# Motivation

Motivation is a need or desire that *energizes* behavior and *directs* it towards a goal.

Aron Ralston was motivated to cut his arm in order to free himself from a rock that pinned him down.

Aron Ralston

# Perspectives on Motivation

Four perspectives to explain motivation include the following:

1. Instinct Theory
2. Drive-Reduction Theory
3. Arousal Theory
4. Hierarchy of Motives

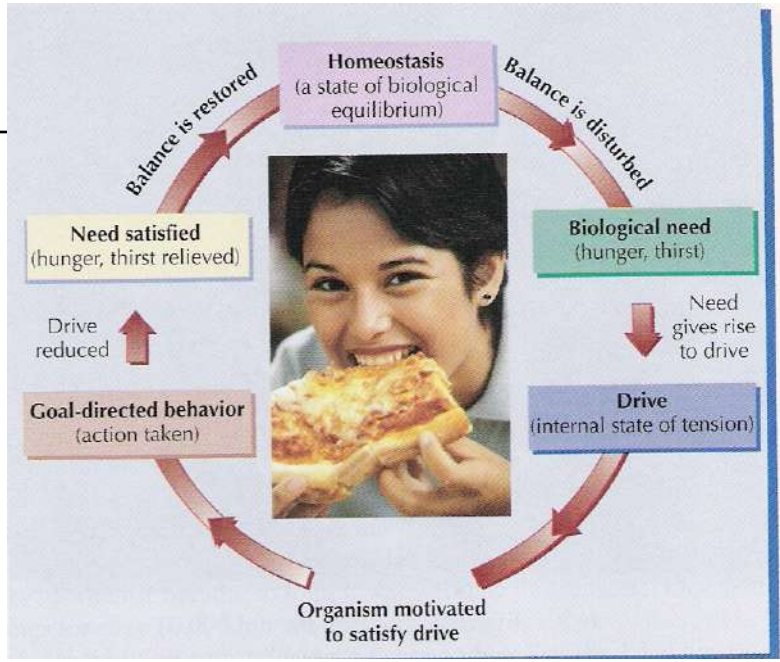
# Instincts & Evolutionary Psychology

Instincts are complex behaviors that have fixed patterns throughout different species and are not learned (Tinbergen, 1951).

Where the woman builds different kinds of houses the bird builds only one kind of nest.

# Drive-Reduction Theory

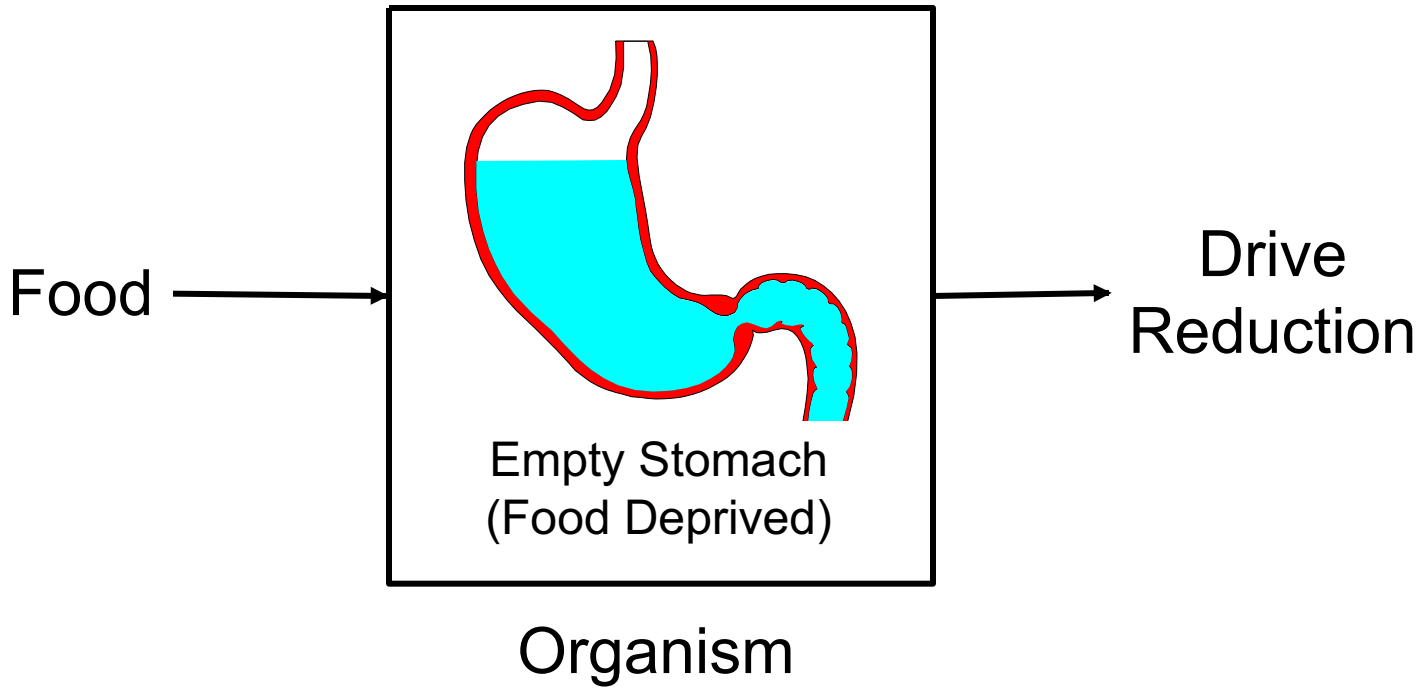
When the instinct theory of motivation failed it was replaced by the drive-reduction theory. A physiological need creates an aroused tension state (a drive) that motivates an organism to satisfy the need (Hull, 1951).




Need (e.g., for food, water) → Drive (hunger, thirst) → Drive-reducing behaviors (eating, drinking)

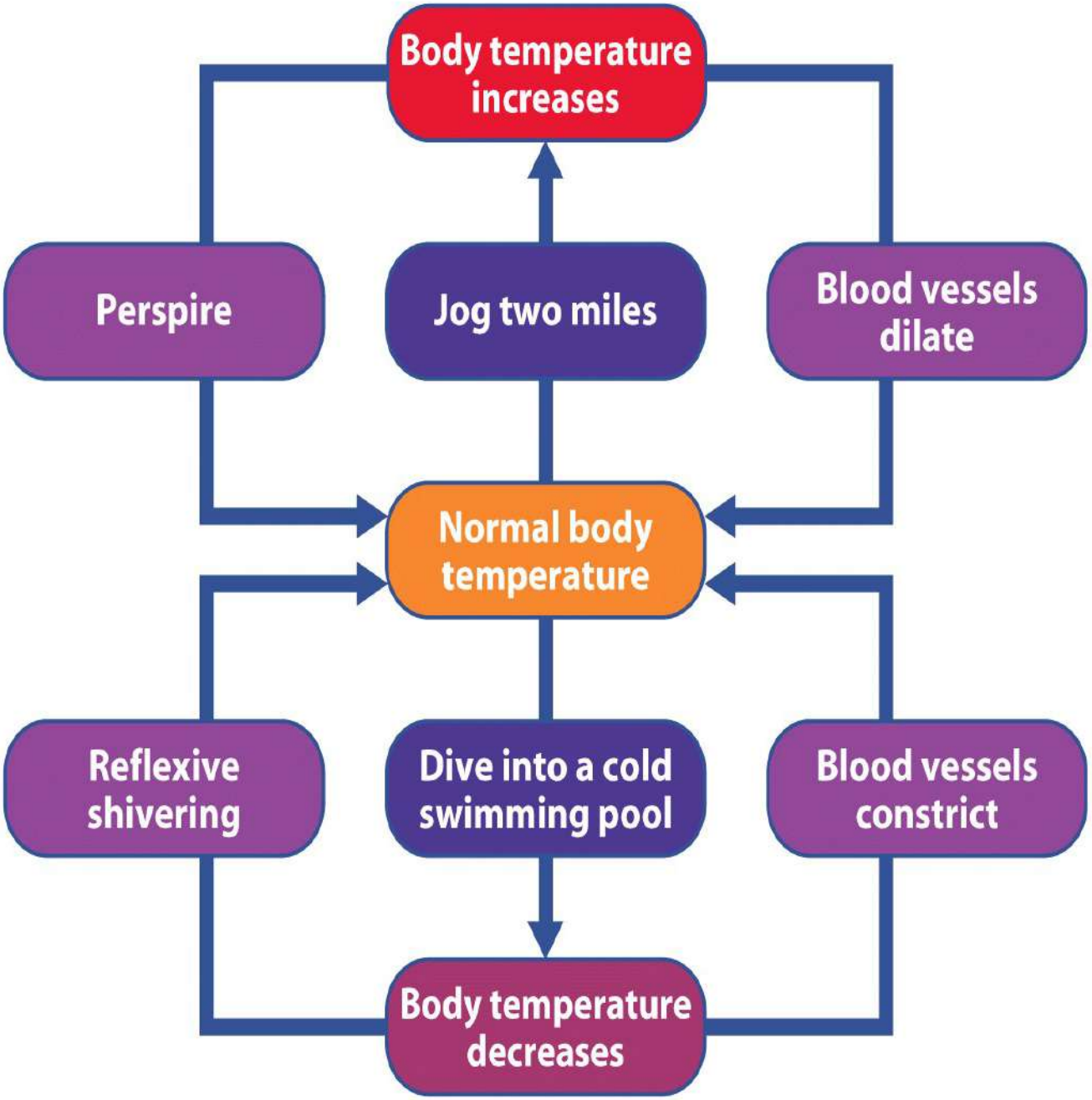
# Drive Reduction

The physiological aim of drive reduction is homeostasis, *the maintenance of a steady internal state* (e.g., maintenance of steady body temperature).



**Homeostasis**
-- tendency to maintain a balanced or constant internal state

regulation of any aspect of body chemistry around a particular level



# Motivation

- Incentive
  - a positive or negative environmental stimulus that motivates behavior
- High Achievement Motivation
  - Will select moderate challenges or tasks
- Low Achievement Motivation
  - Will select very easy or very difficult tasks
- Overjustification Effect
  - Extrinsic rewards are unnecessary
  - Loss of intrinsic motivation

# Optimum Arousal

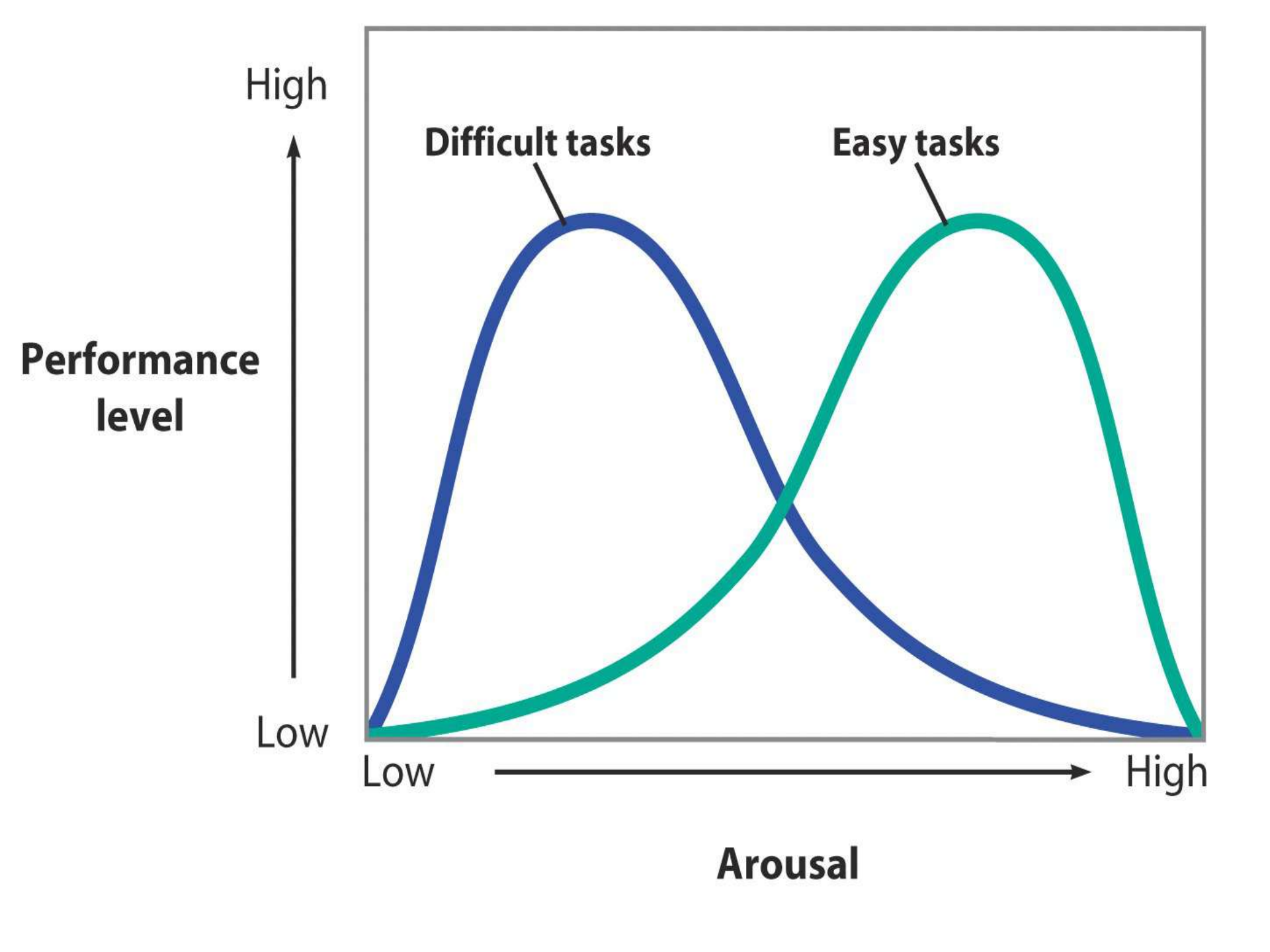
Human motivation aims to seek optimum levels of arousal, not to eliminate it. Young monkeys and children are known to explore the environment in the absence of a need-based drive.

