Chapter 8: Personality and Motivation

- How you describe yourself and how others describe you
- Personality is how we describe ourselves and how others see us
  - An individual's characteristic style of behaviour, thinking and feeling
  - Personality is often in the eye of the beholder
  - When people describe someone there is a high degree of similarity among one's description of different people > many differences in how multiple people describe a person
  - Factors that influence people's personalities
    - Prior events that can shape an individual's personality> genes, interpersonal surrounding
    - Anticipated events that might motivate people to show certain characteristics > subjective perspective
      - Seems intimate and personal (hopes, dreams, fears)
  - Measuring personality
    - Personality inventories
      - How to get objective data> self reports (A method in which people provide subjective information about their own thoughts, feelings, or behaviour, typically via questionnaire or interview
        - Scales based on content of self reports
          - Range of happiness, Rapid response to insults, Complaining about poor service
      - Minnesota Multiphase Personality Inventory(MMPI) > MMPI-2-RF
        - Well researched clinical questionnaire used to assess personality and psychological problems
        - 338 self descriptive statements> people respond true, false or cannot say
        - Analyses
          - Clinical problems: antisocial
          - Somatic problems: head aches
          - Internalizing problems: anxiety
          - Externalizing problems: alcohol abuse
          - Interpersonal problems: family problems
          - Validity scale to assess people attitude towards test taking and if they are likely to distort the answers
        - Minimal biases because true means true
        - Problems with self-report
          - Describe themselves in a socially acceptable way
          - Underreport things that are embarrassing
          - Some things we don't know about ourselves so can't self report
          - Studies show that people are inaccurate in self reports
    - Projective techniques
      - Projective tests: Test designed to reveal inner aspects of individuals ' personalities by analysis of their response to standard series of ambiguous stimuli
        - We will project our personality (wishes, concerns, impulses and ways of seeing the world) without censoring ourselves
      - Not valid or reliable at predicting behaviour
      - Rorschach Inkblot Test
        - A projective technique in which respondents' inner thoughts and feelings are believed to be revealed by analysis of their response to a set of unstructured inkblots

- Scored thanks to complicated system that derives from study with people with psychological disorders that classify what people see
- What they see, where they see it, and why it looks that way is assumed to reflect unconscious aspects of their personality
  - TAT(Thematic Apperception Test): evaluates your motivational needs
    - A projective technique in which respondents' underlying motives, concerns, and the way they see the social world are believed to be revealed through an analysis of the stories they make up about ambiguous pictures of people
    - Psychoanalytic framework
    - Even if you are not aware of what is in your unconscious, when you look at some ambiguous, the story you tell provides a "window" into your unconscious
    - Each drawing has ambiguous people and we cannot say for sure what they are doing or how they are related to each other
    - One is asked to tell a story to describe what they see in the image
    - Among other things, this tells us about three needs: Achievement, Power, Affiliation
    - Images that people have to tell a story about >projective test
      - Respondent identify with main characters and project his views onto to details of the image
      - Things that are not drawn on the image but said are projected into the story because of the respondent desires and internal conflicts
      - Main themes and thoughts and feelings are useful indices of unconscious aspects of a personality
    - Problems with TAT
      - Scorer's interpretation of the story> his own projection into the mind of the test taker
      - Should only be taken as a way to get to know someone personally and intuitively
    - Describe the scene and what is happening
    - Unclear > ambiguous
    - Result tells you about the person's motivational need
    - The original TAT is no longer used in the work world. It is a test best used on a clinical population (to assess behaviour disorder
- Motivation: Goal directed behaviour
  - Something arouses an initiation of goal directed behaviour
  - There may be something we need or want and we try to get it
  - There are primary motives > needs that are biologically based> survival
    - The needs for food, water and sex are primary motives. They are hardwired> essential for survival
    - When people are motivated to eat, this is not always because their body's resources are depleted and they require fuel
      - It can be that you have not eaten in a while and you are weak, dizzy, stomach growling and so you are motivated to eat
      - You go out in search of food and might search and search until you find food and eat it
      - This should satisfy your physiological need and should reduce your motivation to get food and ear it
      - However, you may all have experienced a time when you were full but you saw a very attractive food and you ate it anyways… stomach bursting
      - So motivation is complex. Even when dealing with primary motives there can be elements of learning and psychology that over-ride physiology

- The need for achievement is a secondary or learned motive. We are not hard-wired to achieve. This need relates to our quality of life but we can survive without achieving
- ***Nature vs Nurture***
  - Nurture (Watson): How you were raised, your experience
  - Nature: Biology, predisposition
  - Personality: nature 60% vs nurture 40%
  - Intelligence: nature 50% vs nurture 50%
  - How you act when you are a baby influences how your going to be when you are older
  - Twin studies to separate nature vs nurture
    - Twins who were raised together and twins that were raised by different families
      - Possible to be raised in different households but in similar ways
    - Tom Bouchard, researcher in charge of Minnesota twin studies
      - Separating biological traits and environmental traits
      - Twins (monozygotic) raised together and twins (monozygotic) raised a part show the same similarities
        - Parents treatment didn't matter
      - Extended research by comparing sibling and parents with kids
      - Parenting doesn't influence much
      - Genetics make us pay more attention to this rather then that> explains twins similar political and religious views
      - Propensity, not obligatory
      - Unique and non shared experiences explains different environmental factors influence
      - Genes influence 50% behaviour > can't find what genes influence
      - Studied separated twins > they are just as alike psychological and intellectually then twins who were raised together
      - Studied intelligence, path they chose (job says something about your personality)
      - Separated twins have same religious belief > endorphins involved in religious feelings
      - Types of twins
        - Identical (monozygotic mz> one egg, one sperm> divides in two parts>genetically the same) and Fraternal (dizygotic dz> two eggs, two sperms> genetically different)> compare kids to see nature vs nurture
          - More twins, because in vitro artificially inseminate two fertilized eggs and more and more people are getting in vitro
      - Identical twins more similar personality then fraternal twins (share 50% of genes)
      - Identical twins separated a birth are as similar as those raised together
      - Similar personality in siblings is a result in similar genes
      - Similar social and political views
        - Mix of certain genes create a more liberal or conservator view of life
        - Chromosomal regions linked to mental flexibility
        - The extent of people changing their thinking because of their environment
    - Jim twins
      - Tom Bouchard studied them for 20 years
      - Not all twins are that similar
      - They were separated at birth
    - Temperament
      - Can see the seeds of one's personality in an infant through it
    - Weird twin sisters
      - Need to talk at the same time
      - Need to be so in mesh

