

Compact Tailored Knowledge for the Construction Sector  
SURECON – Sustainable Renovation and Construction

Qualification as a SURECON Adviser

Curriculum Strand: Communication

Motivation – An Introduction

In the framework of “NaSaBau”-project co-financed by the European Union:



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Transfer of Innovation  
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## Qualification as a SURECON Adviser

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Motivation – An Introduction

## Overview:

- Motivation as a “misleading construct”
- The three characteristics of motivation
  - ❖ collective
  - ❖ a-personal
  - ❖ dramatic
- The forces at work in motivation

## Motivation as a „misleading construct “ (KELLY)

The basic assumption of all motivational theories:

In reality human beings are static.  
They will only do something  
if need forces them or  
if there is the prospect of a reward.

Thus human beings must be

- instructed
- monitored
- sanctioned

(...otherwise they will, for example, not make the right decisions)

## Motivation as a „misleading construct“ (KELLY)

To put it plainly, this basic assumption is incorrect:

- By their nature human beings are always mentally in motion and for this reason they never need to be motivated.
- In actual fact, when speaking of motivation, it is and always has been a matter not of motion but of control, that is: of motion in the right direction.

This makes a lot of things easier, but there is still a downside:

- When dealing with what is referred to as motivation, one can only work with what is already there (motive). One cannot fundamentally create something new (generate needs).

## The three characteristics of motivation;

- Motivation is collective.
- Motivation is a-personal.
- Motivation is dramatic.

## To put it another way:

The engine of human behaviour is made up of supra-individual effect structures which are to be understood in a holistic context.

## Characteristic I: Motivation is collective

- In the case of a human being the motivational effect is in each instance dependent on his cultural, historic and current contexts, each of which has an influence on the other.
- Human beings share these motivations with other human beings, and this plays a major role in the the basic determinant of humans as social beings.

### With regard to consulting building owners:

- The success of the advisory role has as its basis what Freud referred to as „Transference“. And transference could not take place, if two opposing motivational monads were at work in the course of the bipersonal consulting event.

## Characteristic II: Motivation is a-personal

- In each instance, the real motivation in the case of human beings unfolds within the framework of the psychological structure of the immediate subject matter.
- It is the „soul“ of the subject matter and not the personality of the individual which determines the leeway for experience and behaviour.

### With regard to consulting building owners:

- The consulting process is centered around fundamental psychological structures such as for example „Dwelling“. The advisors must be fully qualified in relation to all the functions associated with „Dwelling“ and be able to provide the lead during the consulting conversation. Every form of „individuality“ is an expression of this structure by which, at the same time, it is momentarily determined.

## Characteristic III: Motivation is dramatic

- Motivation is multi-dimensional: there is always a number of motives at work at any one time. Motives may be complementary to each other or contradictory to each other.
- To a large extent motives are unconscious. This explains why human beings do not experience the contradictory nature of their motives as being contradictory.
- One and the same person can when dealing with one and the same topic within the context of one and the same conversation, adopt differing positions – stage a drama – and still „be right“ within the context of his motivation.

### With regard to consulting building owners:

- Consultants should expect such dramas and guide them, together with the house owners, towards a sustainable solution.