Harlow Primate Laboratory, University of Wisconsin

Randy Faris/ Corbis

# Motivation

- Optimal Arousal
  - Rather than reducing a physiological need or tension state, some motivated behaviors increase arousal
- Yerkes-Dodson Law
  - There is an optimal level of arousal for the best performance of any task; the more complex the task, the lower the level of arousal that can be tolerated before performance deteriorates.
  - Easy task = needs high arousal
  - Best performance = moderate level of arousal


High
Difficult tasks
Easy tasks
Performance level
Low
Low
High
Arousal

# Hierarchy of Needs

Abraham Maslow (1970) suggested that certain needs have priority over others. Physiological needs like breathing, thirst, and hunger come before psychological needs such as achievement, self-esteem, and the need for recognition.

(1908-1970)

# Hierarchy of Needs


Mario Tama/ Getty Images


Joe Skipper/ Reuters/ Corbis David Portnoy/ Getty Images for Stern

Menahem Kahana/ AFP/ Getty Images

Hurricane Survivors

Table 8.3

## Maslow's Characteristics of Self-Actualized People

| | |
|---|---|
| **Realism and acceptance** | Self-actualized people have accurate perceptions of themselves, others, and external reality. They easily accept themselves and others as they are. |
| **Spontaneity** | Self-actualized people are spontaneous, natural, and open in their behavior and thoughts. However, they can easily conform to conventional rules and expectations when situations demand such behavior. |
| **Problem centering** | Self-actualized people focus on problems outside themselves. They often dedicate themselves to a larger purpose in life, which is based on ethics or a sense of personal responsibility. |
| **Autonomy** | Although they accept and enjoy other people, self-actualized individuals have a strong need for privacy and independence. They focus on their own potential and development rather than on the opinions of others. |
| **Continued freshness of appreciation** | Self-actualized people continue to appreciate the simple pleasures of life with awe and wonder. |
| **Peak experiences** | Self-actualized people commonly have *peak experiences*, or moments of intense ecstasy, wonder, and awe during which their sense of self is lost or transcended. The self-actualized person may feel transformed and strengthened by these peak experiences. |

SOURCE: Based on Maslow (1970).

# Hunger

When do we eat?

When we are hungry.

When are we hungry?

When there is no food in our stomach.

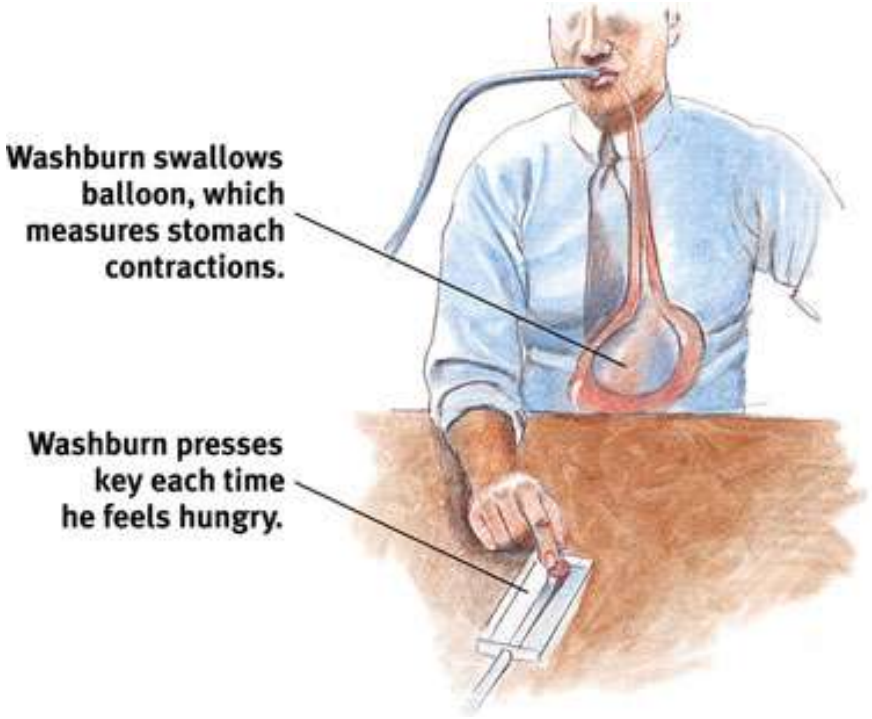
How do we know when our stomach is empty?

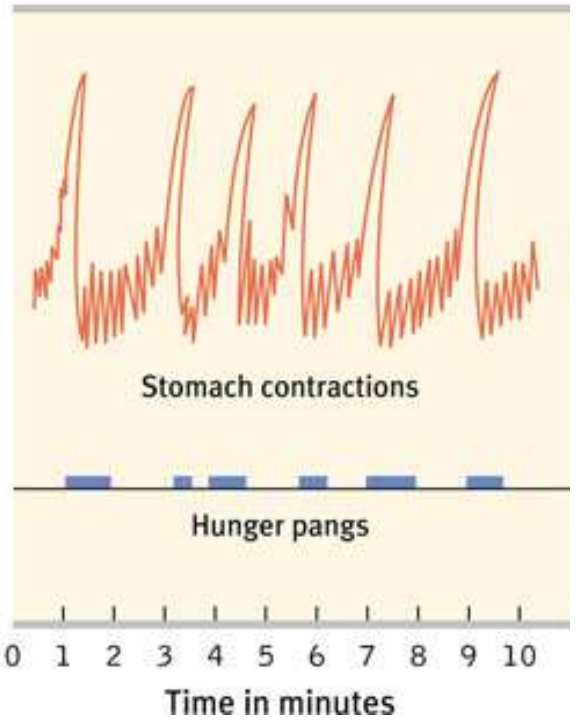
Our stomach growls.

These are also called hunger pangs.

# The Physiology of Hunger

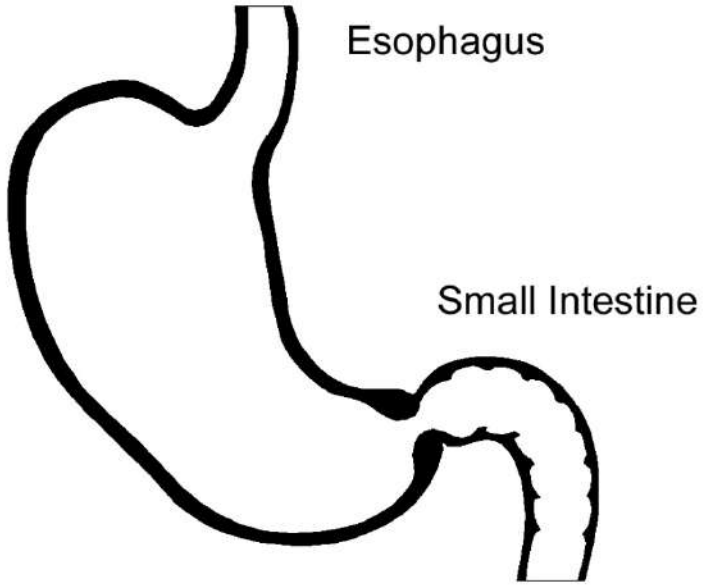
Stomach contractions (pangs) send signals to the brain making us aware of our hunger.



# Stomachs Removed

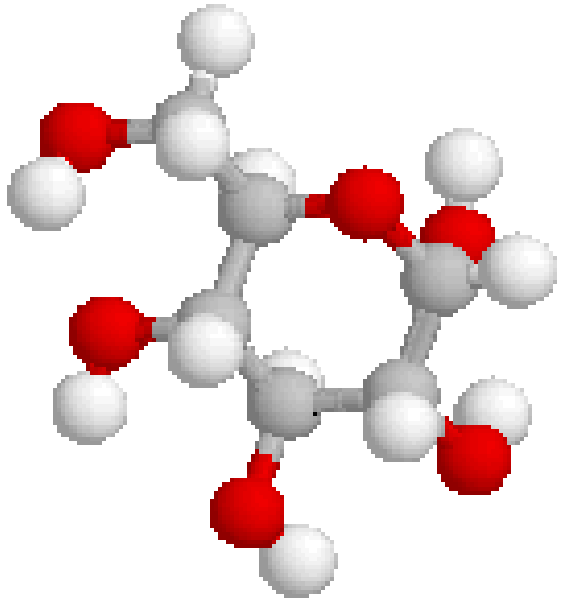
Tsang (1938) removed rat stomachs, connected the esophagus to the small intestines, and the rats still felt hungry (and ate food).



# Glucose: $C_6H_{12}O_6$

- the form of sugar that circulates in the blood
- provides the major source of energy for body tissues
- when its level is low, we feel hunger
- The glucose level in blood is maintained.
- Insulin decreases glucose in the blood, making us feel hungry

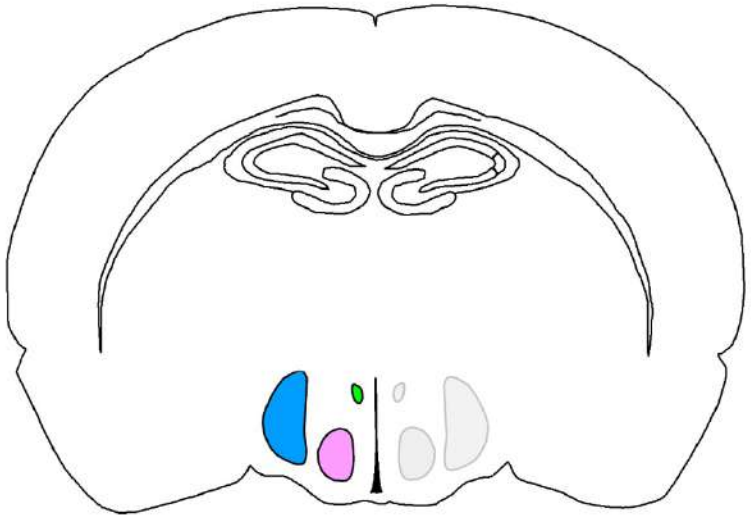
Insulin and Glucose
are two substances in the blood that are critical in regulating hunger levels



Glucose Molecule

# Glucose & the Brain

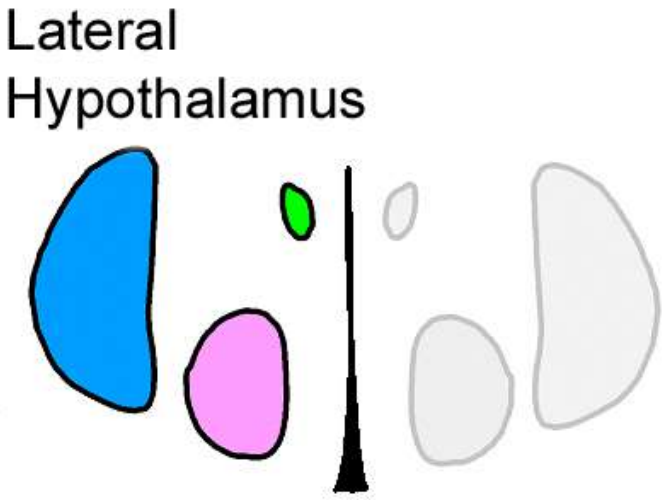
Levels of glucose in the blood are monitored by receptors (neurons) in the stomach, liver, and intestines. They send signals to the hypothalamus in the brain.



Rat Hypothalamus

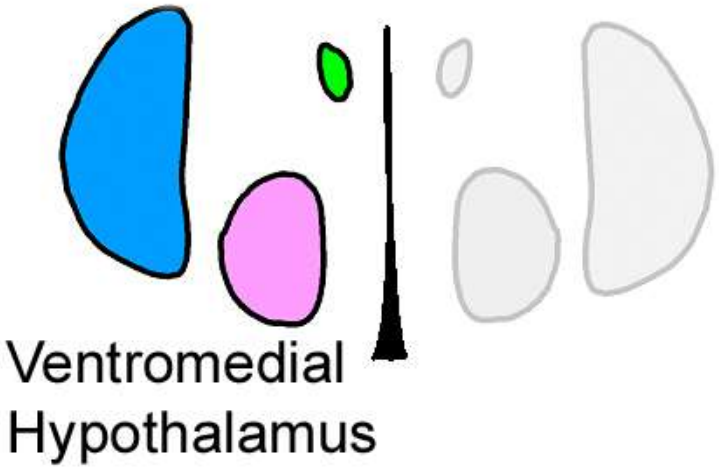
# Hypothalamic Centers

The lateral hypothalamus (LH) brings on hunger (stimulation). Destroy the LH, and the animal has no interest in eating. The reduction of blood glucose stimulates *orexin* in the LH, which leads rats to eat ravenously.

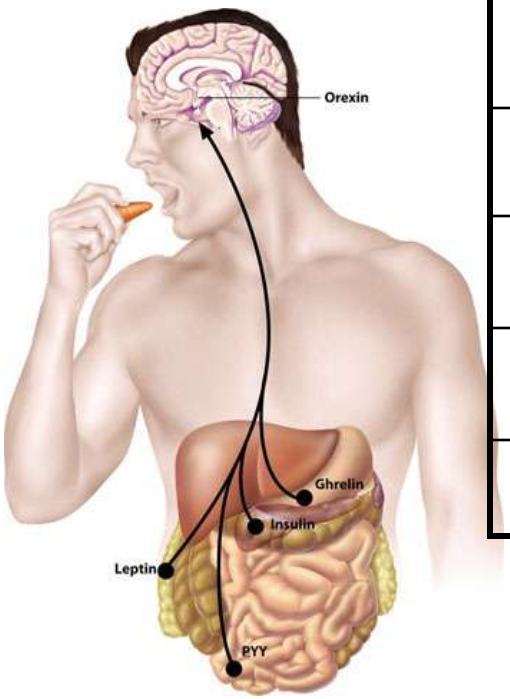


# Hypothalamic Centers

The ventromedial hypothalamus (VMH) depresses hunger (stimulation). Destroy the VMH, and the animal eats excessively.