- Biologically identical
- Paula and Bridgette Powers
- Traits as biological building blocks
  - Unchangeable brain chemistry reason why personality is stable
  - Brain damage can produce change in personality >Phineas gage (less conscientious and socially appropriate)
  - Change in personality associated with Alzheimer disease, stroke, brain tumour, antidepressants medication . changes brain chemistry
  - The more genes you have in common with someone the more similar personality you'll have
  - Traits in the brain
    - Eysenck > extraversion differences in cortical arousal
      - Extraverts> pursue stimulation because of reticular formation> regulates alertness and arousal
        - Seek mental stimulation
        - Better in noisy environment
      - Introverts> cortex very easily stimulated
        - Respond more strongly> salivate more at food
  - Jeffrey Gray> extraversion and neuroticism reflect two basic basic brain system > inspired by Eysenck
    - Behavioural activation system (BAS) > go system> activates approach behaviour in response to the anticipation of a reward> extraverts
    - Behaviour inhibition system (BIS)> stop system> inhibits behaviour in response to a stimuli singling a punishment
      - Anxious person> look for stop signs > negative outlook on life
  - Neuroticism associated volume of brain region involved in sensitivity to threat
  - Agreeableness associated with processing information about mental state and other people
  - Conscientiousness associated with region involved in self-regulation
  - Extraversion associated with areas associated with information processing about rewards
- Male and Female personalities?
  - Some findings conform with stereotypical North American gender stereotypes
    - Women: more verbally expressive, nurturing, sensitive to non verbal cue, relational aggressive, higher neuroticism, higher extraversion, higher agreeableness, higher conscientiousness, open to feelings
    - Men: physical aggressive, open to ideas
    - Same: helpfulness
    - More similar then different
    - Evolutionary perspective
      - Their reproductive success depend on different things
      - Evolved differently
      - Man agressive> intimidate rival
      - Women agreeable, nurturing > protecting offspring
    - Social role
      - Cultural standards
      - Expectations that assign people to certain roles
      - Degree of associating to stereotype tells us about personality
      - Sandra Bem > Bem Sex Role Inventory> assess degree of associated to stereotypes

Being Needs
(Growth
needs)

Transcendence>you
are a wise owl, can
now be a
mentor>encourage others
to work hard>motivate others
to learn from you> mentor to
other people

Self Actualization> Need to follow
the path meant for them
Must have satisfied all of the lower order
needs> be the very best that you can be
>greatest potential >personality type (not
shallow[deep people] {fewer friends, but
honest and open communication}, deep
understanding and appreciation of
humanity,spontaneous {break social convention}
[know when to break the rules in acceptable way],
they have peak experience {feel like you are one with
the universe], great sense of humour [witty, but not rude],
not self absorb > wealth and accomplish mean nothing

Aesthetic Needs > need to understanding beauty, order(of the
season) and truth >beauty at a deeper level>nature, seasons, art

Cognitive Needs> need for knowledge and understanding>retired

Deficit needs
-Lower class needs
-Feeling of missing
something

Esteem and Self esteem > esteem (why do people respect you and see that
you are competent)> self esteem (respect yourself and know that you are
competent)> middle age when you deal with this > also personality

Love and belonging (Social needs) > part of a group that cares about you >
soulmate > wanting to care about others > religion

Safety and Security > safe shelter, job support> motivation education/training> better job,
better security

Physiology needs (biological): Food, water > people in the West don't think about > no famine

- Androgynous people who associate with the best of both roles (kindness=female, assertive=male)> better adapted for society
- **_Sigmund Freud_**
  - Medical doctor > conducted physiological research> psychiatrist
  - First psychoanalytic thinker
  - Energy theory > born with energy and it is there until you die
    - Conflict and energy are creates when you are born > only ends at death
    - Goal is to reduce tensions
    - Sexual and aggressive impulses that seek to be satisfied > unconscious
  - Studied with Charcot on hypnosis
    - Charcot saw women with phobia
    - Studied hysteria > psychological lose of motor systems
    - Things hidden from our awareness
    - Inspired Freud to think about what he had red from Greek philosophy> that there could be an unconscious
  - Freudian slips: Everyday mistakes and memory lapses
  - Psychodynamic approach: An approach that regards personality as formed by needs and desires largely operating outside of awareness-motives that can also produce emotional disorders
  - Psychoanalytic school
  - Carl Jung > Starwars
  - Alfred Adler > Inferiority complex
  - Levels of awareness (levels of consciousness)
    - Conscious
      - What you are aware of
      - Houses super ego, ego
    - Preconscious (part of subconscious)
      - Accessible memories that you can bring up to your conscious
      - Houses super ego, ego
    - Unconscious (part of subconscious)
      - Unconscious conflicts
      - Tensions
      - Unaccessible > deeply buried
      - Houses the id, super ego and ego
  - Three parts of the self
    - 3 parts of the self
      - Id
        - Created when you are born > waring tension right away
        - Centred on yourself
        - Pleasure principle> immediate gratification of any impulses
        - Basic needs > needs are your focus
        - Selfish > seeks gratification
        - Doesn't understand time, space and social conventions > primary process thought
        - Only in unconscious
        - Playfulness, creativity
        - Source of bodily needs, wants, desires and impulses

