

Internal Forces that Drive Behaviors

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Internal and external forces drive behaviors and ultimately lead to motivation, resourcefulness, and self-efficacy. Have you ever wanted to give up, walk away, or even reengage with an individual, group, or organization? If the answer is yes, keep leading. The drivers behind these emotions are a result of the three C's: Connection, Competency, and Control. When these three forces are functioning together, holonomy exists. When one or more these forces begins to deteriorate, polarities begin to form. These forces can be analyzed and influenced to help you and others achieve common goals. When thinking about yourself and those you interact with, something you will want to consider is the examination of these internal focuses that drive behavior. After analysis you can then determine how to influence the environment to realign the forces, ultimately realigning the behaviors.

CONNECTION	<p>Defined: A relationship in which a person, thing, or idea is linked or associated with something else.</p> <p>Key Idea: People need to have a sense of belonging and connectedness with others</p> <p>Question: WHERE DO I BELONG? CAN I TRUST YOU? CAN I LEARN FROM/WITH YOU? WHAT'S YOUR TRACK RECORD?</p> <p>Examples of How to Build Relationships:</p> <ul style="list-style-type: none">-Stop by and say hello-Learn about them, their family, and their passions-Provide a data-based compliment-Find out what motivates (or motivated) them-Build upon and affirm what is already in place or working well-Seek advise and input from them-Treat them with respect-Meet with them 1-1-Send them a note of thanks/appreciation
COMPETENCY	<p>Defined: The ability to do something successfully or efficiently.</p> <p>Key Idea: People have a need to build their competence and develop mastery over tasks that are important to them.</p> <p>Question: WHAT IS MY SKILL/WILL, KNOWLEDGE, & CAPACITY WITH WHAT I AM BEING ASKED TO DO?</p> <p>Examples of How to Build Competency (skill/will/knowledge/capacity):</p> <ul style="list-style-type: none">-Value what they "can do"-Encourage risk taking-Chunk and organize information-Ensure the tasks are important to them-Build a partnership to foster a confidence-Ensure task or learning is at their level of proximal development-Find a shared article to read and explore-Model vulnerability and flexibility-Provide explicit examples-Build their self-efficacy-Empower them to increase efficacy
CONTROL	<p>Defined: The power to influence or direct people's behavior or the course of events</p> <p>Key Idea: People have a need to feel that they are the masters of their own destiny.</p> <p>Question: WHAT IS IN IT FOR ME IN RELATION TO CHOICE, FLEXIBILITY, AND OUTCOME?</p> <p>Examples of How Provide Control:</p> <ul style="list-style-type: none">-Provide at least 2 structured choices/options-Ask for their thinking before adding yours-Interact with positive presuppositions and intentions-Paraphrase and question to help them organize their thoughts-Goal setting and action planning-Lead verses dictate-Be open to accepting their thinking and build upon it

Think about yourself or someone you engage with personally or professionally. Now think of a time you or they struggled with a situation and/or with implementation of an idea—What were the behaviors? Think back to the three C's. Which were present and strong? Which were needing attention? Based on this what could you have done to influence the situation?

As quoted by Blain Lee, "Almost all conflict is a result of violated expectation". As you think about your interactions, your goals, and the goals of those around you, remember these key ideas:

- A successful outcome will depend on two things: how you interact and how you say it
- Understand there are more points of view than yours; think flexibly
- Every conflict has a history; don't let the past taint your present perceptions and assumptions
- Be intently curious

Knowing this, what might be your next steps in fostering a culture of motivation, resourcefulness, and self-efficacy?