# Hypothalamus & Hormones




| Hormone | Tissue | Response |
|---|---|---|
| Orexin increase | Hypothalamus | Increases hunger |
| Ghrelin increase | Stomach | Increases hunger |
| Insulin increase | Pancreas | Increases hunger |
| Leptin increase | Fat cells | Decreases hunger |
| PPY increase | Digestive tract | Decreases hunger |

The hypothalamus monitors a number of hormones that are related to hunger.

Blood vessels supply the hypothalamus, enabling it to respond to our current blood chemistry as well as to incoming neural information about the body's state. The hypothalamus controls eating and other body maintenance functions

# Set-Point Theory

Manipulating the lateral and the ventromedial hypothalamus alters the body's "weight thermostat."

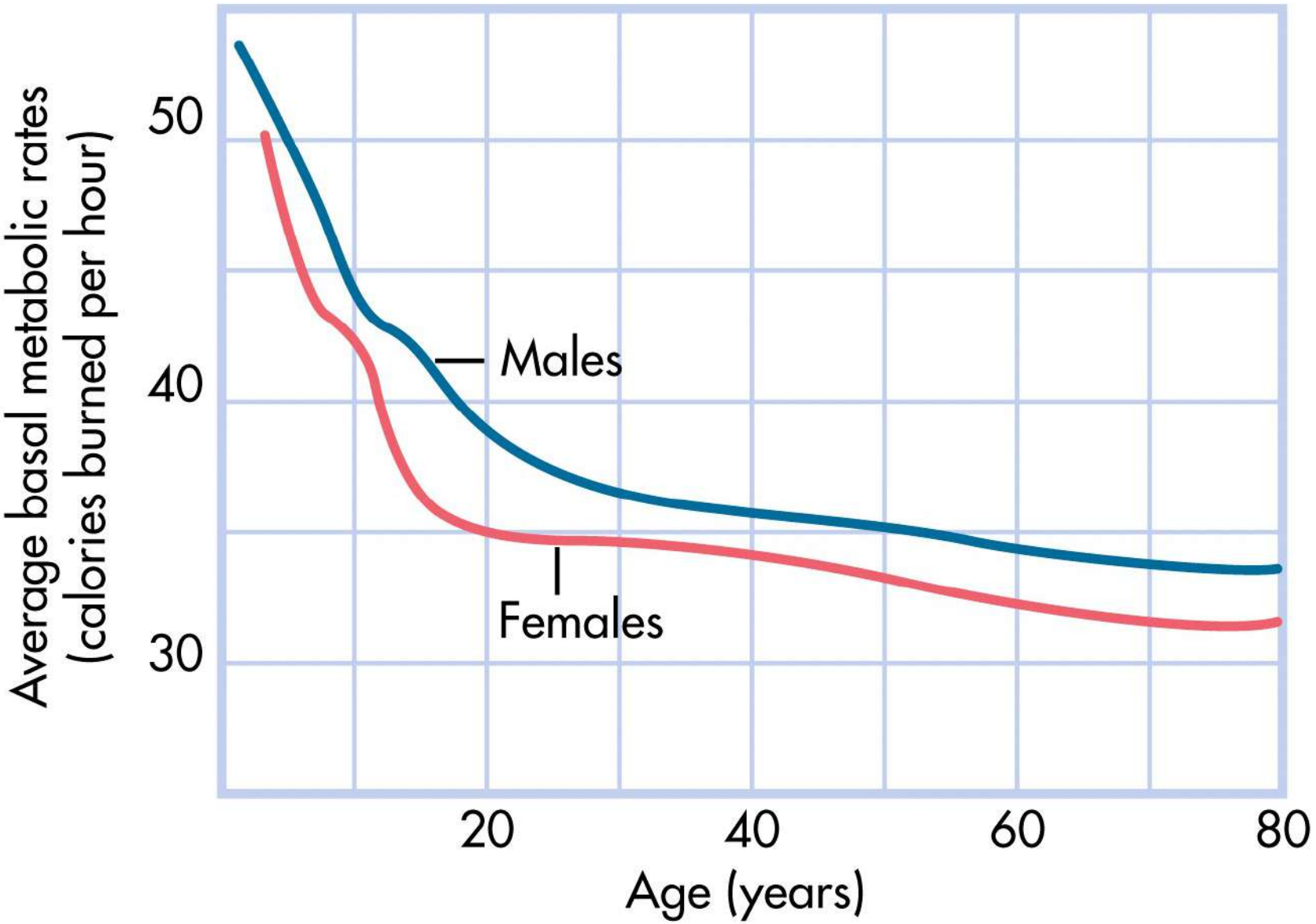
If weight is lost, food intake increases and energy expenditure decreases. If weight is gained, the opposite takes place.

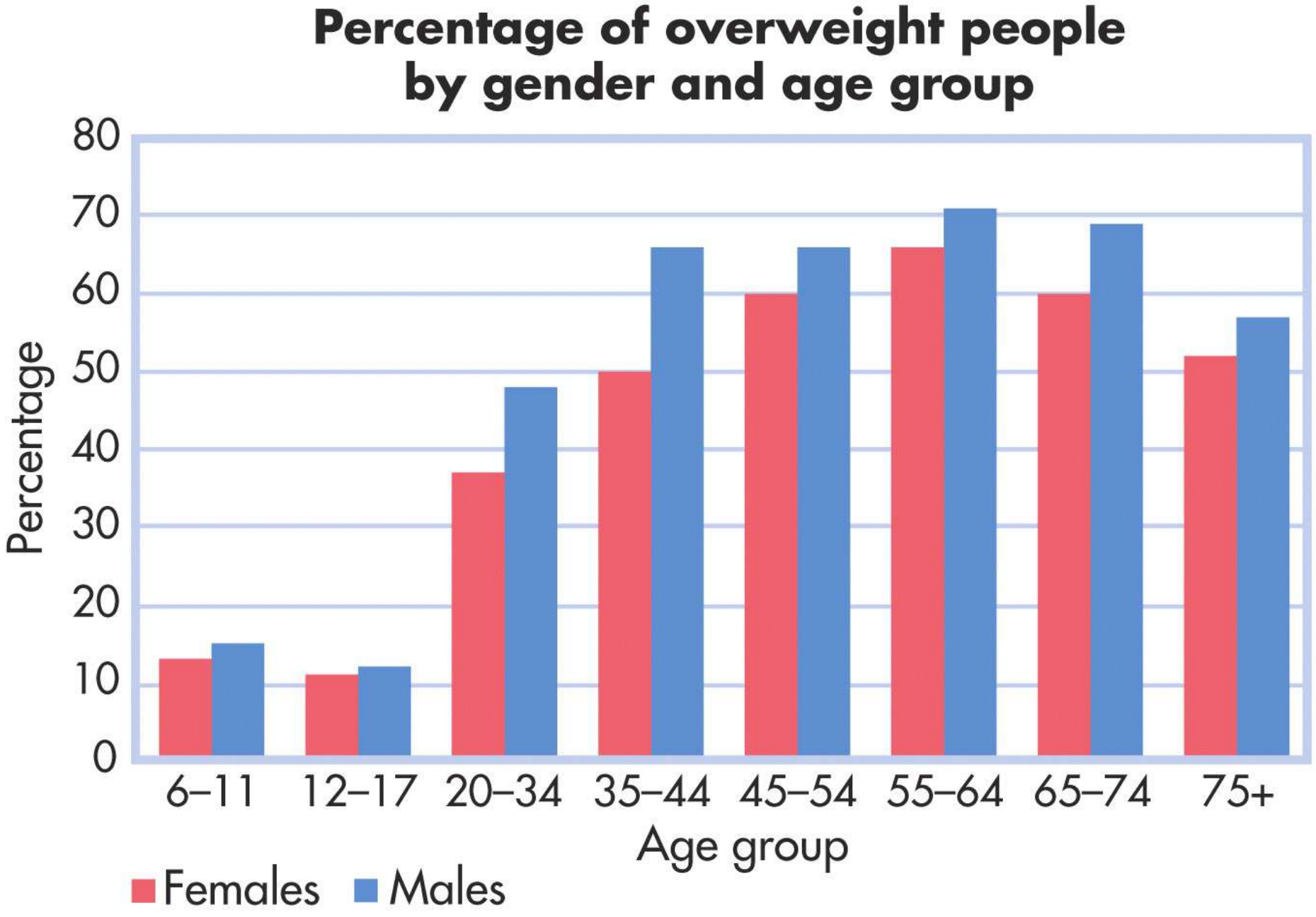
# Motivation-Hunger

- Set Point
  - the point at which an individual's "weight thermostat" is supposedly set
  - when the body falls below this weight, an increase in hunger and a lowered metabolic rate may act to restore the lost weight
- Basal Metabolic Rate
  - body's base rate of energy expenditure

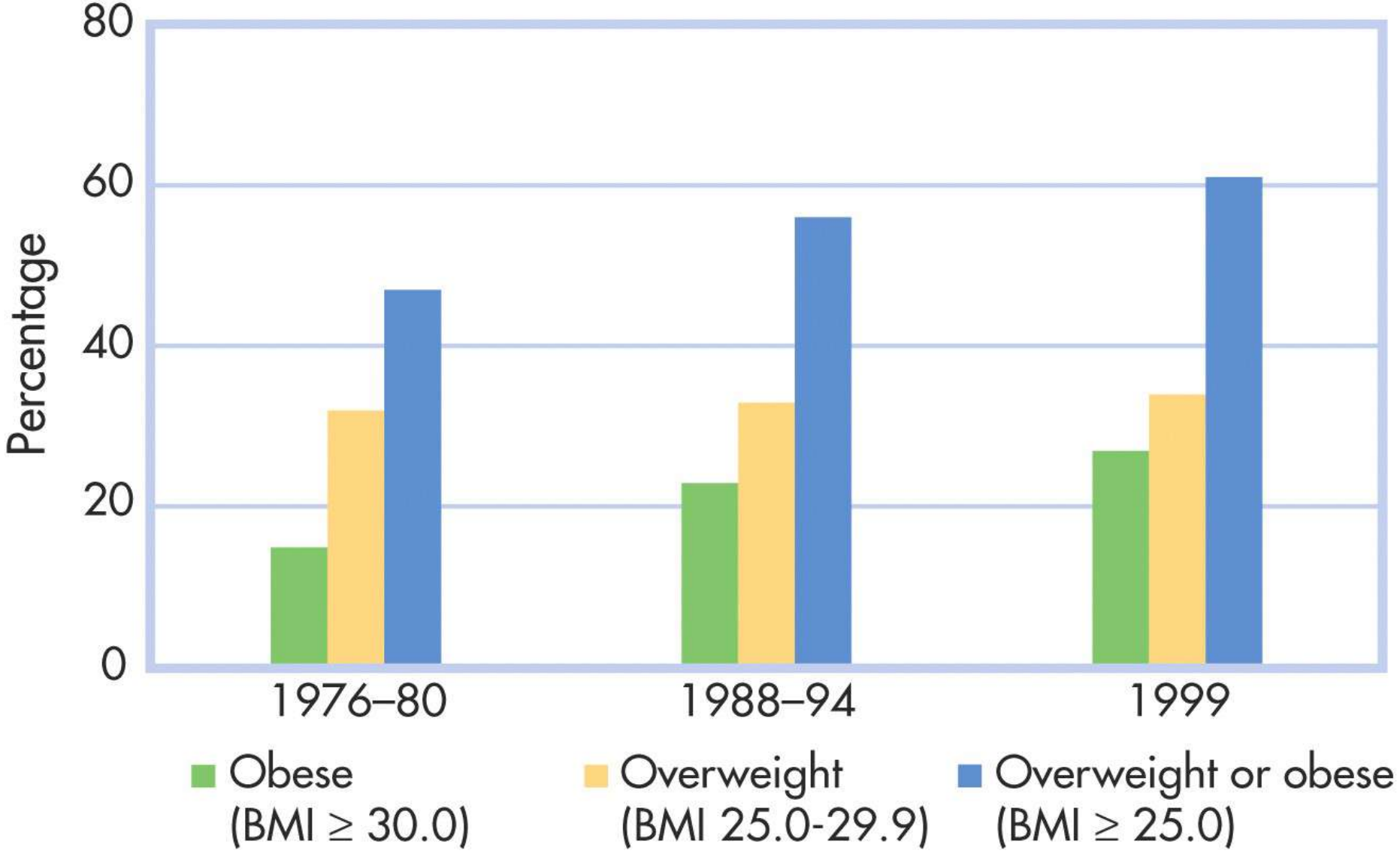
# Basal Metabolic Rate

- The rate at which the body uses energy for vital functions while at rest
- Factors that influence BMR
  - Age
  - Sex
  - Size
  - Genetics
  - Food intake


Average basal metabolic rates
(calories burned per hour)
50
40
30
Males
Females
20
40
60
80
Age (years)


Percentage of overweight people by gender and age group
Percentage
80
70
60
50
40
30
20
10
0
6–11
12–17
20–34
35–44
45–54
55–64
65–74
75+
Age group
Females
Males

# Prevalence of overweight and obesity among U.S. adults, age 20-74 years



The **body mass index**, or **BMI**, is one measure of weight status. The BMI provides a single numerical value that represents your height in relation to your weight. To determine your BMI, grab a calculator and follow these steps:

**Step 1.** Multiply your weight in pounds by 704.5 _____

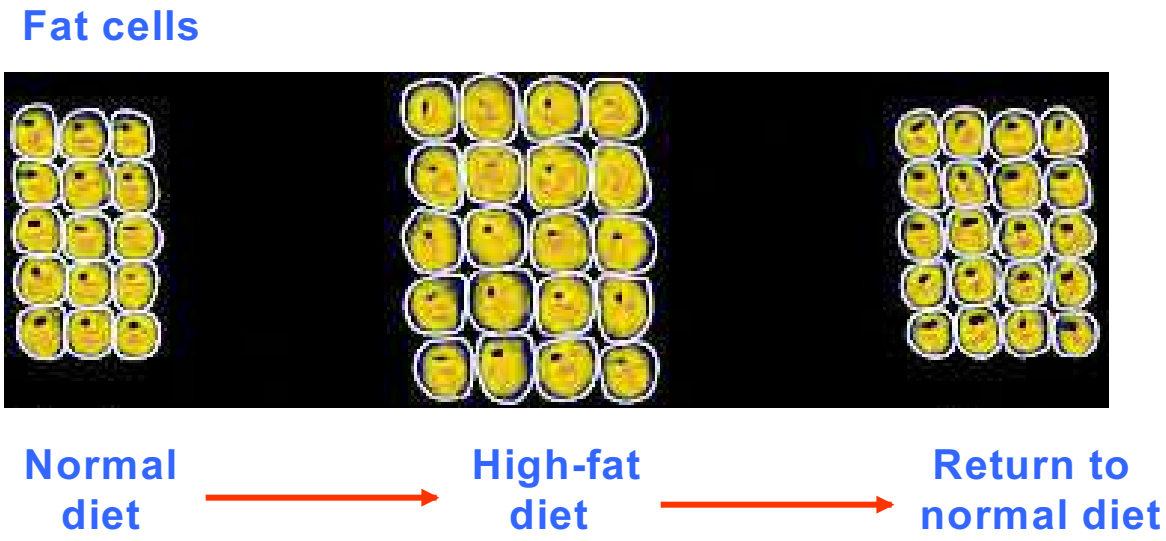
**Step 2.** Square your height in inches _____

**Step 3.** Divide step 1 by step 2 _____
This is your BMI.

| **If your BMI is:** | **You are:** |
|---|---|
| 18.4 or below | Underweight |
| 18.5 to 24.9 | Healthy weight |
| 25.0 to 29.9 | Overweight |
| 30.0 and above | Obese |

# Research on Weight Regulation and Dieting

- Fat cells are determined by genetics and food intake
- They increase with weight gain, but merely shrink with weight loss; may stimulate hunger
- Weight loss causes a decline in basal metabolism



# The Psychology of Hunger

Memory plays an important role in hunger. Due to difficulties with retention, amnesia patients eat frequently if given food

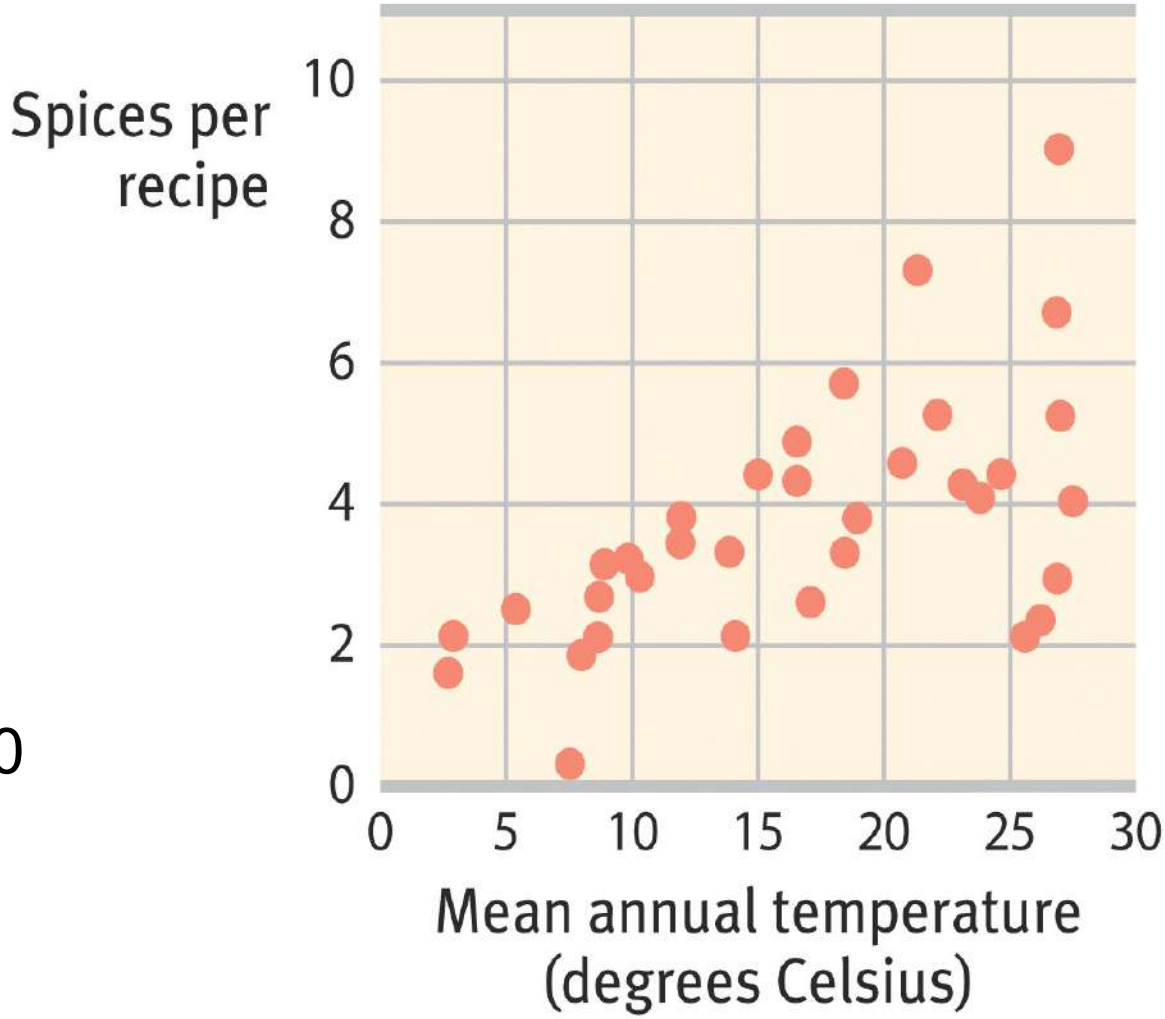
(Rozin et al., 1998).

# Taste Preference: Biology or Culture?

Body chemistry and environmental factors influence not only *when* we feel hunger but *what* we feel hungry for!

# Cultural Factors

Countries with hot climates, in which food historically spoiled more quickly, feature recipes with more bacteria-inhibiting spices India averages nearly 10 spices per meat recipe, Finland 2 spices.



# Effects of Culture and Habits on Body Weight

- Baseline body weight—cluster of genetic and environmental factors that cause a person's weight to settle within a given range
- Weight can be affected by factors like diet, exercise, and daily habits (e.g., stairs instead of elevator)

# Factors Contributing to Being Overweight

- Highly palatable food—we eat because it tastes so good
- Supersize It—food portions are larger than necessary for health
- Cafeteria Diet Effect—more food and more variety leads us to eat more
- Snacking—does not cause us to eat less at dinner
- BMR—changes through the lifespan
- Sedentary lifestyles

# Eating Disorders

Anorexia Nervosa: A condition in which a normal-weight person (usually an adolescent woman) continuously loses weight but still feels overweight.

# Eating Disorders: Anorexia Nervosa

An anorexic is defined as a person who has stopped eating and is at least 25% underweight. Anorexics have low self-esteem and a distorted body image. They see themselves as being overweight.

- Every system in the body can be damaged.
- As the body adjusts to extremely low food intake, it becomes unable to handle nourishment except in very, very small amounts.
- As with bulimia, most victims are female.

# Eating Disorders

Bulimia Nervosa: A disorder characterized by episodes of overeating, usually high-calorie foods, followed by vomiting, using laxatives, fasting, or excessive exercise.

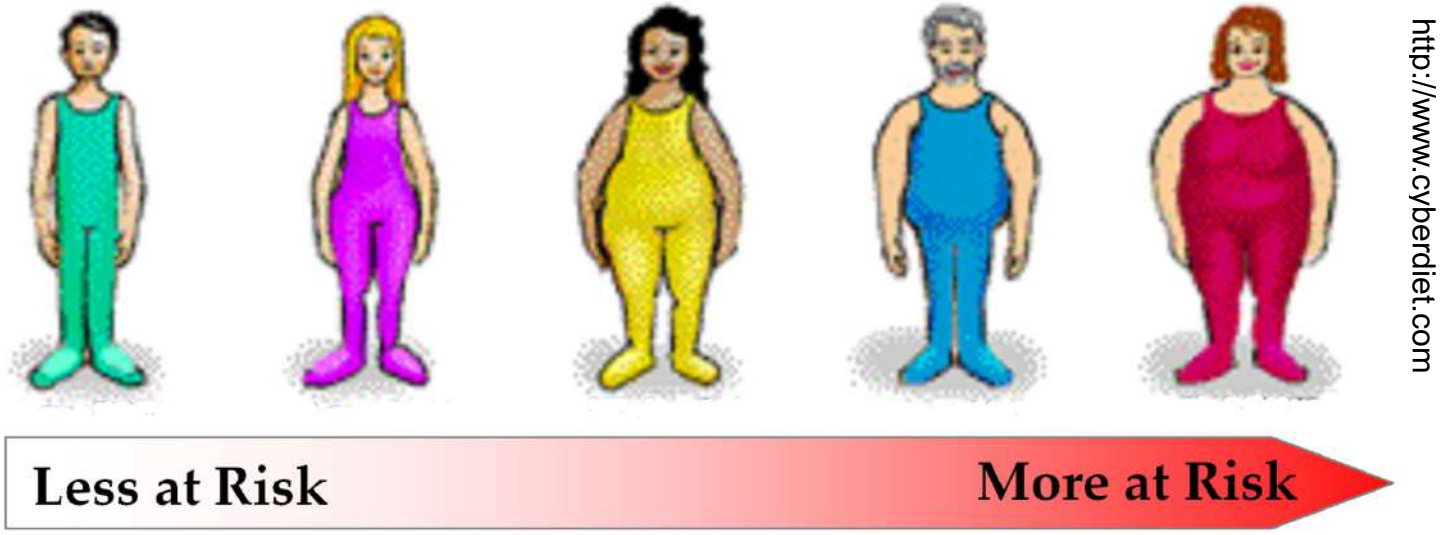
# Eating Disorders: Bulimia Nervosa

Bulimia is characterized by overeating (bingeing) and induced (forced) vomiting.

- 80-85% of bulimics are female
- Low self-esteem is a major factor
- Males lose weight for sport competition
- Causes irritation to the throat and mouth and future digestive problems

# Obesity

A disorder characterized by being excessively overweight. Obesity increases the risk for health issues like cardiovascular diseases, diabetes, hypertension, arthritis, and back problems.

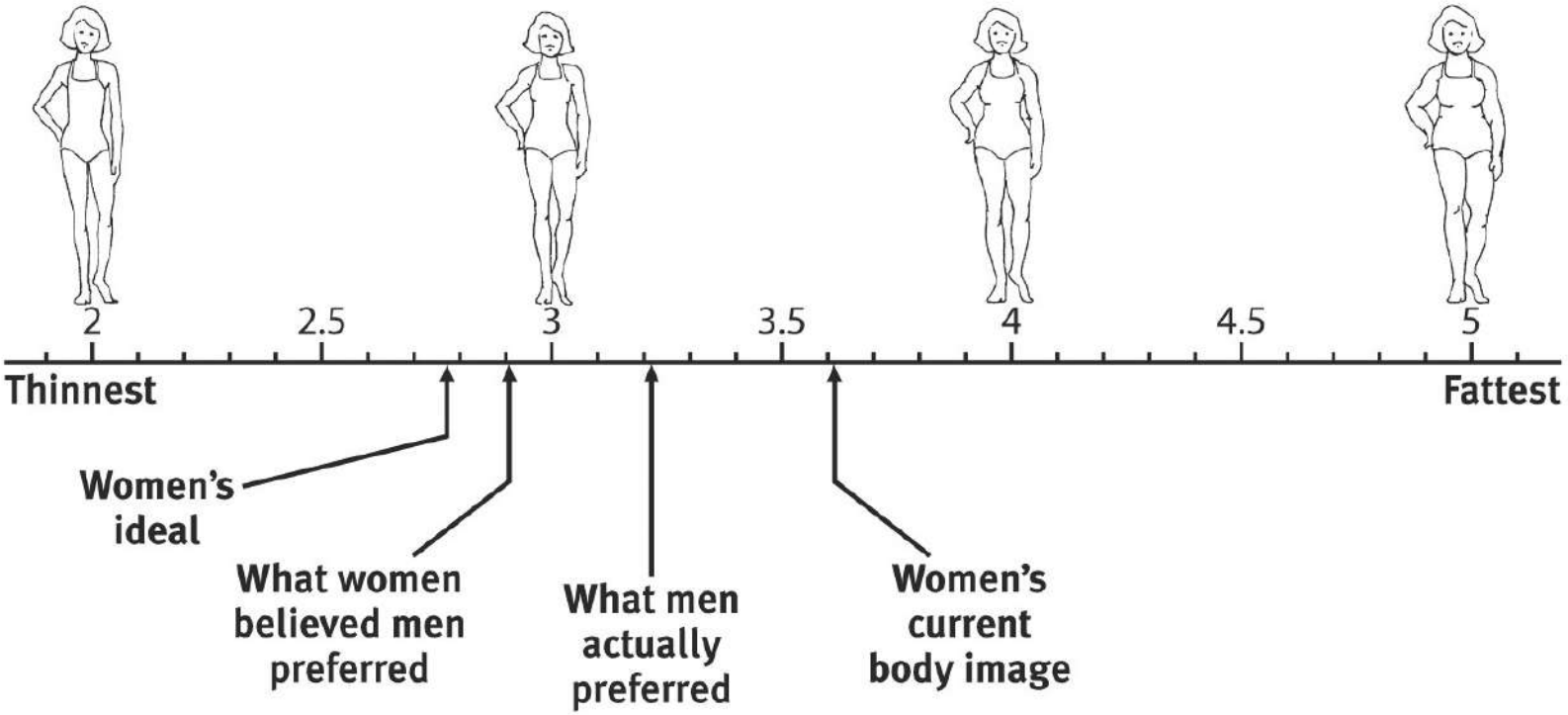


# Reasons for Eating Disorders

1. Sexual Abuse: Childhood sexual abuse does not cause eating disorders.
2. Family: Younger generations develop eating disorders when raised in families in which weight is an excessive concern.
3. Genetics: Twin studies show that eating disorders are more likely to occur in identical twins rather than fraternal twins.

