Summary

Motivation: 
Mechanisms of the Mind and their Quest for Expression

In their ‘Quest for Expression’, ‘Mechanisms of the Mind’ appear to manifest themselves in many forms, which not only include positive expressions, but also expressions of intolerance, pride, obstinacy, prejudice and indifference, which can extend into shared forms that are at the root of complex issues of modern-day society.

The Process of Motivation appears to play a central role in all of these expressions. And this conclusion is both disturbing and hopeful. Although the unmistakable outcome is that these expressions are made almost inaccessible by clever and intricate Mechanisms, the good news is that they appear to be construed as composites, or expressions of one and the same recurring Process of Motivation. If, in time, we want to address these issues, a fundamental knowledge of this Process of Motivation appears to be essential.

We are, then, in search of an overall ‘architecture’ of this Process of Motivation.

In summarizing major findings, a Model of Motivation is proposed, in which Motivation appears to be a stepwise, sequential Process that is centered around an objective the individual seeks to achieve, as it progresses over time. The Process of Motivation consists of a sequence of eight successive steps, or ‘Phases’, in which various Mechanisms play distinctive roles. In following pages, these Phases and Mechanisms are briefly described and summarized in their specific expressions and in the effects they produce.
Phase 1 - A Phase of Expectancies

The Process of Motivation can be visualized in its distinct progressive Phases, as depicted in Fig. 13.1. and in successive figures that are provided in Fig. 13.2. to Fig. 13.8.

The first Phase of the Process of Motivation is a Phase of Expectancies. It is a Phase consisting of subsequent Stages in which, in progressive, circular steps, a Goal is defined. It is a cognitive, mental, evaluative Phase, in which no overt action occurs. In this Phase, not only the Goal, but also its importance or ‘Significance’ is defined.

A Phase of Expectancies, in turn, initiates a train of subsequent Phases, some of which are characterized by a similar circularity, whereas others progress more straightforwardly, in successive order.

And this sequence of subsequent steps, or Phases, will lead to an intricate Process which evolves around a specific Goal that has been designed, or ‘generated’, in this first Phase of Expectancies. This set of distinct, subsequent Phases centered around a Goal is what characterizes the Process of Motivation, where each Goal has its own distinct sequential Process.
Phase 2 - A Phase of Effort

Everything changes in the second Phase of the Process. Phase 2, a *Phase of Effort*, is a Phase of action, of behavior and overt activity.

Once the action occurs, there is ‘no way back’...

So, by its nature, this Phase is to lead to subsequent Phases that form a reaction to the explicit action that is displayed.

Not all Processes of Motivation progress into this second Phase. As many Goals that we set ourselves fail to materialize, and no follow-up in subsequent action occurs, the Process of Motivation in these instances remains as a ‘fantasy’, or ‘dream’, confined within a first Phase of Expectancies.

When action occurs, however, in a Phase of Effort, the Process of Motivation progresses into a third Phase.
Phase 3 - A Phase of Internally Evoked Self-Assessment

Phase 3, a *Phase of Internally Evoked Self-Assessment*, evaluates the outcomes of the display of action from the previous Phase of Effort.

And it does so at a personal level; at a point in the Process of Motivation where no outside, external influences from others, or from interfering events, have yet occurred. It is a personal assessment by the individual, leading to further amendments made in a Phase of Expectancies; and as such, it turns the first three Phases of Motivation into a circular Process.

This ‘cyclical attunement’ eventually leads to a form of balance, or ‘stasis’, where the Goal, the investment, and the revenues it yields are gradually perceived to be in accord with each other.
Phase 4 - A Phase of Reality

As balance occurs within this ‘cyclical attunement’, our intention is to maintain a status quo where invested Effort progressively yields the revenues we seek in attainment of the Goal. Unfortunately, however, this ‘cocooned’ balance, is in most cases to be disrupted by input from an external event, or series of events. Phase 4 of the Process of Motivation is appropriately referred to as a ‘Phase of Reality’. It is the unforeseen event, actor, action, occurrence that, in one’s perception, affects the Process of Motivation as it has progressed so far.

