted if someone is absolutely committed to seeing it through. See *The Art of Living* by William Hart to understand the technique in more detail.

⁹⁴ See www.tm.org to find out more about transcendental meditation.

⁹⁵ Contact Ruth Oliver at ruth.oliver@ozemail.com.au for more information.

⁹⁶ Viktor Frankl, *Man's Search for Meaning*. Reprinted by permission of Beacon Press, Boston.

⁹⁷ See the Hoyt's inspirational Web site at www.teamhoyt.com.

⁹⁸ Viktor Frankl, *Man's Search for Meaning*. Reprinted by permission of Beacon Press, Boston.

⁹⁹ A brilliant scholar.

¹⁰⁰ Rough Type, "Slutbot aces Turing test," December 8, 2007, www.roughtype.com/archives/2007/12/slutbot_passes.php.

¹⁰¹ A professor of public policy at the University of Michigan.

¹⁰² See *SUPER FREAKONOMICS* (Chapter 2) by Steven Levitt & Stephen J Dubner.

¹⁰³ The model has predicted this for over ten years, and this statement was also in the first edition of this book which was published in April 2011. In

June 2011 a high profile commission confirmed that this approach has failed (see *TIME Study: The War on Drugs Has Failed* - June 20, 2011). In time we will find that the Wars on cancer and terrorism will also fail as these are much too complex issues to be addressed by a level three approach.

¹⁰⁴From the Latin word *movere*, meaning “to move.”

¹⁰⁵ 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.

¹⁰⁶ See R. Plomin and D. Daniels, “Why Are Children in the Same Family So Different from One Another?” *Behavioural and Brain Sciences* 10 (1987).

¹⁰⁷ From the University of Zurich.

¹⁰⁸ 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.

¹⁰⁹ See “Survival of the Selfless,” *New Scientist*, November 3, 2007.

¹¹⁰ See *Evolution for Everyone* by David Sloan Wilson.

¹¹¹ See Jill Bolte Taylor on TED TV, www.ted.com/index.php/talks/jill_bolte_taylor_s_powerful_stroke_of_insight.html.

¹¹² See D. Tankersley, C.J. Stowe, and S.A. Huettel, “Altruism Is Associated with an Increased Neural Response to Agency,” *Nature Neuroscience* 10(2).

¹¹³ 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.”

¹¹⁴ See <http://en.wikipedia.org>.

¹¹⁵ See Mark 12:30–31 in the New International Version (NIV) Bible.