

Inner Drive

The Secrets Of Motivating
Yourself and Others



By
Dave Arch

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Introduction

You've seen both types. There's the person who will only produce while being overseen by somebody else. As soon as no one is looking, they will try and get away with as much as they can. Then there are those who work and work and work with no one watching. It seems to others and to themselves that they aren't working at all. Their work has become play. That last sentence is very important. The people with a healthy inner drive can oftentimes appear as though they are continually playing. On the other hand, there are people with internal unhealthy drives fuelled by neuroses, anxiety, phobias, and guilt. This book does not advocate the goal of inner drive at any cost. Rather it seeks to present a healthy approach to building that inner drive. It seeks to analyze those people who seem to have tapped into an energy source deep inside of them that just keeps them going day after day after day.

This book explores the secrets that those people know. In over twelve years of counselling, I have helped hundreds of people recapture that internal enthusiasm for life. My hope is that this book will do the same for you.

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Secret One: Appreciating Self-Talk – Discovering the Child

It was a beautiful fall day as my parents left me off at the college dormitory. I stood by the window and waved as they pulled away. As their car turned the corner and rolled out of sight, I turned and looked in the mirror. I smiled as broadly as I had smiled in a very long time. Now don't get me wrong. They were wonderful parents, but it was time for me to leave home. And now I figured that I could finally do what I wanted, when I wanted and how I wanted. I was elated. I had never been happier.

However, it would only be a few days later that I would begin a journey into self-discovery that would intrigue me for the next thirty years. As my parents' voices dimmed, a new voice rose from inside of me. I'm not sure how they did it, and I'm certainly not sure when they did it. Somehow my parents put a parent inside of me.

What's that? Your parents did too? Have you heard that voice? Its tone is indeed very parental. "I can't believe you did that!" "You should have known better!" "What am I going to do with you?"

But a question for me remained.

"Who is the parent addressing?"

I soon discovered that there is a little boy inside of me too. And as I travel and speak, I have also had confirmed to me that in every woman no matter how old she might be a little girl resides inside. And no matter how old a man gets a little boy lives inside of him too.

However, as a counselor, I have also found that the children living inside of us are not all equally robust. Some are tired. Some are afraid. Some are sad. Some are just barely hanging onto life.

Have you understood what I've said so far? Can you feel that little child inside of you?

If not, may I suggest that you try the following. I have used this in the counselling room with hundreds of clients to help them touch this most sensitive part of who they are.

Find a quiet place where you are completely alone and close your eyes. Take several deep breaths through your nose and exhale through your mouth. Start mentally relaxing all your muscles beginning with the soles of your feet, moving up your legs until you find your self-relaxing even your scalp. Try not to go to sleep.

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Now imagine that in front of you is a tunnel with a bright light at the end of that tunnel. Imagine yourself walking through the tunnel towards the light. As you reach the end of the tunnel, you see that you are at the top of a staircase winding downward in front of you. You begin to descend the stairs and as you do you count the 70 steps beginning with 70 and counting backwards until you get to the lowest step. You will be standing at the bottom of the stairs.

At the bottom of the stairs imagine a hallway with a number of doors coming off of the hall. Walk down the hall and open the doors. Inside of one you will find probably find the little boy or girl that dwells within you.

If you are unsuccessful the first time, it merely means that the child is hiding from you. The next time you descend the stairs imagine yourself calling out to the child in tones that assure the child that you mean no harm and are only wanting to meet him/her. Usually, this brings even the most fearful child out into the open. You will find them in one of those rooms off the hallway.

When you first see the child, take a moment to describe the child as he/she looks to you. Here are some questions to get you started.

What is the child doing?

Can you see the child's face? What does the child look like?

From the expression on the child's face and/or from what the child is doing, how does the child appear to be feeling?

Congratulations! You have just raised to a conscious level a very important person – yourself!

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After discovering that child, you will soon make another discovery. It is the child that does ALL the work. It is the child who does your job, raises your children, and relates to your spouse. In contrast, the role of internal parent is both simple and singular. The parent observes and evaluates the child. In other words, the internal parent watches the child and then makes comments (to the child) about the child's behavior and performance. In spite of its simplicity, the comments exchanged between the internal parent and that child is central to our discussion of internal motivation. For in the final analysis, this book examines the motivation of the worker not the observer. This book examines the motivation of your internal child.