- Ego
  - Starts to develop around 9-12 months > when we take in account our surroundings (when we crawl and eventually walk and come in contact with other things> realize there is more than us)
  - Mediate between desires of the Id and the Super ego
  - The go must be at least in part in the unconscious or it would not be able to "communicate" with the id.
  - The ego should be in control and be able to decide when the id's impulses can be satisfied
  - Able us to delay gratification immediate needs
  - Understands time, space and social conventions (difference between right and wrong)
  - Should be dominant
  - Uses the Reality principle
  - Strongest part if you are a healthy person
  - Uses secondary process thought
  - Uses defence mechanisms to protect the individual> largely unconscious> aim is to prevent us having to deal with threatening things so we forget about them, deny they ever existed
    - Unconscious coping mechanism that reduce anxiety generated by threats from unacceptable impulses
    - Characteristic style of defence is our signal when dealing with the world> essential part of our personality
    - Adaptive (initially in the short term)
    - Maladaptive (in the long term)
    - Repression: Repress traumatic memories in your unconscious> remove painful experience from conscious mind" motivated forgetting
      - Good in the short term > maladaptive in the long term
    - Denial: Think something doesn't exist at all> Denying reality > Live in a fake reality> don't want to see the truth of
    - Displacement: Feelings are threatening to you so you dump your feelings on an innocent third party> Deflecting your feelings on someone else> Direct your emotional on some other person instead of the person that is angering you > Deal with feelings in a bad way, harmful on others
      - Sublimation: Release tension in a socially acceptable way (aggressive: sports), (sexual: true the arts [painting, writing, sculpting]) > adaptive (good way to release tension)
    - Projection: Whatever you are feeling inside, you are accusing the others of doing>Unconsciously you project your feeling on someone else
    - Regression: Go to a previous state> Maladaptive (refuse to grow up [act like a baby, tantrum, selfish, all about yourself, refuse to take responsibility]), Adaptive (playful [being able to forget and play]> be able to see the good in things and people > innocence)
    - Rationalizing: Supplying a reasonable sounding explanation for unacceptable feelings and behaviours to cancel (mostly from one self) one's underlying motives or feelings
    - Reaction Formation: Unconsciously replacing threatening inner wishes and fantasies with an exaggerated version of the opposite > mean to someone you are attracted to #prettymuchmywholelovelife

- Identification: Dealing with feelings and threat and anxiety by unconsciously taking on the characteristics of another person who seems more powerful or better able to cope
  - Bullied kid becomes the bully
- Balance of the healthy person
- In all three levels of awareness
  - Ego needs to be in unconscious to know what the Id wants
  - Dynamic among the id, the super ego, ego is governed by the feeling of anxiety> unpleasant feelings created by unwanted thoughts
    - Id wants gratification
    - Ego sees a danger
    - Superego sees a punishment
    - Alert signal in the form of anxiety launches a defence mechanism
- Super ego
  - Uses Moral principle
  - Develop at 5-6 years old> after resolution of the Oedipal conflict for boys and Electra conflict for girls> develops when identify with our same-sex parents
  - In all three levels of awareness
  - Moral conscience
  - Reflects internalizing of cultural rules learned as parents exercise their authority
  - Produces guilt
  - Rewards us with feeling of pride
  - Parental voice > what's right and wrong
  - Self sacrificing, strict, respect rules
- Freud big contribution: We are sexual being from birth> psychosexual stages of development
- Freud's theories also help us to understand motivation and the development of behaviour disorders
  - The first 5 or 6 years life are critical in the development of our personality and whether we develop disorder
- Psychosexual stages and the development of personality
  - Distinct early life stages through which personality is formed as children experience sexual pleasure from specific body areas and caregivers redirect or interfere with those pleasures
  - Untestable
  - After the fact interpretation
  - Interpretation of life once it unfolded
- Oral stage (infantile stages of development: focus on themselves and their own pleasure)> focus on self-pleasure
  - The first three stages are called infantile stages because the focus is on self-pleasure
  - Oral stage (birth to about 1 year- some publications say 18 months)
  - Focus is on the mouth as a pleasure zone
  - Pleasure derived from putting things in the mouth and sucking
  - Substages
    - Oral receptive stage/ oral incorporative stage: birth to 6 month
    - Oral sadistic stage: teeth starts to emerge and kids bite> pleasure in biting >oral aggressive phase (>6 moths to12 moths)
      - Start to develop teeth> emphasis is on deriving pleasure through biting
- Anal zone (infantile stages of development: focus on themselves and their own pleasure)

