

The Researcher

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## **The Researcher**

Researchers are curious about the best. Through their achievements, they want to convince themselves first and foremost. They pay attention to details without forgetting the meaning. They work in a concentrated way on something that is constantly improving. To do this, they use their growing knowledge and skills.

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**

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## **Motivational Type**

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## **1. My profile**

The result of analyzing my depth motivation says that my personality corresponds to the 'researcher' motivation type.

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

[link][<https://doc.senseaition.com/twentyfive/portraits>]

For researchers, their professional curiosity (rationality) and their striving for perfection (recognition) are the strongest basic needs. They want to be proud of their results, but against the background of having created something meaningful.

Whether in a professional environment or in personal relationships, researchers are personalities who earn recognition by solving challenging problems and through the quality of their work.

## 1.1 The inner team

We know that different areas are active simultaneously in the unconscious areas of our brain. They have different physical and mental tasks, some of which are of a contradictory nature, such as past and future orientation. We cannot look forwards and backwards at the same time.

These competing systems allow for self-control. We have the freedom to choose a direction.

In order to be able to live, we have to fulfill certain conditions that are also of a contradictory nature. In deep motivation we call them 'the basic needs'.

We have the choice between these extremes:

- Either we have a secure hold on our **safety**: We need to sense and react to danger in time.
  - or we strive forward in haste, for **enforcement**: We want to grow, adventure and develop our skills.
- Either we seek **belonging** in a circle of fellow human beings: We cannot and do not want to live alone.
  - or we keep our distance so that we are respected as individuals and find **recognition**.
- Either we are cool and curious about **rationality**: If want to recognize reality.
  - or we use **empathy** to empathize warmly with those closest to us.

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.

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C.G. Jung described them as archetypes, which have been sensed 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.

In deep motivation, we find the communicative side of the personality as the basic needs for belonging.

Another example is Thor, Mars or, among the Greeks, Ares, who as gods of war represent the sometimes quick-tempered assertive side.

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 can come together there when we need to make important decisions.

For the researcher, recognition and rationality have the highest priority. We can sketch the inner team like this:

At one table, recognition and realization would preside.

Next to recognition sits safety, because we want to ensure that we are appreciated by our fellow human beings and by ourselves in the long term.

Next to rationality sits enforcement. Researchers will know that in order to achieve the truth, we sometimes have to insist powerfully.

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 point of view of enforcement, unnecessary blockages.

The opposite poles of the two team leaders, empathy and belonging, sit diametrically opposed to recognition and acknowledgment. They also have a balancing function.

**The researcher's task is to lead this inner team and moderate it when necessary.**

This only works if there is a goal or a task in which all forces and thus all competencies can come together.

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If the researcher succeeds in convincing all personality traits of their intentions, 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:

- Rationality (black) analyzes the situations and ongoing change processes and researches alternative solutions.
- Recognition (blue) compares the alternatives. It is looking for the best option.
- Safety (green) is an attentive observer and ensures order and reliability.
- Enforcement (red) has a desire to actively participate in certain situations and to fight for what is important if necessary.
- Empathy (white) wants to empathize. She has a nose for certain consequences and doesn't like some things.
- Belonging (yellow) wants to hear opinions and cares about communication with those involved.

Because these personality traits stand for different and opposing needs, they need a common orientation.

As long as we are not consciously clear about how we want to live, what is meaningful to us and how we can confidently go our own way, the members of the inner team turn to consciousness with dreams, thoughts and feelings.

### **The inner team demands alignment, order and a holistic concept.**

What is sought is a future scenario that satisfies all six opposing basic needs and fits the researcher's personality.

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

## 1.2 Self-awareness

Researchers think.

What they perceive through their senses and how they judge these sensings is realized by the unconscious in language, if it is relevant.

These are some of the questions that arise:

1. what exactly do we perceive and how?
2. what criteria do we use to judge it?
3. is the result relevant to us?

On the one hand, we see, hear, smell, taste, move and feel something that happens in certain situations. We feel whether something is bad, okay or good for us. These are mostly unconscious processes. We don't always realize the results, but when we do, we do so quickly. My nose is running. I have a cold. Where's the handkerchief?

Secondly, we reflect on our behavior and our achievements. We think about ourselves. We become aware of the results as thoughts. Slowly. Did I catch an infection somewhere? Would it have been better to put on a rain jacket yesterday? What is the sense of a cold?

Kahnemann described this change.

