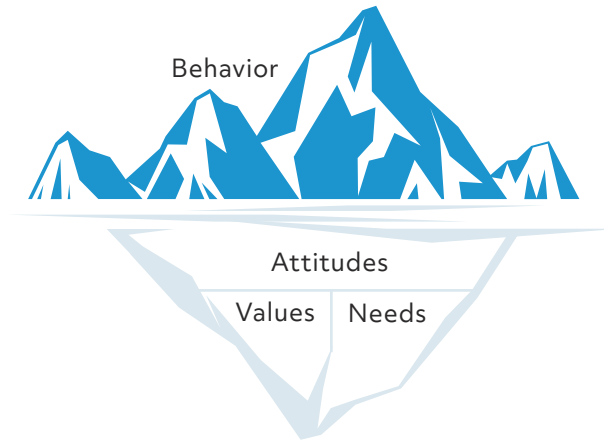




# Mysteries of Motivation

## The Iceberg Model of Human Behavior

The Iceberg Model of Human Behavior provides a clear understanding of why people do what they do. What are most observable about human beings are their words and actions – their behaviors. Human behavior (the tip of the iceberg) is primarily motivated by three internal motivators – attitudes, needs and values.



Attitudes are the driving force – it's how we think. It is our habits of thinking that influence our choices. For example, you may not feel like getting up early one morning, but you make a conscious choice to do so to meet a commitment. This choice may be motivated by your values ("I should make a contribution today") or your needs ("I need to earn money to provide for my family today") - the listings below show how those motivations differ.

**Emerson reminded us**  
**"The ancestor to every action is a thought."**

### Values Motivated Behavior

- What we should do
- What is right or reasonable
- What is most meaningful
- What we or others expect of us

### Needs Motivated Behavior

- What we would do
- What is comfortable or easiest
- What works
- What is most natural for us