# Body Image (Women)

Western culture tends to place more emphasis on a thin body image in comparison to other cultures.



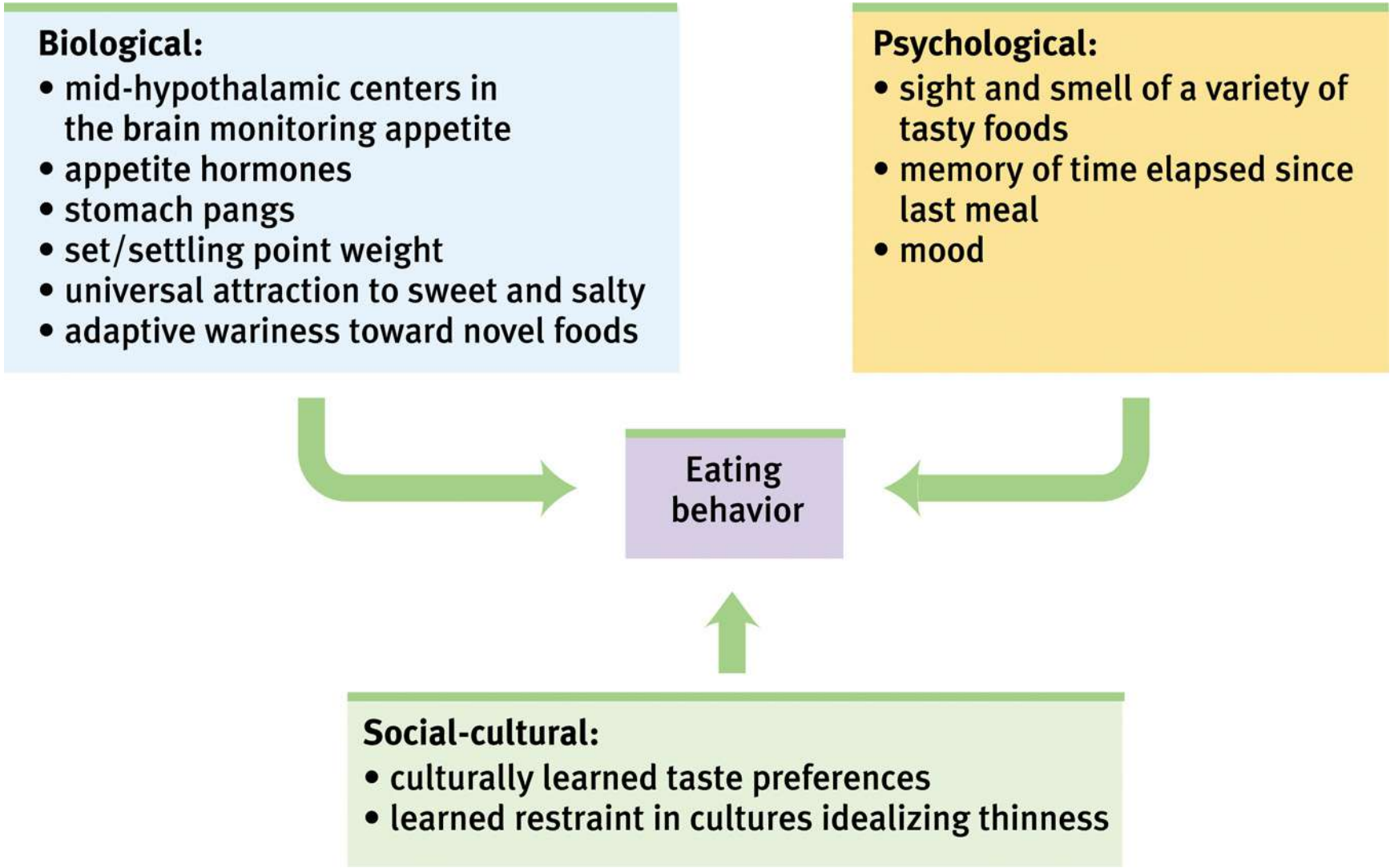



**Figure 12.7** Levels of analysis for our hunger motivation
Myers: Psychology, Eighth Edition

# Sexual Motivation

Sexual motivation is nature's clever way of making people procreate, enabling our species to survive.

- Sex
  - a physiologically based motive, like hunger, but it is more affected by learning and values

# What Motivates Sexual Behavior?

- Necessary for the survival of the species but not of the individual
- Lower animals motivated by hormonal changes in the female
- Higher species less influenced by hormones and more by learning and environmental influences

# Sexual Motivation

- Sexual Response Cycle
  - the four stages of sexual responding described by Masters and Johnson
    - excitement
    - plateau
    - orgasm
    - resolution

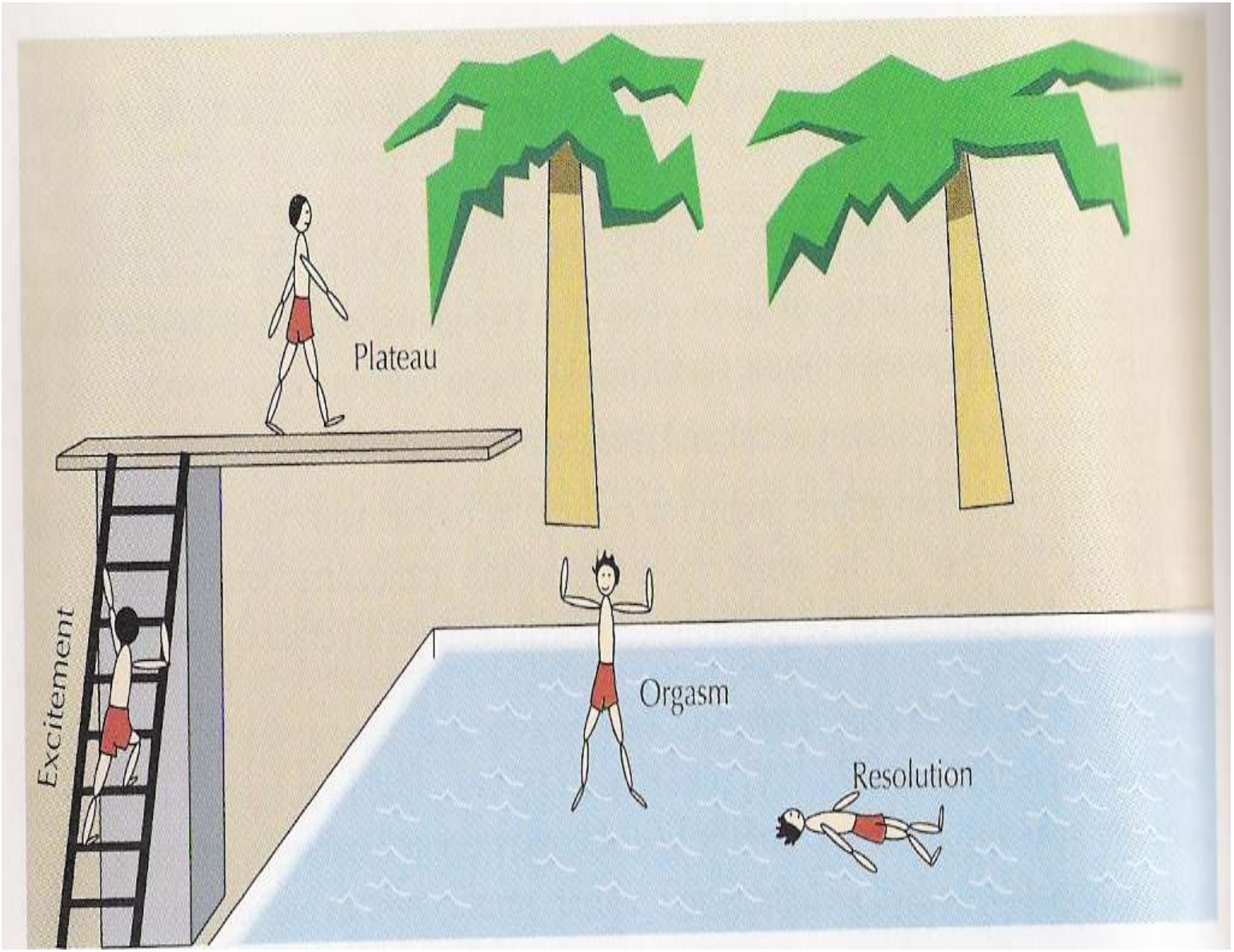
# The Physiology of Sex

Masters and Johnson (1966) describe the human sexual response to consist of four phases:

| Phase | Physiological Response |
|---|---|
| Excitement | Genitals become engorged with blood. Vagina expands secretes lubricant. Penis enlarges. |
| Plateau | Excitement peaks such as breathing, pulse and blood pressure. |
| Orgasm | Contractions all over the body. Increase in breathing, pulse & blood pressure. Sexual release. |
| Resolution | Engorged genital release blood. Male goes through refractory phase. Women resolve slower. |

# Sexual Motivation

- Refractory Period
  - resting period after orgasm, during which a man cannot achieve another orgasm


Plateau
Excitement
Orgasm
Resolution

# Sexual Motivation

**Sexual Disorders**

Sexual disorders are problems that consistently impair sexual functioning.

**Premature Ejaculation–** ejaculation before they or their partners wish.
3 in 10 men reported having this disorder.
Treatment: Squeeze Technique`

**Impotence–** the inability to have or maintain an erection.
**1 in 10 acknowledged having this disorder.**
Treatment: VIAGRA

**Orgasmic Disorder–** infrequently or never experiencing orgasm.
1 in 4 acknowledged having this disorder.
Treatment: Behavioral treatment that trains women to enjoy their bodies.

# Hormones and Sexual Behavior

Sex hormones effect the development of sexual characteristics and (especially in animals) activate sexual behavior.

| | | |
|---|---|---|
| Male | Testes | Testosterone<br>(Small amounts of estrogen) |
| Female | Ovaries<br>Adrenals | Estrogen<br>(Small amounts of testosterone) |

# Testosterone

Levels of testosterone remain constant in males, so it is difficult to manipulate and activate sexual behavior. Castration, which reduces testosterone levels, lowers sexual interest.

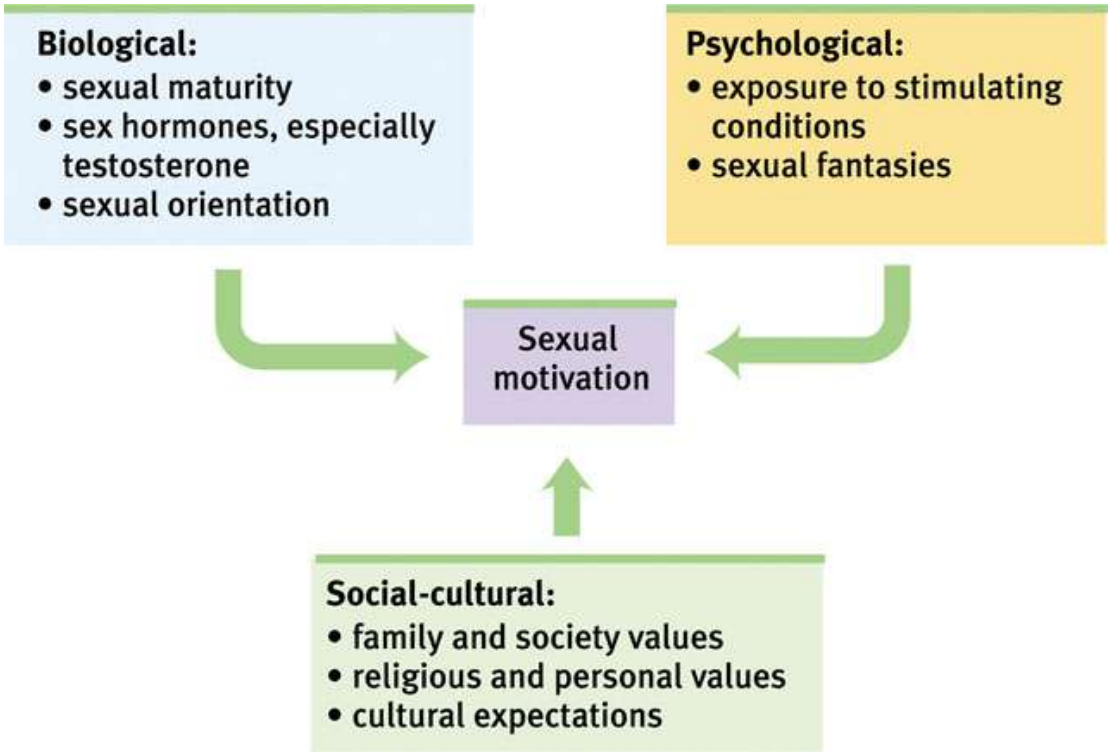
# Estrogen

Female animals “in heat” express peak levels of estrogen. Female receptivity may be heightened with estrogen injections.