- For 2 year to 3 years
- Pleasure zone is to anus
- This is the period in which toilet training occurs
  - It can be a battle of wills between the parents/ caregiver and the child
- Pleasure come from pooping or keeping your poop in packed
-
- Phallic stage (infantile stages of development: focus on themselves and their own pleasure)
  - 3 years to 5/6 years old
  - Emphasis for both boys and girls is the penis although the genitals area can be a pleasure zone for both
  - Coping with incestuous feelings of love, hate and jealousy
  - Boys and girls discover they do not look the same. Only the boys has a penis
  - Boys: Boys wants to be with mom. Mom and dad want to be together. Dad appears to be a rival for mom's affection> Oedipal conflicts
    - Thinks someone took the penis away from girls > boys develop castration anxiety: fear that dad will take his penis away> fear of loosing his penis
      - Boy afraid that dad will castrate him
        - If boys have penises and girls do not- they must have had one once and someone took it away
  - At the end of this stage, good health would be the boy realizes that daad is not so bad after all> wants to be like him>goes through identification > super ego is formed
  - Beginning clings to mom, but then realizes he wants to be like dad (at like 5-6 years)
  - Girls
    - Electra conflict
    - Girls want to be with dad (daddy's princess) > mom is a rival for dad's affection
    - They know they never had a penis> feels like they is something missing > they wish they did> penis envy
    - Development of super ego is not as strong> weaker moral conscious
    - Towards the end of this phase- resolution of the Electra conflict leads to identification with Mom. The super-ego is developed- however the moral conscious is not as well developed as men
- Latency stage
  - From 7-11 years old
  - Period where child focus is on learning > Brain is like the pleasure centre
  - Sexuality is re-awakened when one goes through puberty
  - Development of intellectual, creative, interpersonal, alethic skills
  - Making it to this stage is a sign of a healthy personality
- Genital stage
  - Puberty- life
  - Mature adult personality> capacity to love, work and relate to others in a mutually satisfying and reciprocal manner
  - Healthy adult personality
  - Genital area is a focus of pleasure
  - No longer just focused on self-pleasure
  - Want to bring pleasure to your partner
  - This is now a mature/adult stage
  - This is good mental health
    - Being able to understand and care about another person's needs.

- Fixation
  - If one's need are not met while going through the oral, anal, and/or phallic stage, fixation may occur
  - Says something about your personality
  - Stuck in one of the early infantile stages
  - Stuck in a stage
  - Things that may result in fixations
    - Excessive frustration of needs: (oral stage)if no one feeds them > no one cares for him
    - Excessive gratification of needs: if they feed him too much > learns to always eat> overeating
    - Combination of both: Confused on what to think
    - Trauma
  - Where one is fixated has implications for problems in personality, behaviour disorders
  - Problems the oral stage can cause (Character traits)
    - What they can "take in" from others
    - Eating disorders> want to control everything> distort body image
      - Anorexia: Don't eat
      - Bulimia: Purge (Pleasure in putting stuff in your mouth)
    - Nail biting/biting pencils
    - Drinking alcohol, putting pills in your mouth
    - Biting wit: People who talk a lot > politician, comedian
      - Comedian with aggressive routines with aggressive language > satisfaction of oral aggressive needs
    - Dependent, clingy, whiny > didn't have their needs met
  - Problems the anal stage can cause (toilet trained too early or late)
    - Issues of control
    - Anal expulsive: Messy, generous #hannah #maxine
    - Anal retentive: That's mine i want to keep it> orderly and neat, loves rules and bureaucracy, stingy
    - Horder behaviour (hoarding): messy, but can't let anything go> both retentive and expulsive
  - Problems the phallic stage can cause
    - Homosexuality : boy wants to be like mom and like boys
    - If a bed wetter- may become ambitious- burning ambition > kids shamed that they wet the bed and want to prove themselves
    - Relationships with older partners -father figures; mother figures > daddy issues > physically present but not emotionally present
  - We do not refer to fixation in the latency and genital stages
  - We hope to reach and be in the genital stage
- Sexual impulses: Life wish
- Aggressive impulses: Death Wish > ultimate tension reduction >high risk behaviours> will towards death > get relief
  - Drugs, jumping out of a plane, rollercoasters, scale buildings
- ***Maslow: Humanist movement***
  - When Maslow's daughter was born- to him she appeared innocent- and he could not imagine she had aggressive impulses in her
  - He felt that when we are bored we are born with the potential for something positive or at worst, we might be born neutral.

- Self-Actualization tendency: The human motive toward realizing our inner potential
- He proposed a model of a hierarchy of needs
  - The needs are what motivates us
  - This is both a model of motivation and of personality
  - Theory with basic needs at the bottom
    - These are called "deficit" needs because when you fulfill them you are filling some void> biological motivation
      - When basic needs are met then autonomy(freedom to make their own decisions) increases their life satisfaction
    - The higher order needs are called "being" needs, because these relate to quality of life and being a better person > psychological motivation at the top
      - More deferrable
      - Psychological needs are only seen in humans
        - So varied that they are impossible to list
        - Three key dimensions
          - Intrinsic vs Extrinsic
            - Extrinsic reward can undermine intrinsic motivation
              - Study where college students had to do puzzle those who got paid enjoy it less
              - In some cases people associate money with unpleasurable activities
            - Threat of punishment can cause an intrinsic motivation
              - Kids who had no intrinsic motivation to play with a toy where told that if they touched it they would get punished> made them want to play with it
              - Fine at daycare if you were late to pick up kid> parents used to have intrinsic motivation change to extrinsic> more people were late to pick up kids
            - Intrinsic motivation: A motivation to take action that are themselves rewarding> eating
              - Don't have a payoff they are the payoff
              - Work harder when intrinsic motivation
              - Enjoy it more and do it more creatively
            - Extrinsic motivation: A motivation to take action that lead to a reward
              - Work to get money
              - Lead to pleasure in the long run
              - Ability to do unrewarding acts in the present for a reward in the future is a human talent
              - 4 year old who can delay gratification are smarter and more competent (better SAT score)
              - Ability to delay gratification is a better predictor for grades then IQ
          - Conscious vs Unconscious
            - Conscious motivation: Motivation which people are aware
            - Unconscious motivation: Motivation which people are not aware
            - People vary in need for achievement (motivation to solve worthwhile problems)
              - If the word achievement appears so fast on a computer screen that it is inhumanly possible to see it> people would work harder on a puzzle and be unhappy if they fail
            - Actions have more then one motivation and the ease or the difficulty of the activity will show which motivation we will be aware of
              - General motivation vs specific motivation
          - Approach vs Avoidance