*Wikipedia: Thinking, Fast and Slow is a book by Daniel Kahneman that summarizes several decades of research, most of which he conducted 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.*

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System 1 analyzes the external situation in relation to expectations and experiences. It quickly delivers a judgment, sometimes even a prejudice. If necessary, we are thrown into a panic 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.

System 2 is better suited to rational orientation. We want to understand something, this is especially true when it comes to different sensings, for example when the researcher feels unfairly judged. Something like this can drive a carousel of thoughts.

In stressful situations, it can be helpful to switch on the mind and think slowly.

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, so it should have cost 1.10.

Most students have answered this simple task incorrectly.

We then switch on the slow thinking when the result (see question 3 above) is relevant to us. In the example calculation, it doesn't matter how much money this guy paid for what for our basic needs.

What is relevant is what makes our lives more enjoyable because it provides for us now and for the future.

We should know what messages the fast emotional system is sending us and what it's doing it for.

Recognition: relevant situations (from comparing the situation to our experience) make strong feelings (as judged by System 1). But we are not infants.

Rationality: we should use System 2 to clarify which basic needs are active and to be able to react appropriately (by the way:

the ball cost 5 cents).

Our feelings, which we consciously sense, show whether our basic needs are being provided for too much or too little:

- Too much recognition makes us only pay attention to 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 rationality 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 safety makes us freeze 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 go through the wall with our head. Now we should look down and take a deep breath.
- Too much empathy makes us 'melt away' and we forget space and time. In this dream-like state, we should stand up, move around and focus on things in our surroundings.
- Too much belonging pays too little attention to our own concerns. Researchers also sometimes forget to look after themselves. Then it's time to step back and self-reflect.

**We are satisfied** when we can expect this basic need to be satisfied for the foreseeable future. We feel an inner peace.

**Hungry:** The feelings of fear can also be unconsciously compensated for by anger or hours of self-talk, so that we are not always aware of what is actually at stake.

With all destructive responses from System 1, with all negative behaviors and ways of thinking, such as hatred or contempt, we

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ask ourselves: What am I missing today?

Basic needs don't need much. Our personal disposition can plan enough time for all sides in our daily or weekly schedule.

Relevant for the researcher:

- Recognition: We want to celebrate our individuality and do something just for us. It can and may be something nonsensical that is not dedicated to our fellow human beings.
- Rationality: Researching something that interests us, analyzing exciting connections, moving in nature.

We add the other basic needs.

- Enforcement: sport, adventure, visualizing goals
- Safety: health, order and regularity
- Empathy: listening to music, eating out, yoga
- Belonging: talking or celebrating with friends

Everything in its own time.

If we take care of ourselves regularly, the inner team learns that all parts are important. We become more and more deeply relaxed.

## 1.3 Freedom

As researchers, we want to satisfy our basic needs in such a way that all parts of our personality (the gods from the mythologies) are satisfied with us.

A simple task that we can accomplish ourselves, i.e. without outside help, if we have the freedom to plan our daily or weekly schedule in such a way that everyone gets their due.

There are people who believe that they are determined by others.

I have to go to the office or the workshop in the morning or take care of the children, the apartment and the family at home. I'm busy in the evenings and at weekends, 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 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.

How has life in general and how has my life developed?

According to current theories, a single-celled organism existed around 3.5 billion years ago, from which all modern life is descended. It was called Luca (last universal common ancestor), i.e. the last common ancestor.

Our first cell is the common ancestor of all cells in our body, from head to toe, from brain cells to skin.

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A complex system grows through cell division. This applies not only to the body, but also to the brain. And its functions are also created by our individual DNA, the carrier of genetic information.

Humans 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.

There should be no doubt about this as long as there is no externally induced genetic manipulation.

And yet we often feel externally determined. 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 ...

If we ask, we soon come to the point where we have decided, mostly unconsciously, to do a regular job, not to let the children starve, not to fail at work, not to risk being thrown out, and to carry on as before, even if we collapse under it.

There's no alternative, is there?

Good question, simple answer: there are countless alternatives.

Maybe it's interesting for researchers to explore the truth behind our conscious sensings?

I think, therefore I am?

Exactly.

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Descartes assumed that our sensory perceptions (and therefore what we conclude and believe to be true) are not objective facts, but are often deceptions transmitted to our conscious self by evil demons. He lived at the time of the Thirty Years' War. At that time it was normal to believe in angels and demons.

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## **Ende der Leseprobe**

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