In a Phase of Reality, this perception is expressed in terms of importance, or Significance of Reality.
Phase 5 - A Phase of Impact

In a subsequent Phase, following the introduction of Reality, the consequences are assessed of this intrusion in the Process of Motivation: the fifth Phase in the Process is a *Phase of Impact*.

Given this new perspective, following the introduction of Reality, is there a mismatch, a gap, between the Goal that was carefully attuned in the first Phases of the Process and this ‘confrontation with the unexpected’?

A Phase of Impact is expressed in terms of ‘Discrepancy’: when the Impact has a positive effect on the Process of Motivation, in one’s perception, Discrepancy is small; when the Impact is perceived to be negative, Discrepancy is large.
Phase 6 - A Phase of Externally Evoked Self-Assessment

This new state of affairs calls for subsequent re-assessments, the first of which is a Phase of Externally Evoked Self-Assessment. In this first re-assessment, the adequacy of the Goal and its properties is observed: “Did I do well to define the Goal the way I did, and the investment I made, with its various subsequent assessments?” However, no actual amendments are made in this Phase yet, as adjustments are only to be made in a Phase of Expectancies...
Phase 7 - A Phase of Anticipated Change

And this first assessment is followed by a second, in which an appropriate strategy is defined for potential amendments. As in the previous Phase, it is a Phase in which we only anticipate on these potential courses of action: it is a *Phase of Anticipated Change*. In this Phase, we focus not on the Goal, but rather on the Discrepancy between our intentions captured in our Goal and Reality: Are we to maintain, increase or decrease the perceived Discrepancy?
Phase 8 - A Phase of Dedication

The two assessments made in both previous Phases finally lead to a third and final assessment, following the Impact from Reality: a Phase of Dedication.

After having re-assessed the Goal, and the Discrepancy that has occurred, we now come to assess Reality.
And there are two important outcomes.

First, in a primary and secondary evaluation of the Impact from Reality that has occurred, we observe, in a passive sense, the effects from Reality: do we feel supported, acknowledged, respected by Reality? And subsequently, in a secondary evaluation, we actively return these sentiments: do we support, acknowledge, respect Reality, in return?

And second, these primary and secondary evaluative reactions lead to the fabrication of an image, a notion, or impression we have of Reality, defined as a ‘Representation’, that is heavily based on both evaluations in our perceptions of Reality.

The Phase of Dedication is the final Phase in the Process of Motivation. As the threefold assessment that has occurred in the last three Phases provides the basis for a renewed definition of the Goal and its various associated parameters, the Process of Motivation now progresses to implement those amendments.

As a result, the Process of Motivation returns to its original settings, made in a Phase of Expectancies, and thus becomes cyclical.

The Process of Motivation, then, is a stepwise, sequential Process that evolves around a Goal, and gradually progresses towards attainment in eight distinct Phases, where interference from Reality is assessed and counteractive measures are anticipated upon. As the Process progresses through these Phases, it returns to its initial settings to implement these measures, and becomes cyclical.

Each Goal thus has its own Process of Motivation. And all these Processes of Motivation coexist and influence each other in multiple reciprocities, where each Process of Motivation proceeds in comparable Phases, but retains its specific character instigated by the Goal that defines each separate Process.
Emerging Mechanisms

In this sequence of successive Phases, which progresses over subsequent cycles, the Process of Motivation becomes increasingly complex.

In disentangling these intricacies, two Mechanisms are essential: a *Mechanism of Representation* and a *Mechanism of Anticipation*.

*A Mechanism of Representation*

Emerging as a principal outcome of the last Phase, a Phase of Dedication, one has had one’s experience with Reality confirmed and captured in a Representation.

We do not see Reality as it is, we see Reality in an image, a notion, or impression, defined as a ‘Representation’. Mechanisms of Representation make adaptations of Reality produced as an outcome of consecutive Phases following Impact. The more Significant our Goal, the more pronounced these Mechanisms of Representation.