- Approach motivation: A motivation to experience a positive outcome> "run to" pleasure
  - People described by high approach are happier when rewarded
- Avoidance motivation: A motivation not to experience a negative outcome> "run from" pain
  - More powerful then approach motivation
  - Belief that pain is more intense then pleasure
  - Refuse to do a coin toss that if heads win 10$, if tails lose 8$
  - More anxious when threatened> high avoidance
  - Scared of death>Terror management theory (a theory about how people respond to knowledge of their own mortality > coping method: cultural world views> belief about what id good and right and true> can achieve symbolic immortality(grandkids)
- Born with potential that we need to fulfill
- Positive encourage growth and development
- Everyone has growth potential
- Connections with personality
  - Self esteem impacts your personality and self actualization also impacts personality (self actualized personality type)
- Maslow believed that when we are born we have a potential to fulfill
- We should all strive to meet our needs and to do our best to be our very best
- If we can be the best that we can be, we can be self- actualized
- Self-actualized people have fulfilled their greatest potential
- If you are meant to be a concert violinist but you know it is difficult to succeed in this career and instead you become accountant, even if you become a great accountant, Maslow believed you cannot be self-actualized. You have not fulfilled the potential that was meant for you
- If you don't achieve self actualization > you were just too lazy
  - Take a shortcut so you won't reach your highest potential
- You have to be the very best that you can be
- Hierarchy of needs > everyone has basic needs
  - Drawn as a pyramid since less and less people achieve the different levels
    - Draw an image of a pyramid to illustrate the model
      - The pyramid is usually drawn to illustrate that all of the population must address the most basic need at the bottom; whereas, only a very small percentage of the population is represented at the top
      - Broad bottom, narrow top
  - Once you fulfill the first need, you feel arousal and initiative to fulfill the next one
    - Once the first need is met, this activates goal directed behaviour to fulfill the next need
    - Once that one is met, the next need is activated and we direct our behaviour to fulfill that goal
    - It would be better envision an electro-mechanical model
      - Once the first need is met, it is like a switch is flipped and the next need is activated, and so on
  - Individual personality come from the ways our environment facilitate the satisfaction of our psychological needs
  - When people shape their goals that do not match their true nature they are less likely to be happy
    - Flow: Engaging in tasks that match one's abilities

- Tasks below ability cause boredom
- Tasks above ability cause anxiety
- Maslow believed that the time in which you are born and your society is important in whether your needs are met
  - If your needs are frustrated this will have an implication on the development of your personality and the potential for behaviour disorders
  - For him, you cannot be self-actualized unless you have fulfilled all of your lower order needs
    - You can reach a certain level and something happens and you fall down to lower needs> so you can go up and down the hierarchy
      - If you fall down and then go back up, it might be easier
- Very strict not flexible,
- Motivation to fulfill the needs, plus the needs you fulfilled say something about your personality (ex:self esteem)
- The idea of a hierarchy is that there are different levels of needs arranged from the most basic (linked to survival) to those that relate to quality of life
  - From primary motives to increasing secondary motives
- Harry Harlow
  - Maslow worked with him and his wife who conducted research in development using monkeys
    - Contributed to the development of his model motivation
  - Harlow took baby monkeys away from their mothers at birthed the monkeys were raised social isolation
  - In one study he presented the baby monkeys with two "mother monkeys" made of wire
    - One wire monkey was covered in terrycloth
    - Bottle is like a nipple on the wire structure without a terrycloth
    - Choses the warm cuddly mother then the nourishment> would cling on the warm terrycloth and stretch himself to the bottle
  - Harlow could place a bottle of milk in the wire structure> babies need milk to survive
    - He found, however, that the baby monkeys preferred to spend their time clinging to the terrycloth mothers and when hungry, they would stretch one to get milk from the wire monkey
    - Food is important for survival, but cuddliness and warmth of the terrycloth mother was even more important attractive to them
    - This helped Maslow to think about what needs are basic
  - He conducted many research studies look at emotional development, socialization, attachment behaviour, etc
  - Shows that we need more then just nourishment to survive> basic needs of security and belonging to mom
- Personality as Existence
  - Awareness of our own existence and ability to make choices is good and bad
    - Richness of life
    - Confront hard realities> death
    - Existential approach: a school of thought that regards personality as governed by an individual's ongoing choices and decisions in the context of the realities of life
    - Angst > difficulty we face when finding the meaning of life
    - Think about death and meaning
    - Defence against these issues form the base of people's personalities
      - Numb existential realities