The relationship between the parent and the child inside you has been operating for years. However, now that it is raised to a conscious level, the condition of that relationship can be examined.

Do you ever "talk to yourself?" I'm betting you do. We all do. However now you can picture that rather abstract self-talk more concretely by visualizing it as the internal parent addressing the child. Within that framework, you will have given yourself handles for getting in control of that conversation and turning it to your best advantage. You will begin to see others who have yet to make this discovery – wandering frustrated through life due to their own lack of motivation and energy – feeling in many respects like that condition is in some manner foisted on them from outside of themselves. As long as that is their perspective, they powerlessly wait as victims of life for external conditions to change. There is no sadder plight.

My encouragement to you would be to listen carefully to the conversation of your internal parent as it addresses the child. Be particularly alert to those moments in which the child fails to live up to the parent's expectations. What does the parent say? What tone of voice does the parent take? How does the parent look at the child? What is the reaction of the child?

Do you know the answers to these questions already? Or you might need to take several days before you're ready to journal your observations on the lines below.

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Now I wish to pose to you a question that could be one of those once in a lifetime breakthrough questions for you...

Do you ever hear the internal parent compliment the child?

In posing that question to hundreds of participants in my seminars the most frequent response has always been "But I would feel so silly. It wouldn't seem right. I would feel like the child would only get a big head."

Now I wish you to consider the following. As much as negative conversation from the parent can erode the internal child's self confidence and subsequently his or her motivation, positive feedback from the parent fuels the child's drive. I have yet to meet an internal child that didn't want to please the internal parent. Due to discouragement, it might have stopped trying, but at its heart, it wants the parent's approval.

The next time that your child tries to please the parent, take time to use internal talk to praise the child. If for nothing else, praise the child for at least trying.

However, what else can you think of that you know you could share as a compliment with your internal child right now? Why not write it in the space below?

Dear Child,

Your Parent

Did you have trouble coming up with much on your list of compliments for the child? If so, the next secret should help you.

Secret Two: Cultivating a Personal Relationships – Understanding the Child

I'm about to take what at first will seem like quite a detour. I am going to share with you a crucial process for encouraging motivation within the inner child. However, before applying it to the inner child, I am going to place it within a much more familiar context – the marriage relationship.

When I was still in my private counselling practice, I would oftentimes have couples come to speak to me in the midst of tremendous relational tension.

Sometimes I would encourage the husband to complete the following sentence:

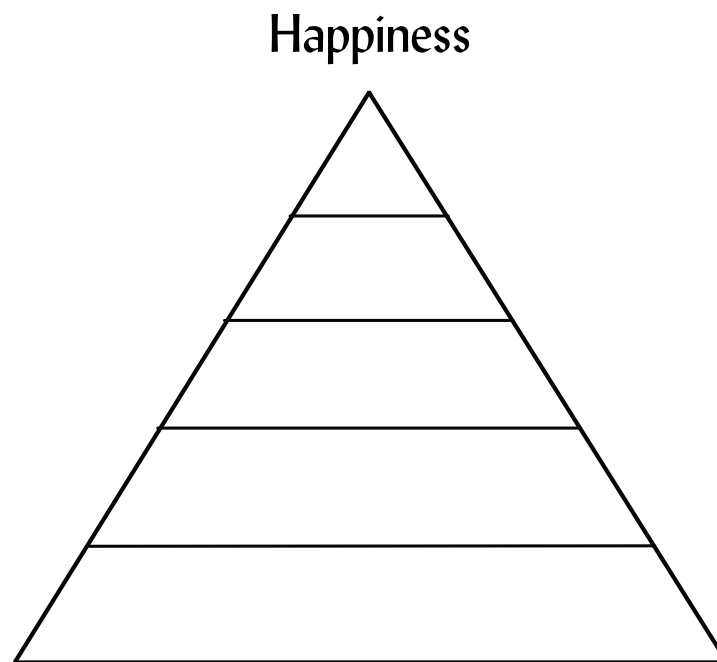
“For the life of me, I can't understand why she ...”

While the wife completed the following sentence:

“For the life of me, I can't understand why he...”

When the relationship was in severe trouble, each party could easily fill the front and sometimes the backside of an 8 1/2 x 11 sheet of paper with the completions to those sentences.