In Mechanisms of Representation, two outcomes predominate:

- When the effects of Impact from Reality are perceived as positive for the Process of Motivation, one tends to overstate or even exaggerate these effects, thereby accentuating Reality: a manager, teacher, lecturer or friend who acknowledges our input, performance, creativity or intellect becomes “the best *ever* manager, teacher, lecturer, friend”...
- When the Impact is perceived as disruptive to the Process of Motivation in reaching a particular Goal, one tends to do the opposite by degrading or even caricaturizing Reality: “The *worst* manager, teacher, lecturer, friend I have ever had”...
A Mechanism of Anticipation

As the Process of Motivation progresses over subsequent cycles, experience is gradually obtained on how Reality interferes with one’s attempt to reach the Goal. And as experience builds up, one can anticipate on events to come.

Mechanisms of Anticipation manifest themselves in two forms:

- When effects of Impact from Reality are perceived to be positive for the Process of Motivation, the Mechanism is aimed at further increasing those effects, as they are likely to occur in a renewed cycle, and can thereby serve to propel the Process towards reaching the Goal;
- When the Impact is perceived as negative and disruptive to the Process of Motivation, the Mechanism is aimed at neutralizing these effects.

Mechanisms of Anticipation can take on many forms, three of which are prominent: by increasing or decreasing Clarity of the Goal, or its perceived Attainability, one can anticipate on minimizing interference from Reality. In addition, by re-attuning Investment in Effort, both Mechanisms can be further improved in these effects.
Stratagems of Coping

As the Process of Motivation progresses over subsequent cycles, Mechanisms of Representation thus produce convenient alternatives that serve as substitute for Reality. And Mechanisms of Anticipation are used to further neutralize or enhance the effects of Impact on the Process.

And the more Significant the Goal, the more pronounced these Mechanisms become, not only in their distinct expressions, but especially in the way they combine to form dynamics that produce powerful forces defying Reality as it manifests itself. And over subsequent cycles these Mechanisms are further adjusted and attuned to serve this purpose, as experience builds up.

Thus, Mechanisms of Representation merge with Mechanisms of Anticipation to form compelling forces against outside interference. These powerful expressions of combined protective Mechanisms are referred to as ‘Stratagems of Coping’, or ‘Coping’ for short.

All Goals that are perceived to be Significant lead to these protective measures in the form of Stratagems of Coping.

The emergence of Stratagems of Coping in the Process of Motivation, has a number of profound implications.

Through Stratagems of Coping, perceptions of Reality in its ‘true’ manifestation are inevitably affected, and can create distance and confusion in the Representation of Reality they propagate. Moreover, as these expressions of Coping are meant to address Reality and our surroundings, they are likely to affect those surroundings as well, in reciprocity, where they can cause further distance and confusion in our interactions with our direct environment, family, friends, or in work-related settings.
But these individual expressions of Coping can also, on a larger scale, affect groups, communities and social gatherings, even to extend into affecting our present society.

Stratagems of Coping, in their expression, can be shared with larger audiences and made to proliferate through an extensive increase in available media in modern-day society. And when these Stratagems of Coping synchronize on a larger scale, these individual expressions unite to form powerful Mechanisms that work in synergy to enhance or neutralize Reality, and thereby, collectively, change its true appearance. When Stratagems of Coping coalesce to form these shared defensive strategies, Collective forms emerge, that are referred to as ‘Stratagems of Collective Coping’, or ‘Collective coping’ for short.

Stratagems of Collective Coping are the expression of shared Mechanisms, using comparable common strategies to address and enhance or neutralize shared perceptions of Reality, thereby protecting a Goal that is explicitly, or implicitly perceived as Significant.

Developments over the last hundred years have opened the world to these forms of Collective Coping on an unprecedented scale. And the effects it has on our daily lives appear to be extensive.
Let us summarize in more detail the Process of Motivation, as it unfolds according to the Model of Motivation that has been proposed.

The Process of Motivation is assumed to consist of a series of successive Phases, partly cyclical in nature, where the individual gradually progresses towards an objective that has been set.