- Healthier solution> face the issues> learn to tolerate pain of existence
- Courage to accept inherent anxiety and dread of not being alive
- Love takes the angst away
- ***Clayton Alderfer***
  - Organizational psychologist
  - He proposed a more modern, flexible version of Maslow's Hierarchy of Needs
  - Believe in a model of needs
  - Modern take of Maslow's pyramids of needs
  - Business psychologist
  - ERG theory
    - Existence
      - Related to your survival (safety and security, physiological)
    - Relatedness
      - Related to social (love and belonging, self/esteem)
    - Growth
      - Related to Maslow Growth needs> cognitive, aesthetic, self actualization, transcendence
  - You can work at many needs at the same time
  - Work on them in any order
  - You can work on them and you can not if you don't want to
  - You don't have to have a certain age
- ***David McClelland***
  - Motivational needs that describe your personality
  - It is used in business to help decide hiring and promotion
  - Non hierarchial> does not list the needs in any order
  - These needs are based on a projective test developed by Henry Murray>Thematic Apperception Test (TAT)
  - His model
    - nAch (need for achievement)
      - Your value achievement
      - It is learnt
      - Need a challenge >don't want something easy> boring, no sense of achievement by completing these easy tasks
      - Not something super super challenging> Has to be something they can succeed> frustration if they fail
      - Productive >moderate difficult challenge> sense of satisfaction
      - Managers have a high need for achievement
    - nPow (need for power)
      - You want to influence others
      - Need to have influence over people
      - Make decisions about other people
      - Lead
      - Manager qualities> High
    - nAff (need for affiliation)
      - You like social interaction and want to be part of a group. You want to be accepted by others
      - Need to connect
      - Part of a group
      - Help other people
      - Want to be loved and accepted

- Extrovert not introvert
- Not good in a manager > need to be able to fire > moderate> managers are not always liked
- Managers: high nAch, high nPow, mediocre nAff
  - They need to be comfortable appraising people (conduction a performance appraisal to determine if this person is a good employee)
  - If you have a high nAff you will be hesitant to give people low grade. You will find it difficult to fire people
  - Ability to direct power towards organizational goals
- In some cases, we want people who are high in nAff or who are driven by being with others
  - Social workers should be high in nAff
- McClelland predicts that people motivated to seek out and perform well in jobs that match their needs
  - People with a high need for achievement
    - Sales job or entrepreneurial position
  - People with high need for affiliation
    - Social work or customer relation
  - People with high need for power
    - journalism or management
- Believe there is an unconscious > Projection
  - Inspired by psychoanalysts
- Also test with rating yourself with statements
  - Equivalent test which consists of statements to which one has to answer true or false
  - One can answer using a computer which quickly scores the result
  - nAch, nPow, nAff are scored
- ***Trait Theory***
  - Trait: Relatively stable disposition to behave in a particular and consistent way
    - Preexisting disposition > traits causes of behaviour
      - Personality inventories to measure them
    - Motivation that guides behaviour
      - Projective test to measure them
  - Do not try to understand how we become who we are
  - Focus on describing people
  - Several trait theorists and several tests can be used to address how we describe a person
  - Adjective that can be used to describe you
  - Do not try to understand how we become who we are
  - Focus is how to describe a person
  - What adjectives can be used to describe this person
  - There are several trait theorists and several tests/inventories/questionnaires that can be used to address how we describe the person
  - Challenges for trait theorists
  - Narrowing the infinite amount of adjectives
  - Why people have particular trait and wether they are from biological/hereditary foundation
  - Gordon Allport> personality is a combination of traits > traits=predisposition that causes behaviour
  - Classification using language
    - How personality is represented in language
    - Core traits are found by finding the main themes in all the adjectives to describe personality

- Traits related in a hierarchy pattern
- General and abstract traits higher up and specific and concrete lower
- Highest levels are called dimension or factors of personality
- Cattel proposed 16 factors
- Hans Eysenck 2 now 3 factors
  - Extraversion
    - Sociable and active vs introspective and quiet
  - Neuroticism
    - Neurotic/ emotional unstable vs emotional stable
  - Psychoticism
    - Tendency to be hostile or impulsive
- Big 5 Personality Inventory(NEO-PI) > well known test
  - One of the most valid (doesn't measure what it has to measure) and reliable (always gives the same result when it is the same stimulus) tests
  - It is widely used- even in organizations when hiring or deciding whether to promote
  - It works across nations and cultures> works with different ages, cultures, languages =universal
  - Predicts online behaviour > on social media ex: Facebook
    - Accurate judgements can be made on someone physical appearance and Facebook profile
    - Extraverts smile more and dress stylishly
    - High in open to experience: more tattoos and body modification
    - Facebook page are closer to their personality then to their ideal personality > even if it is their appearance they are projecting
    - Extraverts: lots of FB friends, more comments and status updates > also people high on self-esteem
    - Agreeable people> more comments on people's Facebook posts
  - Personality rather stable through lifetime
  - Inspired by Cattel and Eysenck
  - Variety in personality and no overlapping traits
  - 5 Dimensions (OCEAN)
    - **O**pened to Experience (want change)
      - Low: Unimaginative, Inflexible, Literal-minded, Dull, Down to earth, Routine, Conforming
      - High: Creative, Flexible, Curious, Artistic, Imaginative, Variety, Independent
    - **C**onscientiousness (dependable, good work ethic, responsible, organized, persistent)
      - If you score well it is a good indicator that they should hire you
      - High positive correlation with performance result
      - Statistically this one is the singles best variable to hire
      - All employees should score high on this
      - Low: Easily distracted, Disorganized, Unreliable, Careless, Weak-willed
      - High: Cooperative, Warm, Empathetic, Trusting, Organized, Careful, Self-disciplined
    - **E**xtraversion
      - Important when hiring a manager> important when looking on promoting
      - Low: Reserved, Timid, Quiet, Retiring, Sober
      - High: Gregarious, Assertive, Sociable, Fun loving, Affectionate
    - **A**greeableness (team player, get along with people)
      - Low: Cold, Disagreeable, Antagonistic, Ruthless, Suspicious, Uncooperative
      - High: Cooperative, Warm, Empathetic, Trusting, Softhearted, Helpful