This approach was based upon a life-changing pyramid shared with me by Dr. Al VerBerg in the early 1980's.



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Happiness was at the top of the pyramid because that was the goal. No one looked around and said, “I sure am happy single, let’s see if I can get married and really change all that.” Every person has hoped that getting married would increase his or her happiness.

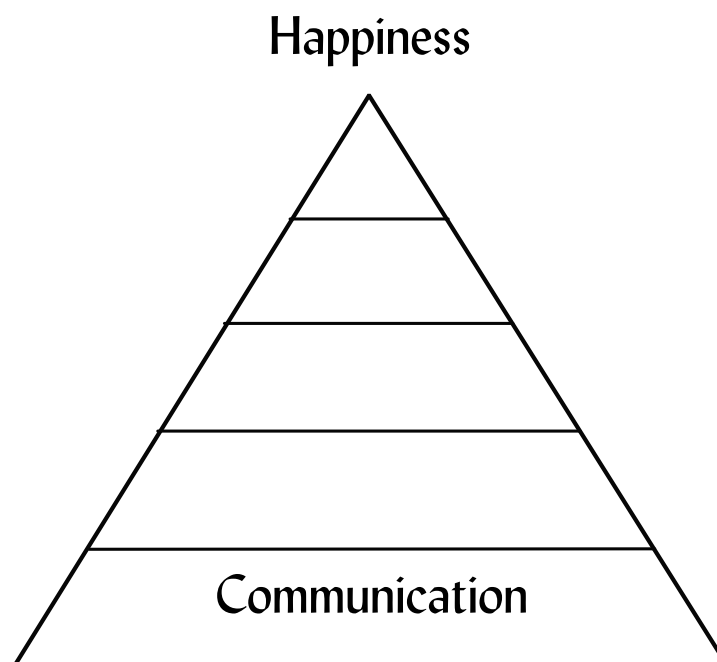
However, what is this illusive thing we call “happiness”?

To help us we need to look around at the marriages of others. Do you know someone who is married to a perfectly wonderful person, but is unhappy in the relationship? By “perfectly wonderful” I mean that the spouse isn’t an alcoholic, doesn’t have affairs, holds down a reasonable job, and is relatively verbal in communicating love and affection? However, the spouse is still unhappy.

Then again do you know any couple in which the spouse is not dependable, not good at communicating love or affection and yet the other spouse appears happy in spite of it all?

Within the context of a relationship, happiness has much to do with expectations as it does with the reality within that relationship. The question “What did you expect the relationship to deliver?” will oftentimes determine your own sense of happiness within that relationship.

Or to express it in still another way, “happiness” in marriage is when I am satisfied and content with my marriage partner. Anytime that contentment is eroded by my expectations, “happiness” is gone. The pyramid shares in a visual manner how to build towards that happiness and how to maintain it.



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Notice how it first begins with Communication. While it is true that we all do communicate, it is also true that we all don't communicate equally well. Some of this has to do with the level at which we communicate.

Those who study this subject more than myself explains that we can communicate on one of several levels.

The **CLICHE LEVEL** is typically reserved for people we meet in passing. "How's it going?" "Nice day." "Have a good one." all are phrases that fall into this shallowest level of all communication.

FACTS ABOUT OTHERS is the next shallowest level as we tell people around us about the goings-on in other people's lives. "Did you hear that..." "Can you believe that they..." fall into this category.

FACTS ABOUT OURSELVES moves down one more level in which I open up to you about self revelations like what I do, where I was born, who my parents are and other non-vulnerable statistics about me. After I share these with you, you will know more about me, but you still won't know me.