Sex hormones may have milder affects on humans than on animals. Women are more likely to have sex when close to ovulation (increased testosterone), and men show increased testosterone levels when socializing with women.

# The Psychology of Sex

Hunger responds to a need. If we do not eat, we die. In that sense, sex is not a need because if we do not have sex, we do not die.



# External Stimuli

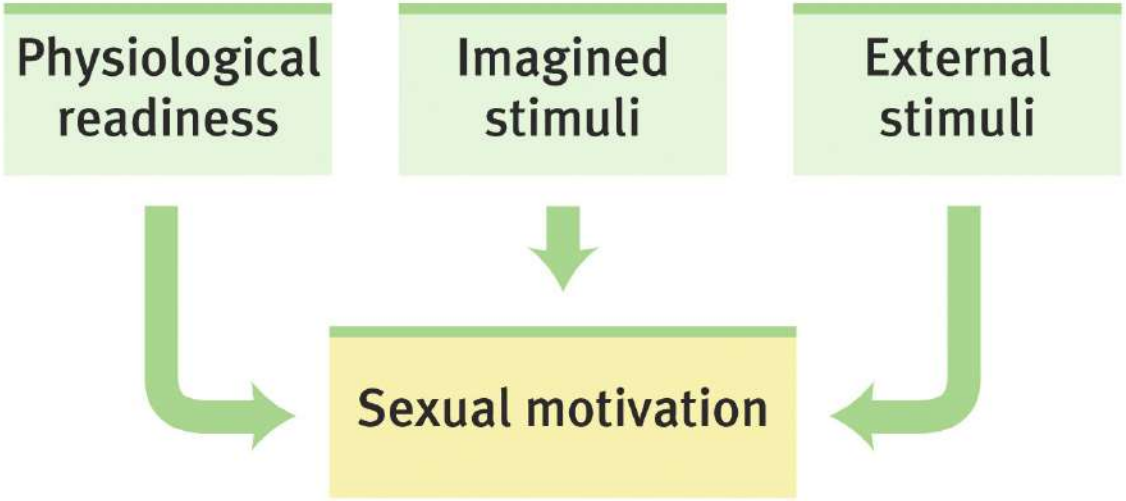
It is common knowledge that men become sexually aroused when browsing through erotic material.

However, women experience similar heightened arousal under controlled conditions.

# Imagined Stimuli

Our imagination in our brain can influence sexual arousal and desire. People with spinal cord injuries and no genital sensation can still feel sexual desire.

Sotographs/The Gamma-Liaison Network/ Getty Images



# Dreams

Dreams, another form of imagination, are also associated with sexual arousal. Genital arousal is associated with all kinds of dreams. Nearly all men and 40% of women who dream of sexual imagery end up with an orgasm (Wells, 1986).

# Adolescent Sexuality

When individuals reach adolescence, their sexual behavior develops. However, there are cultural differences.

Sexual promiscuity in modern Western culture is much greater than in Arab countries and other Asian countries.

# Contraception

1. Ignorance: Canadian teen girls do not have the right ideas about birth control methods.
2. Guilt Related to Sexual Activity: Guilt reduces sexual activity, but it also reduces the use of contraceptives.
3. Minimal Communication: Many teenagers feel uncomfortable about discussing contraceptives.
4. Alcohol Use: Those who use alcohol prior to sex are less likely to use contraceptives.
5. Mass Media: The media's portrayal of unsafe extramarital sex decreases the use of contraceptives.

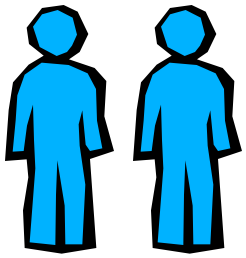
# Sexually Transmitted Infections

Factors that reduce sexual activity in teens.

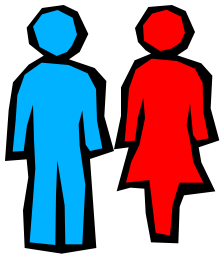
1. High Intelligence: Teens with higher intelligence are likely to delay sex.
2. Religiosity: Religious teens and adults often reserve sex for a marital commitment.
3. Father Presence: A father's absence from home can contribute to higher teen sexual activity.
4. Learning Programs: Teens who volunteer and tutor in programs dedicated to reducing teen pregnancy are less likely to engage in unsafe sex.

# Sexual Orientation

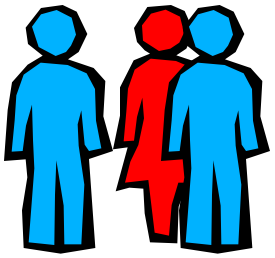
Sexual orientation refers to a person's preference for emotional and sexual relationships with individuals of the same sex, the other sex, and/or either sex.



Homosexual



Heterosexual



Bisexual

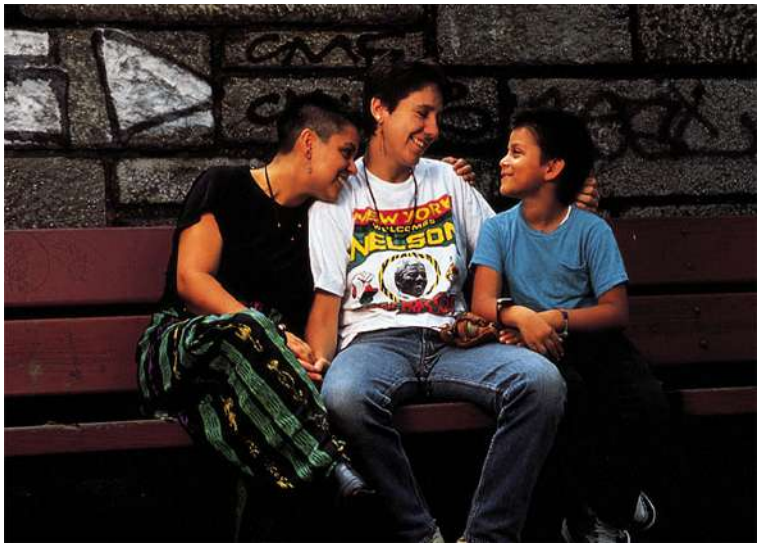
# Sexual Orientation Statistics

In Europe and America, based on many national surveys, homosexuality in men is 3-4% and in women is 1-2%.

As members of a minority, homosexuals often struggle with their sexual orientation.

# Origins of Sexual Orientation

Homosexuality is more likely based on biological factors like differing brain centers, genetics, and parental hormone exposure rather than environmental factors.



Homosexual parents


I went to my HMO doctor today.
I think our doctor is an HMO, but Frank thinks he's straight.

# Animal Homosexuality

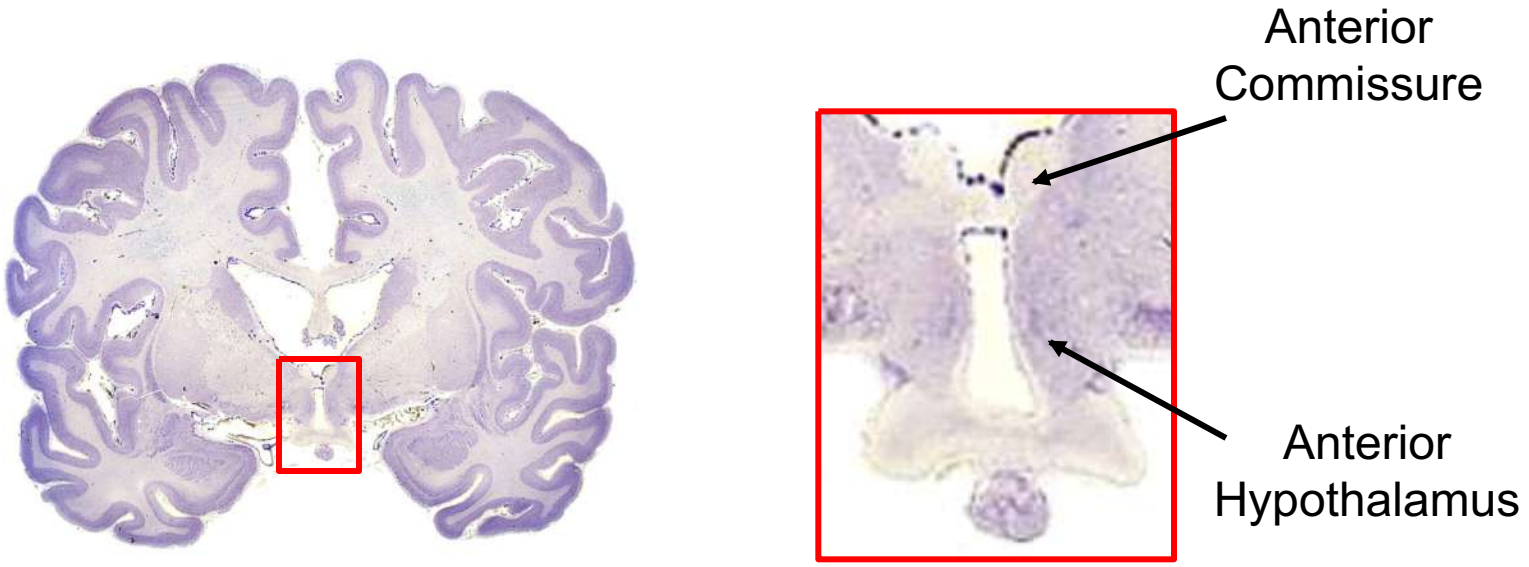
A number of animal species are devoted to same-sex partners, suggesting that homosexuality exists in the animal world.

David Hecker/ AFP/ Getty Images

Wendell and Cass

# The Brain

In homosexual men, the size of the anterior hypothalamus is *smaller* (LeVay, 1991) and the anterior commissure is *larger* (Allen & Gorski, 1992).



# Genes & Sexual Orientation

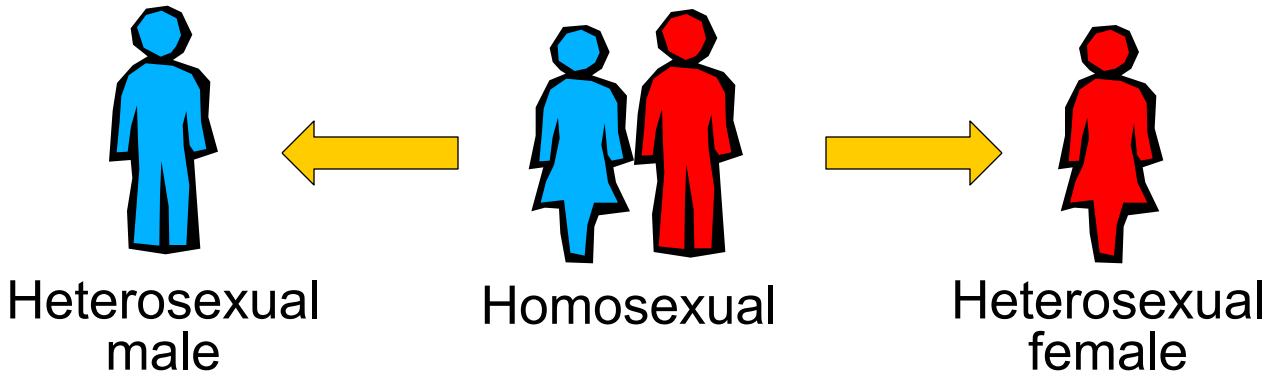
A number of reasons suggest that homosexuality may be due to genetic factors.

1. Family: Homosexuality seems to run in families.
2. Twin studies: Homosexuality is more common in identical twins than fraternal twins. However, there are mixed results.
3. Fruit flies: Genetic engineers can genetically manipulate females to act like males during courtship and males to act like females.

# Hormones & Sexual Orientation

Prenatal hormones affect sexual orientation during critical periods of fetal development.

1. Animals: Exposure of a fetus to testosterone results in females (sheep) exhibiting homosexual behavior.
2. Humans: Exposure of a male or female fetus to female hormones results in an attraction to males.



# Sexual Orientation: Biology

## BIOLOGICAL CORRELATES OF SEXUAL ORIENTATION

On average (the evidence is strongest for males), various biological and behavioral traits of gays and lesbians fall between those of straight men and straight women. Tentative findings—some in need of replication—include these:

### *Brain differences*

- One hypothalamic cell cluster is larger in straight men than in women and gay men; same difference is found in male sheep displaying other-sex versus same-sex attraction.
- Anterior commissure is larger in gay men than in women or straight men.
- Gay men's hypothalamus reacts as does a woman's to the smell of sex-related hormones.

### *Genetic influences*

- Shared sexual orientation is higher among identical twins than among fraternal twins.
- Sexual attraction in fruit flies can be genetically manipulated.

### *Prenatal hormonal influences*

- Altered prenatal hormone exposure may lead to homosexuality in humans and other animals.
- Men with several older brothers are more likely to be gay.

### *These brain differences and genetic and prenatal influences may contribute to observed gay-straight differences in*

- spatial abilities.
- fingerprint ridge counts.
- auditory system development.
- handedness.
- occupational preferences.
- relative finger lengths.
- gender nonconformity.
- age of onset of puberty in males.
- male body size.
- sleep length.
- hearing system.

# Changing Attitudes

Entering collegians agreeing that "it is important to have laws prohibiting homosexual relationships."

# Sex and Human Values

“Promiscuous recreational sex poses certain psychological, social, health, and moral problems that must be faced realistically” (Baumrind, 1982).

# The Need to Belong

"[Man] is a social animal," (Aristotle).
Separation from others increases our need to belong.

"Cast Away," Tom Hanks, suffers from social starvation.







# THE NEED TO BELONG

- A motivation to form and maintain enduring, close personal relationships.



















# Belongingness

1. Wanting to Belong: The need to belong colors our thinking and emotions.
2. Social Acceptance: A sense of belonging with others increases our self-esteem. Social segregation decreases it.
3. Maintaining Relationships: We resist breaking social bonds, even bad ones.
4. Ostracism: Social exclusion leads to demoralization, depression, and at times nasty behavior.
5. Fortifying Health: People who tend to have close friends are happier and healthier.