- **N**euroticism (anxious and fearful= neurotic, psychotic=loose contact with reality[hear and see things that don't exist])
  - Usually goes from neurotic to psychotic, but since it is in a business model it goes from neurotic to emotional stability
  - High: Hostile, Anxious, Depressed, Insecure, Worried, Self-Pitying
  - Low: Calm, Self-confident, Secure, Self-Satisfied
- Managers
  - Is a good predictive validity for Conscientiousness and Extraversion in assessing who will be a goo manager
  - Although there is no statistical evidence, we should want managers to be high in COAE, and low in N
  - Extraversion
    - Important for jobs that require interpersonal interaction an where being sociable, assertive, energetic, and ambitious important for success.
  - Neuroticism/ Emotional Stability
    - Persons high on emotional stability will have more effective interactions with co-worker and customers as they tend to be more calm and secure
  - Agreeableness
    - Contributes to jobs that require interaction and involve helping, cooperating and nurturing others as well as in jobs that involve teamwork and cooperation
  - Conscientiousness
    - Important for job performance on most jobs given the tendency towards hard work and achievement
  - Openness to experience
    - Important for jobs that involve learning and creativity given the tendency be intellectual, curious, and imaginative and have broad interests.
- Research show that there is a good predictive validity between Conscientiousness scores in job applicants and their performance appraisal score after they have been hires (6 months later)
  - Although other dimensions might intuitively appear appropriate predictors, there is no statistical support for them
- Other descriptors
  - Self-monitoring
    - We can also describe people as either or high or low self-monitors
    - The extent to which people observe and regulate how they appear and behave in social setting and relationships.
    - Aware of surrounding
    - Emotional intelligence
    - Adapt to environment
    - Present themselves in a way that fits the situation
    - Observe and regulate
    - Adjust the way they present themselves
    - Adjust their behaviour to meet the needs of the situation
    - High self monitors show concern> take great care to observe and control the image that they project
      - You may present in a way that is different from how you feel. You adjust your behaviour to suit the needs of the situation.

- High self monitors show concern for socially appropriate emotions and behaviours, and tune into social and interpersonal cues; they regulate their behaviour and self-presentation according to these cues
- Gravitate to jobs that require role-playing and the use of their self presentation skills
- High self monitors are more involved in their job, perform better, and are more likely to emerge as leaders
- Managers are often high self-monitors
  - Managers is anyone who is above other employees > people report to them> don't inspire people
  - Leaders have followers > inspire people
  - Assessment tests> mesure self monitore
    - These are used in the workplace to determine if someone should be promoted to manager
- ***Self-esteem***
  - This is a trait
  - We can also imagine a dimension with low self-esteem at one end, and high self-esteem at the other
  - There are personality tests to assess one's level of self-esteem
  - Respect yourself
  - Bad self esteem>low emotional stability
  - Ability to recognize ourselves in the mirror at 18 months
    - Signals capacity of reflexive thinking, directing attention to our own thoughts, feelings and actions
      - Construct ideas about our own personality
  - If you think you are competent and capable> says something about your personality and motivation
    - Self esteem is self respect and feeling you are competent and capable
  - Self concept: A person's explicit knowledge of his or her own behaviour, traits, and other personal characteristic > what we think of ourselves
    - Physical appearance, activities, personality trait, social role (mother, daughter)
    - Developed by social experience
    - Effects behaviour through life
    - Organization
      - Knowledge of ourselves divided in two> narrative of our lives and in terms of traits
      - Self narrative > story of our live > what have we done
        - Highlights and low blows
      - Self concept also organized in terms of personality traits
        - What traits you find important
      - Self narrative and self concept don't always match> we generalize our traits so sometimes we are not exactly like we say we are
      - Store of knowledge of our traits and experiences are not very well integrated
        - Amnesia
          - Memory of behaviour disappears, but can still describe themselves
          - Good sense of who they are without remembering actions
  - Causes and effects of Self-concept
    - Arrive at our self concept by interacting with others
      - People comment about your behaviour
      - Less influenced by others when we grow up
      - Hold tight on the idea of who we think we are

- Effect
  - Consistency in behaviour
  - Sense of familiarity and stability from knowing whether are
  - Self-verification
    - The tendency to seek evidence to confirm the self-concept
      - Disconcerting if someone says us the opposite way then we see ourselves
        - Exaggerate our behaviour to prove the opposite
- Self esteem
  - The extent to which an individual likes, values, and accepts the self> what we feel about ourselves
  - Researchers ask to fill out a questionnaire
  - High self esteem= happier and healthier lives, cope better with stress, persist in difficult tasks
  - Sources of high self esteem
    - Who we choose as comparison
      - If we fall short from ideal self we are sad and dejected
    - What domain we consider important our self-concept
      - Beauty, grades
    - Desire for self-esteem
      - Social status
        - Reflects a high status: someone worth respecting
        - Triggers natural affective responses
      - Belongingness
        - How much person feels included by other
        - High self esteem means we are being accepted
      - Security
        - Bad self-esteem= fear of death
        - Want life to have meaning so do things that the culture defines as meaningful (beauty, money)
        - Find value in ourselves to escape anxiety of mortality
        - High self esteem= less anxious of dying
      - Process info in a bias way to feel good about ourselves
        - Self serving bias
          - People's tendency to take credit for their successes but downplay responsibility for their failures
          - See ourselves as better then average in most domains
          - If people don't use this bias more like to be depressed, anxiety, health problems
      - Narcissism
        - A trait that reflects a grandiose view of the self combined with a tendency ti seek admiration from and exploit others
      - Implicit Egotism
        - 30% people say that their favourite letter is the first letter of their word
        - Base judgements of unrelated topics on the fact of how much it reminds them of themselves
        - Name letter effect
          - How egotistic bias influences our decisions
          - People are not aware that they are influenced by the sound of their name
- ***Julian Rotter***
  - Rotter, like Bandura, is learning social learning theorist or a cognitive behaviourist

