

The Mentor

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The Mentor

Mentors like to give. They let others share in their knowledge and skills. As fact- and achievement-oriented people, they use their empathy to guide their partners appropriately toward their goals. They are satisfied when they make a difference that benefits others.

This book describes their particular strengths and competencies. It shows what is important to be satisfied with oneself and one's life.

Christoph Hofmański

Before Christoph Hofmański (born 48) founded his consulting company under the name "Kommunikationsmanagement" in 1988, he worked as a marketing manager in an international IT company. During this time, the discussion about emotional intelligence began to become more audible. Guided by the question "What is a certain behavior good for?", Hofmański interpreted the bi-polar dimensions of personality psychology as existential, conflicting basic needs. This gave rise to the construct of "deep motivation" in the mid-1990s. In the work of the last 25 years, there has been a growing realization that we can better understand people if we bring the construct of basic needs into a multi-layered model that captures the "flow of energy" from drivers to situational behavior. Practical use in many coaching sessions motivated Christoph Hofmański to develop TwentyFive.

Christoph Hofmański

The Mentor
Motivational Type

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15745 Wildau

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1. The personality

We humans differ because we set different priorities in life and orient ourselves in individual ways.

The analysis of deep motivation shows what is most important. For the 'mentor' motivation type, the basic needs for recognition and empathy are very important.

The Sense.Ai.tion GmbH documentation provides a brief overview:

Mentors like to give. They share their rationality and skills with others. As fact- and performance-oriented people, they use their empathy to guide their partners appropriately towards their goals. They are satisfied when they achieve something that benefits others.

1.1 The inner team

Every personality sets its own priorities, usually from birth.

In our dreams and mental images, we can sense these opposing forces as persons or personality traits.

C.G. Jung described them as archetypes, which have been sensed in this way by people across cultures at all times. For example, the type responsible for communication in Greek mythology is Hermes, the messenger of the gods, in Norse myths it is Loki and the Romans knew Mercury, the bearer of news. This deity is responsible for the communicative side. Our need for belonging is vital because we would not survive alone.

Another example is Thor, Mars or, among the Greeks, Ares, who as gods of war represent the sometimes quick-tempered assertive side. Without sufficient care for ourselves, we would soon perish.

Translated into an easy-to-understand scenario, we can imagine the most important gods as an inner team and talk about the basic needs that come together there when we need to make important decisions.

In order to be able to live, we have to fulfill different and even contradictory conditions. In deep motivation, we speak of the basic needs.

We have the choice between these extremes:

- Either we have a secure footing for our **safety**: We need to sense and react to danger in time.
 - or we strive forward in haste, for **enforcement**: We want to take care of ourselves, go on adventures and develop our skills.
- Either we seek **belonging** in a circle of fellow human beings: We cannot and do not want to live alone.

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- or we keep our distance so that we are sensed as an individual and find **recognition**.

- Either we are cool and curious about **rationality**: We want to recognize reality.

- or we use **empathy** to empathize warmly with those closest to us.

For a mentor, recognition and empathy have the highest priority. We can outline the inner team like this:

Suppose the team were to meet in an old knight's hall and sit down at a round table, they would probably take these positions.

The representatives of the basic needs of recognition and empathy sit at the head. These two are in the chair.

Next to recognition sits safety, because we want to ensure that we are appreciated by those around us and by ourselves.

Next to empathy sits enforcement. Mentors know that if we want to empathize, we need to be able to take care of ourselves.

The opposing poles of safety and force sit opposite each other and watch out for each other in order to avoid possible damage to safety - or, from the perspective of enforcement, unnecessary blockages.

The opposite poles of the two team leaders, cognition and belonging sit diametrically on the other side.

The mentor's task is to lead this inner team and moderate it if necessary.

This only works if there is a common goal that is supported by everyone involved, because that is where everyone comes into their own.

If he succeeds in convincing all personality traits of his plans, there is a peaceful atmosphere in the inner team and all forces can unfold.

It is in the sense of all basic needs if they are integrated and contribute to the common work. This could happen like this:

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- Empathy (white) wants to empathize with the target scenario and help shape it. It uses intuition and imagination to do so.

