

Doing & Being Maslow's Hierarchy (*Draft 2008-09-27)*

This note is more in the nature of extracts from Maslow's work with just a tiny bit of commentary. Mostly this note is so I can refer to passages that I find useful in illustrating discussions I find common in every field I have worked in. (I'll give more precise page numbers of the quotes I have used in the next draft.

Human Motivation

To serve clients and to enjoy our own works, I think it is helpful to look at some theories of what motivates people and what might satisfy them. Below you will find some notes on this matter, especially the ideas of Abraham Maslow who has single-handedly given us a balanced view of people that builds onto the "basement" view advanced by Freud. Maslow shows that there is an *upper level* of human behavior that is altogether luminous! Maslow's vision integrates Freud by including not the just *destruction* and *neuroses* we are capable of (Freudian perspective), but most importantly, what *wonders* we are capable of as well. He is such an uplifting guy that I have repeated some of his ideas below and hope they will inspire you to think about how you might provide support for them, in a personal/organizational/business context.

By the way, Maslow is still being quoted in management books some 40 years on!

Human Needs -- Maslow's Theory

(Maslow (1970) Motivation). I have added a few examples and explanations to some of these.

Maslow divided needs into two general categories: Deficiency Needs (D-Needs) and Being Needs (B-Needs). The deficiency needs mean just that, if you don't get these you get sick just like a vitamin C deficiency (scurvy). The Being needs work by increasing your potential to be fully human

Part I: Deficiency Needs: The Bottom of the Hierarchy

Physiological Needs

air, water, food, space, sex, opportunity for physical activity (consider being imprisoned and then immobile with no sensory inputs), all conduce to Homeostasis.

Safety Needs (law and order!)

physical security, personal property security, security against external aggression
employment security, monetary security, family security, health security

Belonging, Social Needs, Cognitive Needs, Aesthetic Needs

friendships, family acceptance, sexual satisfaction, self respect, external respect, belong-

ing, to have meaningful work. Self-confidence, competence

Need to learn, explore, CREATE

Part II: Being Needs/Growth Needs/Self Actualization

This section of needs are not deficiency needs but are needs that move us along the path to our full possibilities, our full humanness.

Self-actualization

This is the instinctual need of humans to make the most of their abilities and to strive to be the best they can. "Self Actualization is the intrinsic growth of what is already in the organism, or more accurately, of what the organism is". (Maslow 1970). Maslow writes the following of self-actualizing people:

- They embrace the facts and realities of the world (including themselves) rather than denying or avoiding them.
- They are spontaneous in their ideas and actions.
- They are creative.
- They are interested in solving problems; this often includes the problems of others. Solving these problems is often a key focus in their lives.
- They feel a closeness to other people, and generally appreciate life.
- They have a system of morality that is fully internalized and independent of external authority.
- They have discernment and are able to view all things in an objective manner. Prejudices are absent.

What I found valuable in Maslow's work was a list of Being Values that he suggested that people intrinsically strive for: I see people expressing these values everywhere.

Maslow's Being Values (B-Values)

The list below are quotes from Maslow's book [*Religions, Values, and Peak Experiences pp. 91-94*]. These are 'high' level values that I think people do strive for.

- wholeness; (unity; integration; tendency to one-ness; inter connectedness; simplicity; organization; structure; dichotomy-transcendence; order);
- perfection; (necessity; just-right-ness; just-so-ness; inevitability; suitability; justice; completeness; "oughtness")
- completion; (ending; finality; justice; "it's finished"; fulfillment; finis and telos; destiny; fate);
- justice; (fairness; orderliness; lawfulness; "oughtness");
- aliveness; (process; non-deadness; spontaneity; self-regulation; full-functioning);
- richness; (differentiation, complexity; intricacy);
- simplicity; (honesty; nakedness; essentiality; abstract, essential, skeletal structure);

- beauty; (rightness; form; aliveness; simplicity; richness; wholeness; perfection; completion; uniqueness; honesty);
- goodness; (rightness; desire ability; oughtness; justice; benevolence; honesty);
- uniqueness; (idiosyncrasy; individuality; non-comparability; novelty);
- effortlessness; (ease; lack of strain, striving or difficulty; grace; perfect, beautiful functioning);
- playfulness; (fun; joy; amusement; gaiety; humor; exuberance; effortlessness);
- truth; honesty; reality; (nakedness; simplicity; richness; oughtness; beauty; pure, clean and unadulterated; completeness; essentiality).
- self-sufficiency; (autonomy; independence; not-needing-other-than-itself-in-order-to-be-itself; self-determining; environment-transcendence);

References

Maslow, A. (1970) *Motivation*

Maslow, A (1970) *The Further Reaches of Human Nature*

Maslow, A. (1994) *Religions, Values, and Peak Experiences*, Penguin Press. (reprinted from 1970 Viking Press)

Maslow, A (1962) *Eupsychian Management*