- Our thoughts and feelings are important > determine your motivation
  - Rotter thinks that what we think about food or the particular foodstuff will determine if it is a reinforcer
- Reinforcement and punishment is important
- We are at least in part shaped by our environment
- Weak on one of this things but still be motivated to do it
- What we know about this behaviour
- BP= f(E+Rv) in S1
- Where BP= Behaviour Potential
- E=Expectancy
  - Expect to get a reward or not
- Rv= Reinforcement value
  - If you like the prize > is this something meaningful that i want to work for > not one right fit for everyone> need to see what they want > showing you care is already an incentive
- S1=Situation 1
- Ex S1= club, E=expect people to think you dance very well, Rv=you like the endorphins, BP= very likely that you will dance
- Ex S2= funeral E=don't think people will like your dancing Rv= no positive reinforcement, BP= you won't dance
- Locus of control
  - This concept is built upon the concept of the behaviour potential
    - Says something about your personality when you you achieve certain thing in life
    - We experience things in life and learn about what we can earn and when reinforcement might not be attainable or delivered in biased ways.
    - Over time we come to see ourselves as capable and in our control or we perceive it does not matter what we do
    - Rotter proposed that there is a dimension of locus of control ranging from internal to external
    - Spectrum from internal to external
      - Where you place yourself says something about yourself
      - Internal (you are in control of your faith > your in charge of your reinforcement)>Organize a change > don't give up, fight for a change> good employees, good managers
        - They are in charge of earning their reinforcer
        - Students earn grades
        - Most likely to fight city hall, to ask their doctor questions
        - High internal locus of control is positively correlated with high self-esteem
        - It is correlated with emotional stability and good mental health
        - Less anxious, achieve moe and better cope with stress
      - External (you are not in control> you are not lucky> other people are in charge of your reinforcers> why should i try> low self esteem> more likely to give up and get pushed around
        - Reinforcers come by chance or by whim
        - Teacher gives grades
        - High external locus of control people are more likely to have low self-esteem
        - Don't like challenges
        - Not self-motivated
        - More likely to give up or become depressed
      - Can learn to move from one extreme to the other

- How you are shaped by your environment
- There is a test to assess locus of control
- Managers should have a high locus of control
- *__Viktor Vroom (__*Don't need to know it)
  - Note Rotter's model is similar to a model proposed by Viktor Vroom which is addressed in business courses
  - Vroom's model has more concepts
  - He uses different terms, and he addresses two types of expectancy
  - Expectancy theory
  - He also uses multiplication instead of addition, one 0 makes the equation nun
  - M=IEV
    - Valence
    - Instrumentality
    - Expectancy

*** Ex: If you work hard you get a trip to the Mexico, but if people don't want that they won't work hard > need to know what motivates your employees, flexibility in prizes
- *__Skinner__*
  - Free will is an illusion
  - Food is a reinforcer to everyone because it has a biological importance
  - Does not care about thoughts and feelings
- *__Social-Cognitive Approach__*
  - An approach that views personality in terms of how the person thinks about the situation encountered in daily life and behaves in response to them
  - How the person experiences and interprets situations
  - How people perceive their environment> how personality construct situations in their own minds
  - Consistency of personality across situations
    - Person situation controversy: The question of whether behaviour is caused more by personality or by situational factors
      - Walter Mischel> measurable personality traits do poor job of predicting people's behaviours
        - How one behaves in one situation is not necessarily the way they will act in another situation
          - Honesty in one situation doesn't mean honesty in another
      - Personality depends more on situational factors
      - Personality and situation both important >depends of the situation> everyone is the same during funerals
        - Moderate situations> personality influences behaviour
        - Cheating now only good factor to know if they will cheat later
        - Personality consistent depends when and where behaviour is shown
  - Personality and language
  - Individualistic societies like America make people more conscientious, agreeable and extraverted
  - Collectivistic culture= Mexico> outcome of family and community
  - Culture framing> tendency to adjust way of thinking to cultural context
    - Toning elements up or down
  - Personal construct
    - George Kelly> different perspective understand perceiver's personality
    - View social world from different perspectives

- Personal construct: Dimensions people use in making sense of their experience
  - Different responses to situations> people experience and interpret the world differently
  - How we distinguish the world says something about our personalities
- Personal goals and expectancies
  - Unique perspective of a situation is reflected in his personal goals
  - Goal appropriate to person's situation and stage of life
  - Outcome expectancies: A person's assumption about the likely consequence of a future behaviour
    - Do behaviours that bring us closer to our goal
    - Learned through experience and observation
  - Personality reflect goal and how we are planing on achieving it
  - Locus of control: Tendency to perceive the control of reward as internal to the self or external to the environment

memory(read full chapter), personality(read full chapter) and motivation (read pages)