- Recognition (blue) seeks the best and evaluates alternatives. It is looking for the best choice.

- Safety (green) is an attentive observer. It recognizes risks and ensures order and reliability.

- Enforcement (red) fights to achieve goals. It has visions and takes spontaneous action when we can win something.

- Rationality (black) analyzes situations and ongoing change processes and researches alternative solutions.

- Belonging (yellow) ensures common ground through coordination. It takes care of communication.

The inner team demands order and a holistic concept.

A future scenario is sought with which all six opposing basic needs are satisfied and which fits the mentor's personality.

The better we succeed in incorporating all emotional aspects, i.e. all opposing basic needs, into the plans, the more we feel the energy for a task that really satisfies us.

1.2 Self-awareness

Mentors rely on their intuition. This is justified, because it expresses our experience, which is very quickly checked by the unconscious in relation to the current situation and transmitted to the conscious mind.

They seek recognition. This is also a vital need. If we are not heard as small children, we probably won't survive the first few days or weeks. And even as adults, we need to make sure that those around us are sensing us. We at least want to have a say in important decisions. Even in today's road traffic, not being seen would have serious consequences.

Recognition also means that we want to be positively acknowledged for our achievements. So we don't strive to stand out at all costs, but to receive positive feedback.

Over time, we have learned that the appreciation of our fellow human beings is closely linked to the quality of our work. As a result, we often take a critical look at ourselves.

Is what I'm doing okay? Or can it still be improved?

We often transfer our search for the optimum to the expectations of our fellow human beings and also to their work and how they react with recognition. These experiences give us a sense of whether something is really good.

To do this, we use our ability to imagine. This means that we let small scenes play out in our imagination that show our intuition whether and how something can be improved,

Both imagination and intuition are abilities of our empathy. It is much more effective, more extensive and faster than rational thinking.

Our striving for empathy is also an existential need. Without a sense of what we ourselves need from our parents or other providers, we would starve, die of thirst or die of an infection, and

this is still true today. We sense whether and what we are lacking and act spontaneously.

We also soon learn to transfer our experience of empathy for ourselves to our fellow human beings. We sense whether and what our partners are missing, what would do them good, and act accordingly intuitively. They in turn show us their recognition of our compassion.

And that helps both bosses of the inner team.

Intuition and imagination are quick. We know more about ourselves and our fellow human beings after one breath than after an hour of careful thinking.

This speed has a disadvantage. It is based on our experiences and uses drastic generalizations. On the one hand, this is helpful when we want to drive a new car of a brand we are not yet familiar with. On the other hand, it can end horribly when we laugh at an armed gunman because we think he's just joking with us.

Sometimes it makes sense to pause for a moment before implementing a spontaneous idea and think about it slowly.

Kahnemann described this change.

Wikipedia: Thinking, Fast and Slow is a book by Daniel Kahneman that summarizes the research he conducted over several decades, largely together with Amos Tversky. The central thesis is the distinction between two types of thinking: the fast, instinctive and emotional system 1 and the slower, more reasoned and logical system 2.

System 1 goes with empathy. It unconsciously analyzes the external situation in relation to expectations and experiences. It quickly delivers a judgment, sometimes even a prejudice. If necessary, we are put into a panicky mood when the unconscious instances, based on ancient, mostly early childhood, but still effective experiences, believe that we could lose the recognition that is of existential importance to us.

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System 2 is better suited to rationality. We want to do the best we can in a situation and weigh up alternatives. To do this, we take a deep breath before judging something or someone and think slowly about the situation, possible contexts and consequences.

This math problem has become well known: *'I bought a bat and a ball for €1.10 yesterday. The bat was €1 more expensive than the ball. How much was the ball?'*

The quick thinking immediately comes up with the answer: *'10 cents'*.

This is wrong, because the bat was one euro more expensive, in this case it should have cost 1.10.

Most students have answered this simple task incorrectly.