A description of each Phase and its constituting Stages is presented in Chapter 1 to Chapter 8, covering each of these distinct Phases in the Model of Motivation. It is assumed the Process of Motivation evolves and proceeds in eight distinct Phases, each comprising of separate Stages:

- **1. A Phase of Expectancies;** The Process of Motivation is initiated by a Phase of Expectancies, consisting of five Stages that are part of a cognitive Process that is anticipatory in nature, where the objective, or ‘Goal’, is defined which characterizes the Process of Motivation, and where a careful assessment occurs of levels of investment and expected outcomes. The Process in these first Stages is cyclical in nature, where the Goal is progressively fine-tuned and optimized to meet the needs of the individual.

- **2. A Phase of Effort;** This Process of mentally balancing investment and expected gains and losses in a Phase of Expectancies is assumed to lead in a number of cases to an actual, concrete and physical investment. In a Phase of Effort, the intentions materialize into action that is aimed at reaching the Goal that has been previously defined.

- **3. A Phase of Internally Evoked Self-Assessment;** After having invested the actual Effort, a twofold evaluative Phase of Internally Evoked Self-Assessment assesses the outcomes of these concrete activities in two Stages, both in objective, economic terms and from a subjective, emotional point of view. And this third Phase, in turn, leads to a re-assessment of the parameters that were initially set in a first Phase of Expectancies, thus turning the Process of Motivation into a cyclical system. These first three Phases of the Process of Motivation are ‘self-propelling’, gradually progressing into a balanced system, carefully matching intended and actual Effort to expected outcomes. Within this ‘cocooned balance’, however, interference is likely to occur.

- **4. A Phase of Reality;** within this balance, then, an external, unexpected
event is likely to occur and to disrupt this self-regulated Process. It is in this subsequent confrontation that the Process of Motivation dramatically changes into a Process aimed at neutralizing these effects. In a Phase of Reality, the individual is confronted with an unexpected event, or chain of events, that is experienced as interrupting the Process of Motivation and the balance reached within the first three Phases. In a Phase of Reality, an assessment is made of the importance, or ‘Significance’ of this occurrence interrupting the Process of Motivation.

- **5. A Phase of Impact:** The Model of Motivation assumes Reality has two dimensions: its ‘Significance’ or importance, as previously defined in a Phase of Reality, and its Impact, or ‘Discrepancy’. In a Phase of Impact, the effects are assessed that are experienced by the individual, and expressed as a Discrepancy between the Goal that has been set and Reality interfering.

- **6. A Phase of Externally Evoked Self-Assessment:** Preceding possible re-adjustments in the Goal and its associated parameters in reaction to the confrontation with Reality, a threefold assessment occurs. The first of these three focuses on the Goal and the Assumptions initially made. In a Phase of Externally Evoked Self-Assessment, the initial settings made in a Phase of Expectancies are assumed to be re-assessed in five Stages on their effectiveness and adequacy, given the Impact that has occurred with Reality.

- **7. A Phase of Anticipated Change:** The second of the three passive evaluative Phases, a Phase of Anticipated Change, can be defined as an ‘anticipating reflection on change’. It assesses in five Stages a readiness for change in these initial settings, in an attempt to diminish the Discrepancy observed. It focuses, then, on Discrepancy given the Impact that occurred with Reality.

- **8. A Phase of Dedication:** The Process of Motivation ends in a Phase of Dedication, finalizing in four Stages the threefold passive evaluative reactions towards Reality, where the individual is assumed to assess effects of Reality in terms of perceived ‘support’ or ‘non-support’. Thus, a Phase of Dedication focuses on Reality, given the Impact that has occurred on the Process. It is a ‘grand total’ of the Process of Motivation, where all previous Phases play a role in determining this experience of Reality.

The Process of Motivation subsequently progresses into making the adjustments anticipated on in the threefold assessment in reaction to the unexpected confrontation with Reality. By reverting to a Phase of Expectancies, the Process of Motivation reaches its final state and becomes cyclical.
As the Process of Motivation progresses into a second cycle, the individual deals with the effects encountered in the confrontation with Reality observed during a first cycle of the Process.