# WANTING TO BELONG

- What makes life meaningful?

-- satisfying close relationships

# Aiding Survival

Social bonds boosted our ancestors' survival rates. These bonds led to the following:

1. Protecting against predators, especially for the young.
2. Procuring food.
3. Reproducing the next offspring.







# AIDING SURVIVAL

- Social bonds--children staying close to their caregivers serve as a powerful survival impulse.

- Cooperation in groups also enhance survival









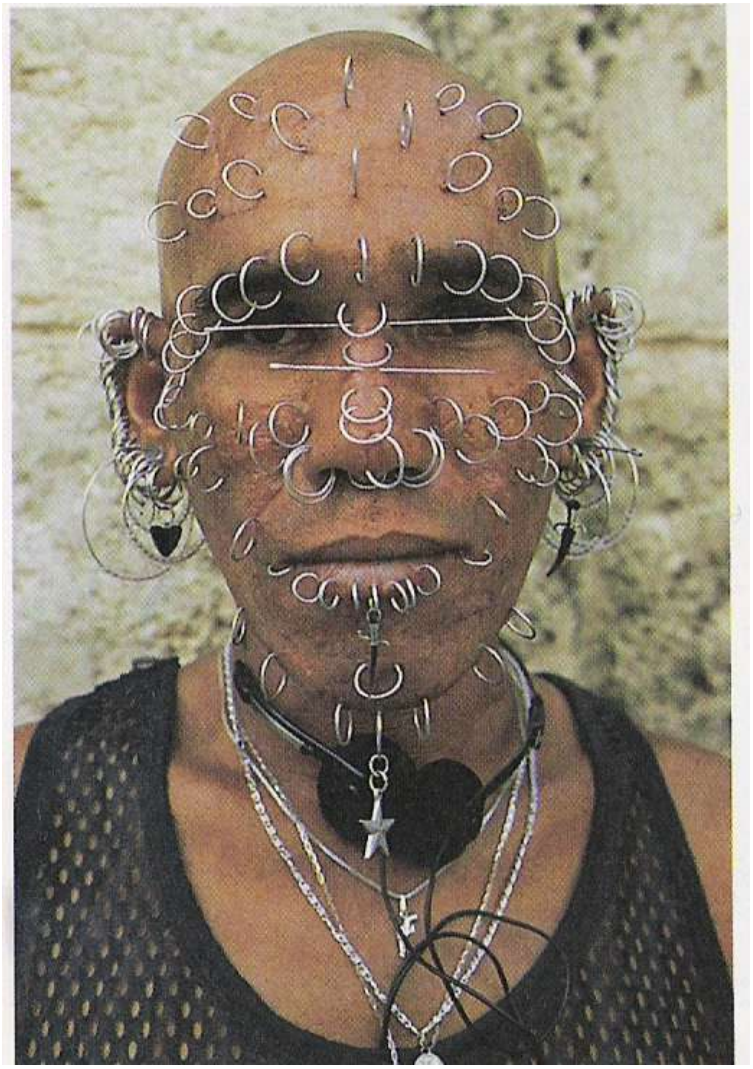





## ACTING TO INCREASE SOCIAL ACCEPTANCE

- To avoid rejection, we generally conform to group standards and seek to make favorable impressions. To win friendship and esteem, we monitor our behavior, hoping to create the right impressions. Seeking love and belonging, we spend billions on clothes, cosmetics, and diet and fitness aids— all motivated by our quest for acceptance.

# ACTING TO INCREASE SOCIAL ACCEPTANCE



# MAINTAINING RELATIONSHIPS

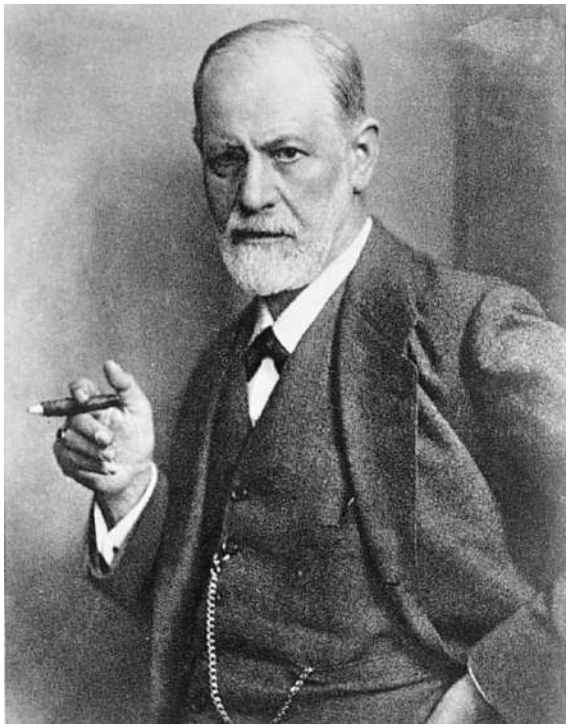
- People resist breaking social bonds
- Familiarity breeds liking, not contempt

# FORTIFYING HEALTH

- People who feel supported by close relationships live with better health and at lower risk for psychological disorder and premature death than do those who lack social support.
- Married people are less at risk for depression, suicide, and early death than are unattached people.

# Motivation at Work

The healthy life, said Sigmund Freud,
is filled by love and work.



Culver Pictures

# Attitudes Towards Work

People have different attitudes toward work.

Some take it as a:

1. Job: Necessary way to make money.
2. Career: Opportunity to advance from one position to another.
3. Calling: Fulfilling a socially useful activity.

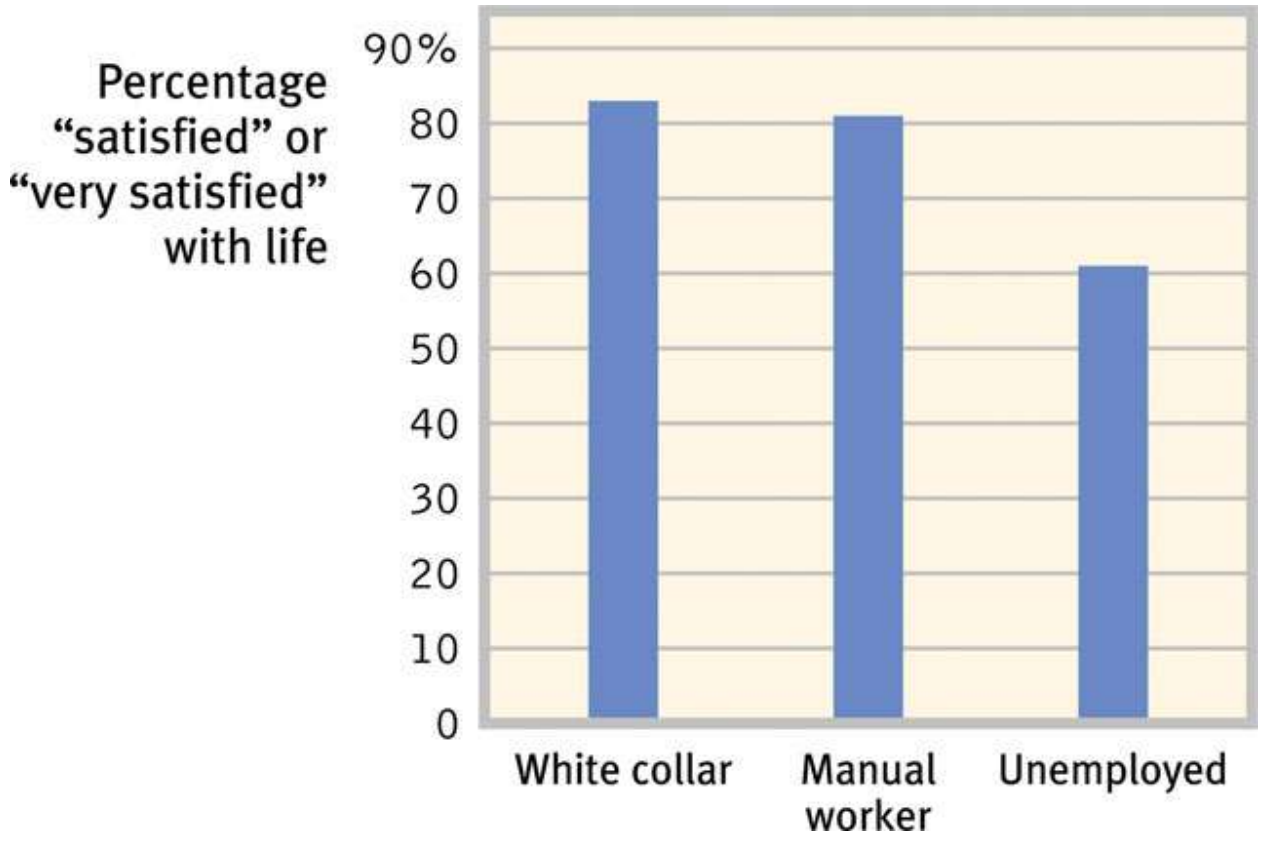
# Flow & Rewards

Flow is the experience between no work and a lot of work. Flow marks immersion into one's work.


People who "flow" in their work (artists, dancers, composers etc.) are driven less by extrinsic rewards (money, praise, promotion) and more by intrinsic rewards.

# Work and Satisfaction

In industrialized countries work and satisfaction go hand-in-hand.



# Industrial-Organizational (I/O) Psychology

Applies psychological principles to the workplace.

1. Personnel Psychology: Studies the principles of selecting and evaluating workers.

2. Organizational Psychology: Studies how work environments and management styles influence worker motivation, satisfaction, and productivity.

# Personnel Psychology

Personnel psychologists assist organizations at various stages of selecting and assessing employees.

Henri Matisse

# Harnessing Strengths

Identifying people's strengths (analytical, disciplined, eager to learn etc.) and matching them to a particular area of work is the first step toward workplace effectiveness.

# Interviews & Performance

Interviewers are confident in their ability to predict long-term job performance. However, informal interviews are less informative than standardized tests.

# The Interviewer Illusion

Interviewers often overrate their discernment.

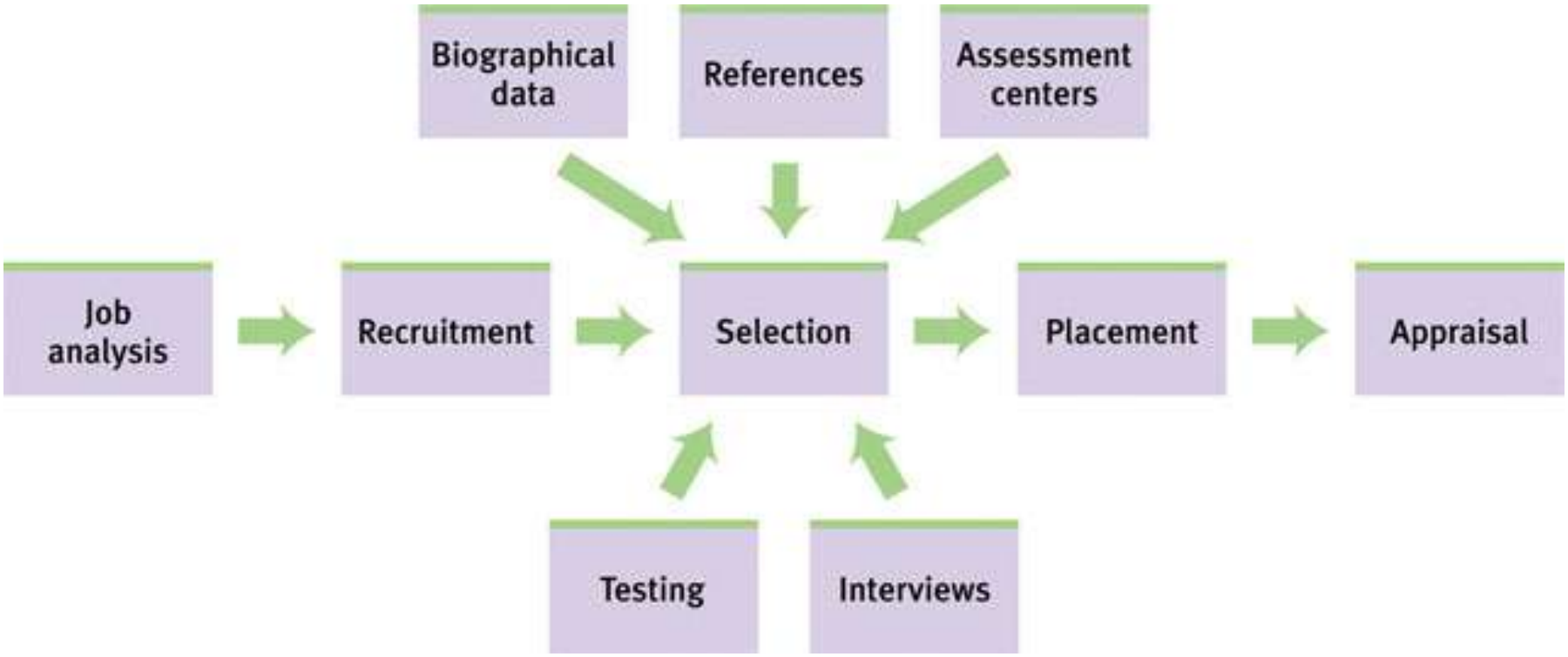
1. Intention vs. Habits: Intensions matter, but long- lasting habits matter even more.
2. Successful Employees: Interviewers are more likely to talk about those employees that turned out successful.
3. Presumptions about Candidates: Interviewers presume (wrongly) that what we see (candidate) is what we get.
4. Preconceptions: An interviewer's prior knowledge about the candidate may affect her judgment.