We switch on the slow thinking when the result is relevant to us. Racket minus ball = €1.00; racket plus ball = €1.10. This results in an equation of $0.10 \text{ cents} / 2 = 5 \text{ cents}$.

In this calculation example, it doesn't matter how much money this guy paid for what for our basic needs.

What is relevant is what makes our lives and the lives of those around us more pleasant, because it provides us with what we need now and for the future.

Our feelings show us what is important at the moment. They express our basic needs and show us whether they are being provided for too much or too little.

We should switch on our conscious, slow thinking for them. It gives us better indications for our behavior. As we have six basic needs to provide for, they should not be given too little or too much food. We strive for balance and thus for deep satisfaction.

- Too much recognition only makes us look after ourselves. We are proud as a peacock, but suspect that something is wrong. Reaction: We should talk to a friend about the situation.

- Too much empathy makes us 'melt away' and we forget space and time. In this dream-like state, we should get up, move around and focus on things in our surroundings.

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- Too much safety makes us stay or hide. We are afraid of being attacked or feel thwarted. We can clench our fists and visualize our goals.

- Too much enforcement makes us act wildly. We put our head through the wall. Now we should look down and take a deep breath.

- Too much realization makes us react coldly. We feel that we are erecting a barrier. This is when calm is needed, at least a phase in which we pay attention to our feelings with our eyes closed.

- Too much belonging pays too little attention to our own concerns. Even mentors sometimes forget to look after themselves. Then it's time to pay attention to ourselves.

We are satisfied when this basic need is likely to be satisfied for the foreseeable future. We feel an inner peace.

Hungry: The feelings of fear are unpleasant and we are usually not aware of them.

We build a block so that we don't suffer from these negative feelings and our memories of the causes.

Mentors tend to distract themselves with stories or compensate for fear and anger by talking to themselves. They know the thought carousel quite well.

Paul Watzlawick described in his *Guide to Unhappiness* how we can use the responses from System 1 to cover up the fears from the first weeks and years of our lives. The idea is simple, we use negative experiences to justify our new and now false assumptions, blame or contempt.

Wikipedia: With this book, Watzlawick designed a radical counterpart to the - especially in the USA - widespread advice literature and shows how one can make one's life unbearable.

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Why do so many people choose to be unhappy?

Even more unbearable than that, it seems, is reliving the old fearful experiences.

A better alternative is to choose happiness and self-care with slow thinking, because basic needs don't require much. Our personal disposition can allow sufficient time for all sides in our daily or weekly planning.

With the mentor are relevant:

- Recognition: We want to celebrate our individuality and do something just for us. It can and may be something nonsensical that only concerns us.
- Empathy: We can meditate, daydream, be artistically active, make music or enjoy nature.

For inner balance, we add the other basic needs.

- Enforcement: sport, adventure, visualizing goals
- Safety: health, order and regularity
- Rationality: reading, researching and analyzing
- Belonging: talking or celebrating with friends

Everything in its own time.

When we take care of ourselves on a regular and all-round basis, the inner team learns that all parts are important. We become more and more deeply relaxed.

1.3 Freedom

No one can take away our freedom to decide for or against something. It is a fact of life:

People are self-determined from the moment a new organism is formed from an egg cell and a sperm cell.

I myself am what has developed from my first cell over the years.

And this self determines where and how I move, when and what I am hungry for, whether and why I react to the outside world.

And yet we often feel determined by others. A typical reaction to the enforcement that we are self-determined is the statement: "But, you have to ..."

... for example, go to work, look after the children, cook dinner, buy something to drink ...

Most people believe that they are determined by others:

'I have to go to the office or workshop in the morning or look after the children, the apartment and the family at home. I'm busy in the evenings and at weekends too, because that's when my partner, my family or our friends expect us to be there for them.'

'At work, I have to do what I'm paid to do or what my customers expect me to do. I work faster and faster, but it's not enough to meet all the demands that the job places on me.'

'I feel stressed because my duties often outweigh my energy. In my free time, which isn't really free time, I'm just exhausted and could lie down and sleep, or just hang out in front of the TV.'

Feeling externally driven and stressed is understandable,

but wrong.

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