In this second cycle of the Process of Motivation, the various Stages of a Phase of Expectancies are carefully re-attuned in a cyclical Process, following the previous experience with Reality. In re-defining the Goal and intended investment versus gains and losses, the individual anticipates on the interference from Reality that is expected to re-emerge in a renewed confrontation. So-called ‘Mechanisms of Anticipation’ are being introduced to either enhance the influence of Reality when its Impact is perceived as positive for the Process of Motivation, or to further reduce the influence of Reality when its Impact is perceived as negative.

Perceptions of ‘support’ or ‘non-support’ that have previously been made in a Phase of Dedication, initiate so-called ‘Mechanisms of Representation’ where the effects of Reality are thus neutralized to preserve the integrity of the Process in its attempts to reach the Goal.

These Mechanisms of Anticipation and Representation work together in synergy to address Reality, neutralizing or enhancing its Impact on the Process of Motivation, and both Mechanisms thereby combine their forces to form so-called ‘Stratagems of Coping’, or ‘Coping’, through which the Goal is thus protected from exposure and interference. The more Significant the Goal, the more pronounced these Stratagems of Coping become.

These expressions of Coping in the Process of Motivation, by their nature, can lead to expressions that range in extremes from positive to negative, in recurrent forms of behavior or activities as they tend to be manifested in reaching one’s objectives. And as these expressions of Coping serve to protect and preserve the objectives we treasure most, they are often used to conceal these inner desires from interference from a surrounding Reality. Insights in one’s expressions of Coping can lead to insights in our hidden drives, intentions or ‘motives’. In short, insights into Stratagems of Coping reveal, in the strictest sense, ‘why we do the things we do’.

Fig. 13.9., then, summarizes these distinct Phases that constitute the Process of Motivation, as proposed by the Model. A brief description is provided of these Phases as they progress towards Goal attainment in successive cyclical steps, characterizing each Process of Motivation.

See exhibit next page ➔
A summarizing overview of the Process of Motivation, as proposed by the Model of Motivation, visualizing its successive Phases and its cyclical nature:

The Process of Motivation originates from a Phase of Expectancies, where the Goal is defined in its distinct properties, on some occasions leading to concrete action in a Phase of Effort, which in turn is assessed on its inherent Achievements or Failures, its Satisfactions or Frustrations. This subsequently leads to re-amendments of the initial Goal and its properties. Leading eventually to a status quo where a cyclical balance is achieved between Goal attainment and invested Effort...

A Phase of Reality disrupts this ‘cocooned’ balance. And an appraisal of Significance of the interference is made...

In a subsequent Phase of Impact, the effects on the Process are observed in terms of Discrepancy. When effects are negative, Discrepancy is large, when positive they are perceived as small...

And these observations, in turn, lead to re-appraisals of one’s Goal and the settings that were made, and of the interference that occurred in subjective evaluations of Reality in a Phase of Dedication.
The Model of Motivation: Related Theories

The Model of Motivation, then, provides insights in the Process of Motivation, characterized by its stepwise cyclical nature.

Major theories from literature have been observed, not only to search for parallels and corresponding views in their respective approaches to Motivation, as compared to the proposed Model, but also to provide additions that could supplement our observations.

These theories were clustered according to six major categories, as further commented on in the Introduction of this Volume, pp. 19-21:  

- Expectancy-value theories;  
- Goal-setting theories;  
- Goal-orientation theories;  
- Self-determination theory;  
- Social cognitive theories;  
- Attribution theories.

Four major observations were made.

First, it was found that none of these main clusters of theories appeared to cover all aspects included in the Model of Motivation. Instead, each major theory highlighted one or more separate Phases from the Model. As such, distinct elements from these theories were covered in the respective Chapters covering each of the Phases of the Model.

Second, the insights emerging from these theories brought depth and complexity to the Process of Motivation, and extended on the insights proposed in the Model. These insights included concepts and constructs that have been the subject of studies covering several decades. A number of areas stood out, and are briefly mentioned as examples.