## Motivation in SURECON consulting to building owners:

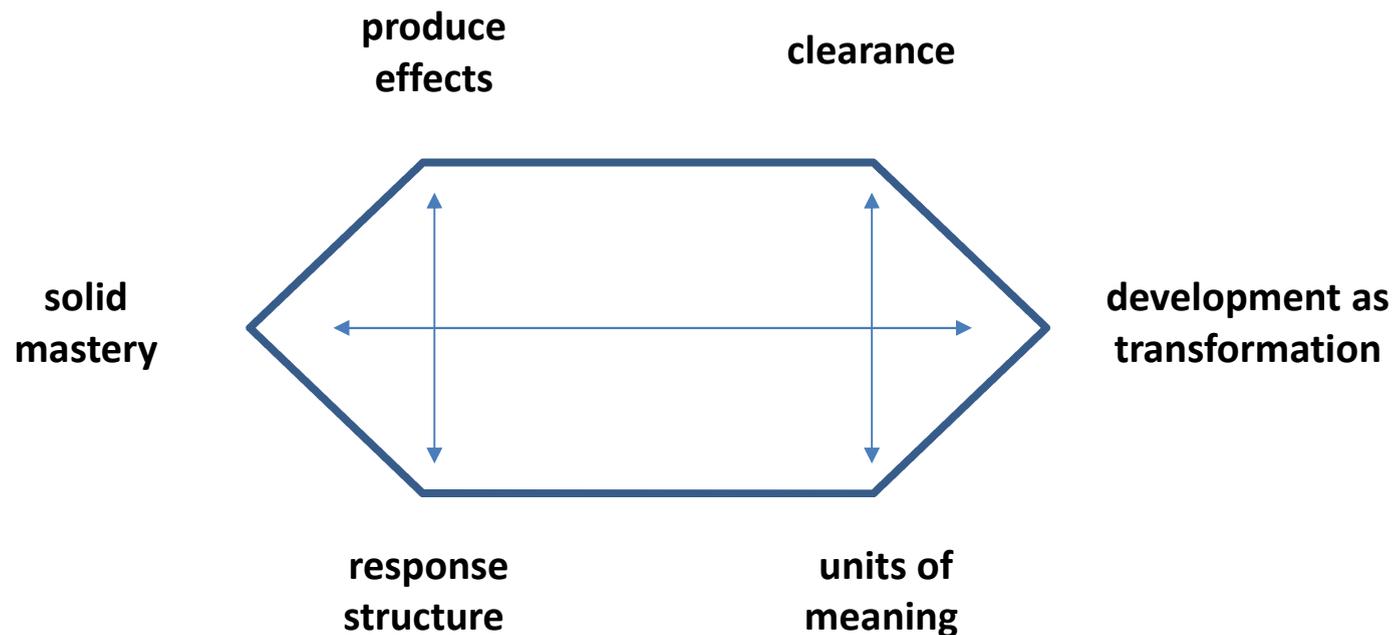
**The engine of human behaviour is made up of supra-individual effect structures which are to be understood in a holistic context.**

**Motivation is the structured ensemble of motives to which meaning is assigned in each instance by the respective effect structure.**

## The forces at work in motivation:

- Motivation exhibits a mandatory psychological structure, which can be understood as the field of tension between six factors.
- All six factors are always present and active.
- Each factor interrelates with all the others. If one becomes altered, alterations will also occur to all the others.
- The factors can promote and help each other. But they can also impede and inhibit each other.
- The factors represented as being opposite in the graphic are in the dialectic sense units of contrast (opposite poles of tension).

## An overview of the forces at work in motivation:



## The forces at work in motivation: solid mastery

- proven competency
- traditions and routines
- resources always available (e.g. experience)
- social embedding (status, reputation...)
- way of life (family, single...)



„givens“ – matters of course

**Strengths:** stability, orientation, security

**Weaknesses:** inertia, inflexibility, self-satisfaction

## The forces at work in motivation: development as transformation

- initiate life changes or react to them
- fulfil (social) requirements
- re-organise the way of life
- ‚modernisation‘



**Strengths:** dynamic, development, enrichment

**Weaknesses:** lacking a plan, disorientation, fads

## The forces at work in motivation : produce effects

- make (new) impressions
- plug a gap
- remove irritations
- replenish life



**differences which create differences**

**Strengths:** make decisions, create structure, bring to fruition

**Weaknesses:** activity for activity's sake, absense of goals, running blind

## The forces at work in motivation : response

- relevant social relationships
- loyalties
- sanctions (positive and negative)
- life's order (as it is set in stone)



**appreciation**

**Strengths:** contentment, a sense of belonging, affirmation

**Weaknesses:** parallel ,worlds', ,worlds' at war, dependencies

## The forces at work in motivation : clearance

- ambitions
- fantasies
- unburdenings
- decoupling from consequences



**self-sufficiency**

**Strengths:** vision, concentration, power

**Weaknesses:** self reference, arbitrariness, fossilisation

## The forces at work in motivation : units of meaning

- life rhythms (structure and change)
- stable structures of meaning
- thinking in terms of compartmentalised „projects“
- real objectives



experience of additional value

**Strengths:** manageable in size, rounding off, meaningfulness

**Weaknesses:** loss of direction, inflation, seeking conflict

## Motivation as the background to the process of consulting:

In a psychological view the following principles are valid:

- Motivation is always „already there“, but as a supra-individual motive structure.
- The structure is in itself filled with tension and it is in permanent motion both internally and as a whole. For this reason there is no such thing as „ideal motivation“.
- There is nothing which does not also have a downside. The individual factors are in themselves neither good nor bad, being as they are indissolubly interactive with each other. The real, concrete interplay is the deciding force.
- Each sphere determines the specifics of this general structure individually and substantiates it individually.

**➔ So how does this work in relation to Dwelling, Building and Renovating?**

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