# Structured Interview

A formal and disciplined way of gathering information from the interviewee. Structured interviews pinpoint strengths (attitudes, behaviors, knowledge, and skills). The personnel psychologist may do the following:

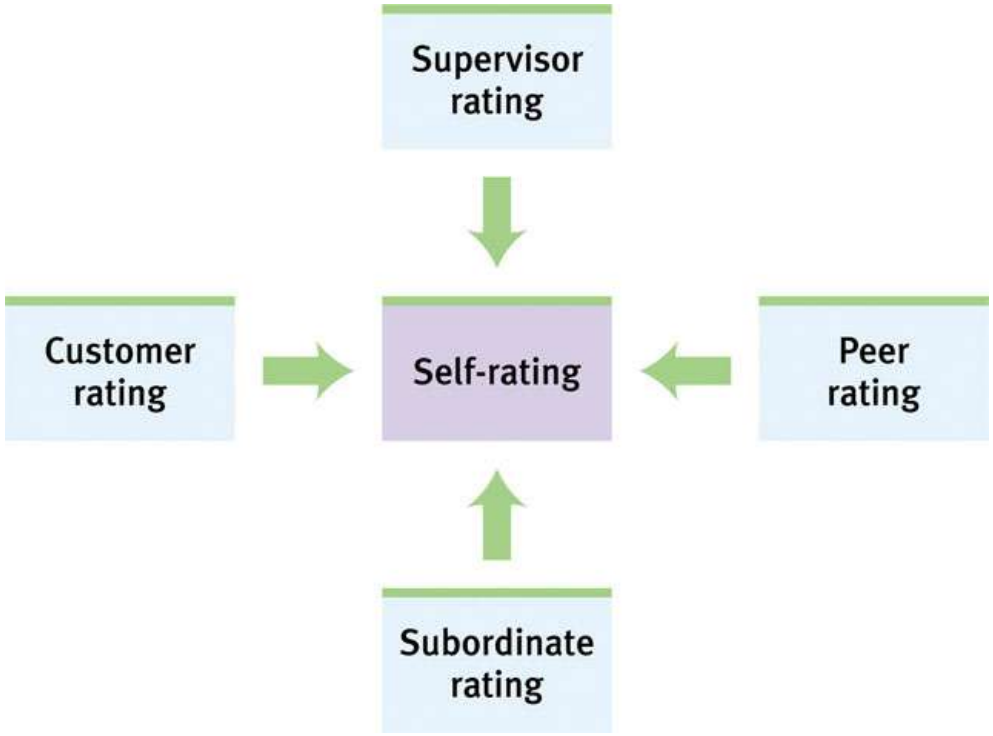
1. Analyze the job.
2. Script questions.
3. Train the interviewer.

# Personnel Psychologist's Tasks



# Appraising Performance

Appraising performance results in two things: 1) employee retention, and 2) the encouragement of better performance.



# Organizational Psychology: Motivating Achievement

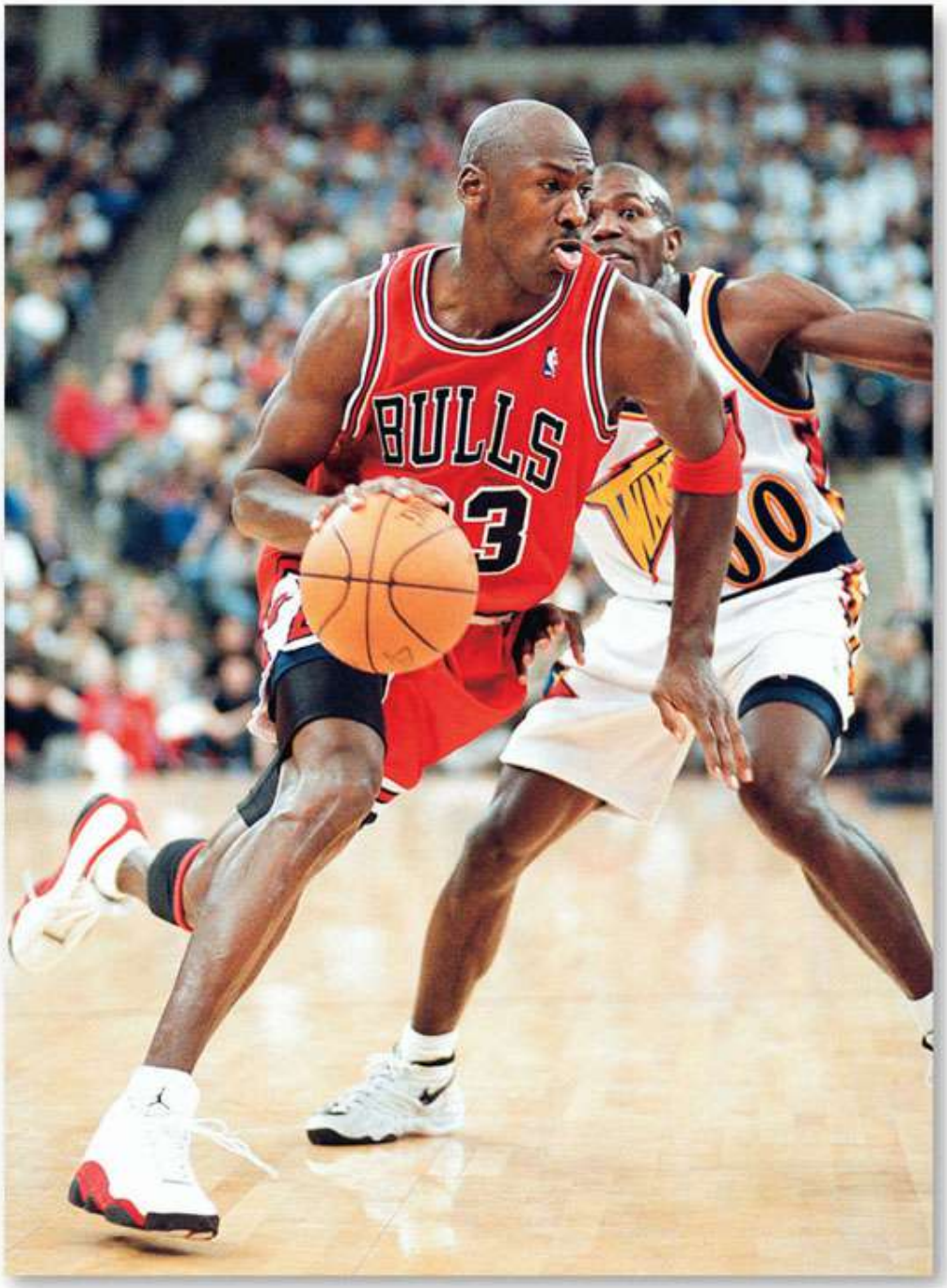
Achievement motivation is defined as a desire for significant accomplishment.

Skinner devised a daily discipline schedule that led him to become the 20th century's most influential psychologist.

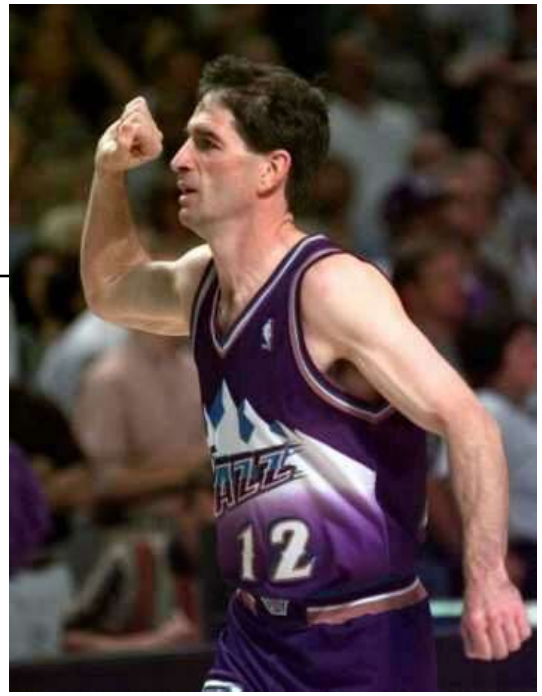
# Achievement Motivation

- Achievement Motivation
  - a desire for significant accomplishment
    - for mastery of things, people, or ideas
    - for attaining a high standard

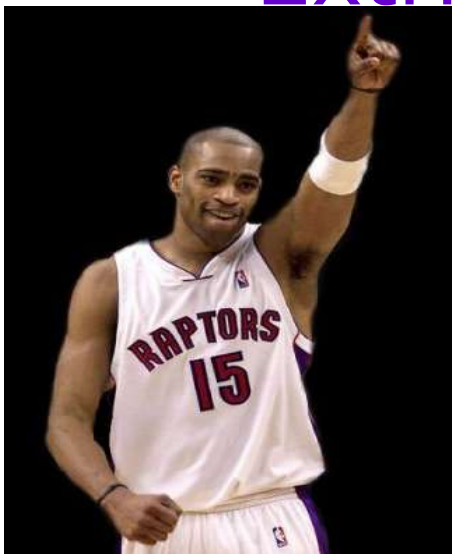
Most people attribute Michael Jordan's success in basketball to his remarkable ability, which was undeniably important. But the contribution of his extremely high need for achievement should not be underestimated. Jordan's competitive zeal was legendary, and he was widely regarded as one of the hardest working athletes in professional sports.



# Motivation




- Intrinsic Motivation
  - Desire to perform a behavior for its own sake
- Extrinsic Motivation
  - Desire to perform a behavior due to promised rewards or threats of punishments



# Satisfaction & Engagement

Harter et al., (2002) observed that employee engagement means that the worker:

1. Knows what is expected of him.
2. Feels the need to work.
3. Feels fulfilled at work.
4. Has opportunities to do his best.
5. Thinks himself to be a part of something significant.
6. Has opportunities to learn and develop.


Engaged workers are more productive than non-engaged workers at different storesof the same chain.

# Managing Well

Every leader dreams of managing in ways that enhance people's satisfaction, engagement, and productivity in his or her organization.


Larry Brown offers 4-5 positive comments for every negative comment.

# Motivation

Different organizational demands need different kinds of leaders. Leadership varies from a boss-focused style to a democratic style.

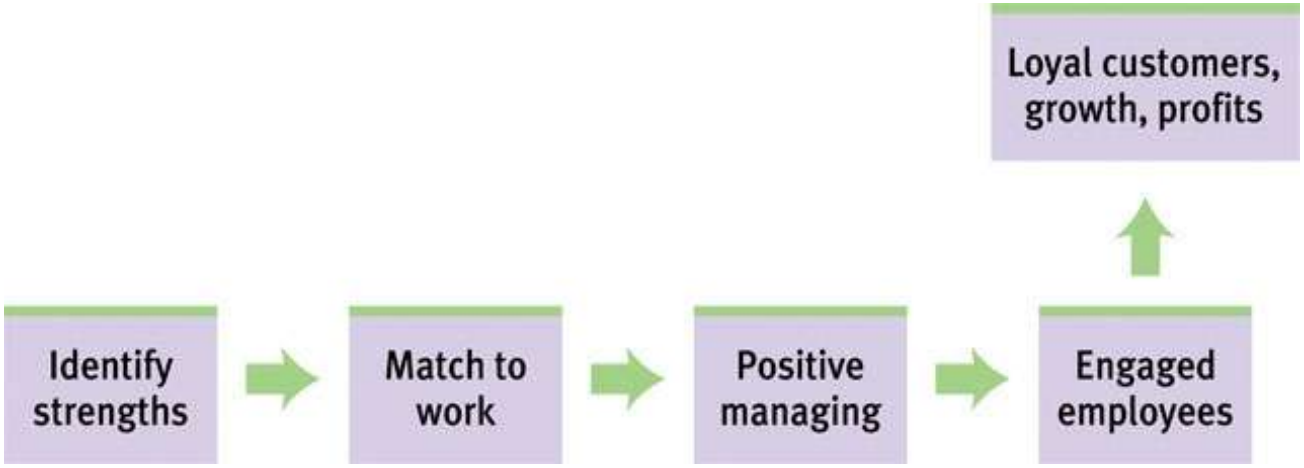
- Task Leadership
  - goal-oriented leadership that sets standards, organizes work, and focuses attention on goals
- Social Leadership
  - group-oriented leadership that builds teamwork, mediates conflict, and offers support

# Motivation

- Theory X
  - assumes that workers are basically lazy, error-prone, and extrinsically motivated by money
  - workers should be directed from above
- Theory Y
  - assumes that, given challenge and freedom, workers are motivated to achieve self-esteem and to demonstrate their competence and creativity

# Job-Relevant Strengths

Effective leaders need to select the right people, determine their employees' talents, adjust their work roles to their talents, and develop their talents and strengths.



# Challenging Goals

Specific challenging goals motivate people to reach higher achievement levels, especially if there is feedback such as progress reports.

# If Women Controlled the World

# If Women Controlled the World

# If Women Controlled the World

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# If Women Controlled the World

# If Women Controlled the World

# Worker dead at desk for five days

*From the New York Times:* Bosses of a publishing firm are trying to work out why no one noticed that one of their employees had been sitting dead at his desk for five days before anyone asked if he was feeling okay. George Turklebaum, 51, who had been employed as a proof-reader at a New York firm for 30 years, had a heart attack in the open-plan office he shared with 23 other workers.

He quietly passed away on Monday, but nobody noticed until Saturday morning when an office cleaner asked why he was working during the weekend.

His boss, Elliot Wachiaski, said: "George was always the first guy in each morning and the last to leave at night, so no one found it unusual that he was in the same position all that time and didn't say anything. He was always absorbed in his work and kept much to himself."

A post mortem examination revealed that he had been dead for five days after suffering a coronary. George was proofreading manuscripts of medical textbooks when he died.

You may want to give your co-workers a nudge occasionally. The moral of the story: Don't work too hard. Nobody notices anyway.

# Airplane

# Coworkers

# Cubism