The literature extended our views on the assessments of adequacy occurring in a Phase of Externally Evoked Self-Assessment. These assessments appeared also to lead to a progressive increase and ‘accumulation of knowledge’ and experience about one’s potential and competence. And this, in turn, affected self-efficacy beliefs and expectancies for engaging in future activities, reflected in

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1 Referring to the Introduction, it is noted that only theories related to the Process of Motivation were observed, thereby excluding theories aimed at addressing Motivation, as those are assumed to be related to a Process of Interference (see the Introduction, notably pp. 7-9).
designs of goal-orientation that were captured in constructs expressed in approach and avoidance strategies. A brief visualized summary of these elaborate findings is provided on p. 210.

Furthermore, by adding insights in perceptions of causality and their origin, the literature extended on the proposed assessments made in a Phase of Anticipated Change, anticipating on appropriate strategies for potential amendments aimed at decreasing perceived Discrepancies. It was found that reflecting on the causes of one's actions or achievements, exposed crucial attributes used in achievement-related contexts. And these were to shed light on the ingredients we tend to use in our strategies to anticipate on subsequent courses of action. A visualized summary is provided on p. 242.

In addition, theories from literature extended on the proposed assessments assumed to occur in a Phase of Dedication. These thoughts elaborated on affects and cognitions following Impact from Reality, and on subsequent effects, in terms of performance and behavior in general. And these, in turn, extended even further to include perceptions of who we are in constructs capturing the self, and related self-esteem and (academic) self-concept. Visualized overviews are provided on p. 293.

These are but a few of the examples emerging as we progressed through the various Phases of the Model, enriching and elaborating on our views.

In a third observation, we were able to provide an alternative view to controversies that had risen in the field, (especially between goal-setting theory, self-determination theory, and goal-orientation theories). Three conclusions were proposed based on the Model of Motivation for the differences that have occurred not only in theoretical conceptualizations, but more prominently, in research findings obtained in these three areas of study. Details on these opposed views are summarized on p. 138, and summaries of principal conclusions in an alternative view are provided on p. 177.

Fourth, and as a final conclusion, it was found that no contradictions appear to exist between views articulated in these major theories from literature, and those proposed in the Model of Motivation.
Each Chapter covering these major theories as they related to the successive Phases of the Model, extended further on these findings by providing an overview of empirical evidence that had been advanced by researchers in the respective fields of study.

As connections could be made between those major categories of clustered theories and the Model of Motivation, findings obtained from research in those fields of study confirming the plausibility of those theories also reflected on assumptions made in the Model and its related areas.

However, it is noted that finding confirmation from research in those fields is not meant to provide evidence, or validation, for the assumptions proposed in the Model of Motivation. They are merely what the French eloquently indicate as ‘des indices concordants’, research findings that do not seem to contradict the assumptions made in the Model, and thereby provide indications as to their plausibility.

In this respect, it is to be noted that no references have been made in the present introductory Volume to research that has been conducted over the years directly related to the Model of Motivation. These findings are to be reported on extensively in Volume VII of the Series, as further commented on in the Introduction of this Volume, notably p. 14.
In this introductory Volume, a Model of Motivation has been presented that provides a new perspective in our thinking on human Motivation.

The Model of Motivation adds dynamic properties to the construct, by suggesting that Motivation is a sequential, stepwise, cyclical Process, and by introducing the element of time, as this ‘Process of Motivation’ progresses in successive cycles towards achieving its objective.

In addition, it provides a new perspective, by making a distinction between the Process of Motivation itself, and the techniques and methods needed to address this Process, through so-called ‘Processes of Interference’, and by making it imperative to clearly differentiate between both.

In this introductory overview, the focus has been on the Process of Motivation, proposing a Model consisting of distinct steps covered in separate Chapters of the study, and elaborated on in preceding pages.

The Process of Motivation appears to be an ‘inner dialogue’, a Process, largely evaluative in nature, evolving around an objective, or 'Goal', the individual seeks to achieve. Within this Process interference occurs from perceived surroundings, defined as ‘Reality’, leading to evaluative, counteracting measures. The Process of Motivation is assumed to progress in a number of distinct, consecutive steps, or ‘Stages’, which can be organized in a number of groups, defined as ‘Phases’. These Phases appear to follow a specific sequence, each successively evolving into another, at times becoming cyclical before proceeding to a next Phase.

This Process that centers around the Goal in successive Phases, thus aims at reaching this objective and at preserving its integrity.
And once these Phases aimed at addressing an intruding and interfering Reality have been completed, the Process returns to its original settings to initiate revisions and amendments, whereby the Process of Motivation becomes cyclical.

In this second cycle, so-called ‘Mechanisms’ emerge that serve to preserve the integrity of the Goal. The more important, or ‘Significant’, the Goal is perceived to be, the more profound the effects of these Mechanisms.

The first, a ‘Mechanism of Representation’, is based on the experience obtained following the confrontation with Reality. Effects that are experienced following this confrontation result through intricate Processes into perceptions of Reality that either enhance or neutralize its effects. These Mechanisms of Representation are thus aimed at preserving the integrity of the Process of Motivation in its attempts to reach or maintain the Goal that has been set.

In addition, the experiences obtained from a previous cycle can also serve to anticipate on the interference from Reality that is expected to re-emerge in this new cycle of the Process of Motivation. So-called ‘Mechanisms of Anticipation’ are introduced to either enhance the influence of Reality when the Impact is perceived as positive to the Process of Motivation or to reduce the influence of Reality when the Impact is perceived as negative.

The Process of Motivation, then, is assumed to be a sequential, cyclical Process that intentionally orients the individual towards a desired status quo of a Goal that has been set, leading to evaluative activities aimed at minimizing the effects of an interfering Reality.

And as these Mechanisms of Representation and Mechanisms of Anticipation combine and blend to form protective measures preserving the integrity of our Goals, especially the ones that are perceived as Significant, they merge to form defenses that are referred to as ‘Stratagems of Coping’, or ‘Coping’ for short.
All Goals that are Significant to us, in various degrees and expressions, are accompanied by Stratagems of Coping. And as they are meant to address Reality and our surroundings, they are bound, sooner or later, to affect these surroundings, not only on a small scale in our direct environment, but extending their impact to even affect society as a whole.

It is in these expressions that Stratagems of Coping leave their traces, with profound repercussions. At a personal level, they appear to be the primal cause for expressions of intolerance, pride, obstinacy, prejudice. These are expressions in which we figure as instigator, as performer in the act. But it appears that we can also play a more passive, observant role where Stratagems of Coping are found to be the primary Mechanisms that make us ‘turn away’, and become seemingly indifferent for a surrounding world that appears to intrude our lives to an extent that calls for powerful counteractive measures.

Stratagems of Coping were found to be the unexpected outcomes of this Process of Motivation, when Significance increases in the Goals we tend to set. Where Motivation is defined in the act of will to intervene in one’s destiny and surroundings, Stratagems of Coping appear to be essential elements of the human condition to strive and prosper in a better world, for better and for worse. For better, as they preserve the integrity of the Goals that we treasure most; for worse, because these Stratagems make us change Reality and our perception of the world around us, affecting both our direct environment, family, friends and in work-related settings, but also, on a broader scale, the communities we live in, and extending even further to affect society on an extensive range of essential issues.

Where the study of the Process of Motivation has, in its ‘Quest for Expression’, led us to disclose not only the roots of good, but also these origins of evil, it now falls upon us to provide further insights into these Mechanisms, as called for in the Prologue to this introductory Volume in the ‘Series on Motivation’.
The Model of Motivation provides a new perspective to our thinking on Motivation. It adds dynamic properties and provides an essential distinction between the Process of Motivation and the techniques and methods needed to address this Process. It introduces specific Mechanisms that lead to profound repercussions in the way we act, and the way we are acted upon.

Further studies are needed to extend our knowledge, not only on these techniques and methods aimed at addressing Motivation, but most explicitly on the measures that can be used to affect these Stratagems as an outcome of this Process of Motivation.

Successive Volumes in this ‘Series on Motivation’, are to cover these topics progressively.