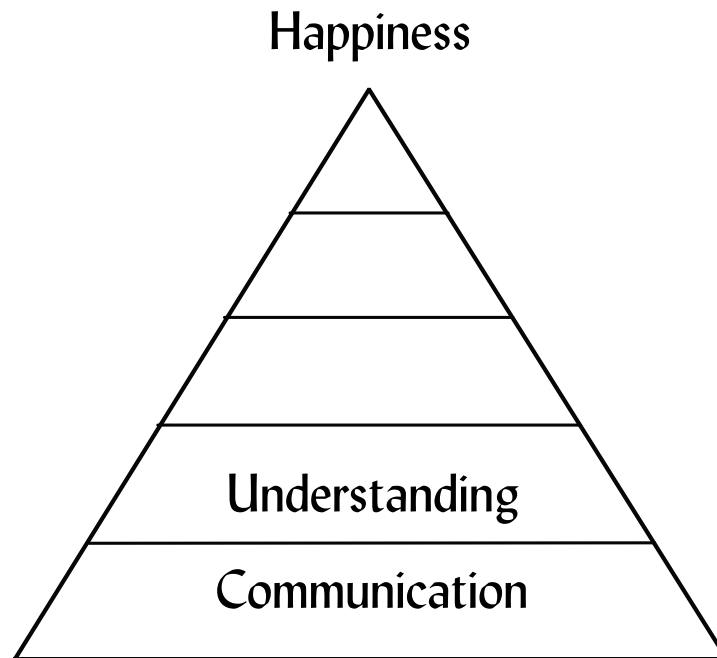
MY THOUGHTS bring you inside me to hear how I think. What is my opinion about this or that falls into this category. You are getting to know me better when I choose to share with you my thoughts.

MY FEELINGS encompass the deepest level I can share with you. However, it is also the most risky for several reasons. At the very least you might not like how I feel about something and reject me. That alone is oftentimes enough for me to keep my feelings to myself excepting those with whom I feel the safest. However, there is also the fact that my feelings are the "crazy" part of me. My feelings change. They oftentimes don't match my thoughts, and they might not even make sense to me. Consequently, I oftentimes try and hide this personal incongruence from others and sometimes even from myself.

To successfully build this relational pyramid I must learn to communicate on the most significant of the levels (i.e. my thoughts and my feelings), because the ultimate goal of communication is to share enough of who I am so that you can look through my eyes, hear through my ears, and feel like I feel. In other words the ultimate goal of communication is to help you understand me.

Unfortunately, too often in relationships we only communicate when we are "in crisis" and then usually only to try and change the other person. So we talk "at people" rather than using communication to share ourselves with people.

Nevertheless, when communication is truly happening in a sharing of ourselves, we will move to the next level in the pyramid – understanding.



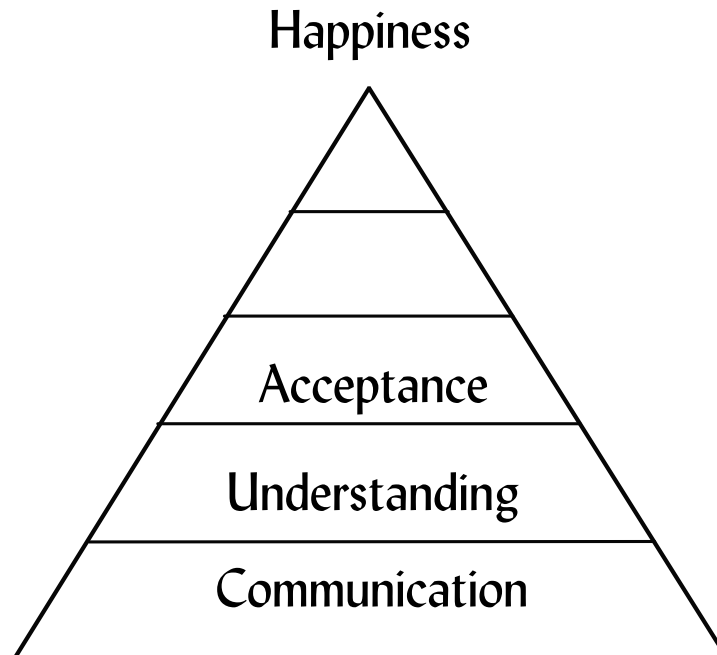
Remember the lists that I would have a couple make when they first came to see me? “For the life of me I can’t understand why he/she...?” Getting those lists to shrink and then disappear is the goal. Building understanding is the key to making that happen.

Imagine coming to work on a day when you feel pretty good. So you greet the receptionist with a very friendly “good morning” and a smile too. However, she snaps back at you with a surly “shut up!” You’re incensed, but you say nothing. You go to your desk, but her comments continue to bother you. While at lunch, you mention the event to a co-worker who says something like “Oh, you didn’t hear? Her husband asked her for a divorce last night.”

With that one piece of information, you return to the office in a much different frame of mind. The receptionist remains as short with you as before, but it doesn’t bother you any longer. The receptionist hasn’t changed...but you have. That’s power of understanding.

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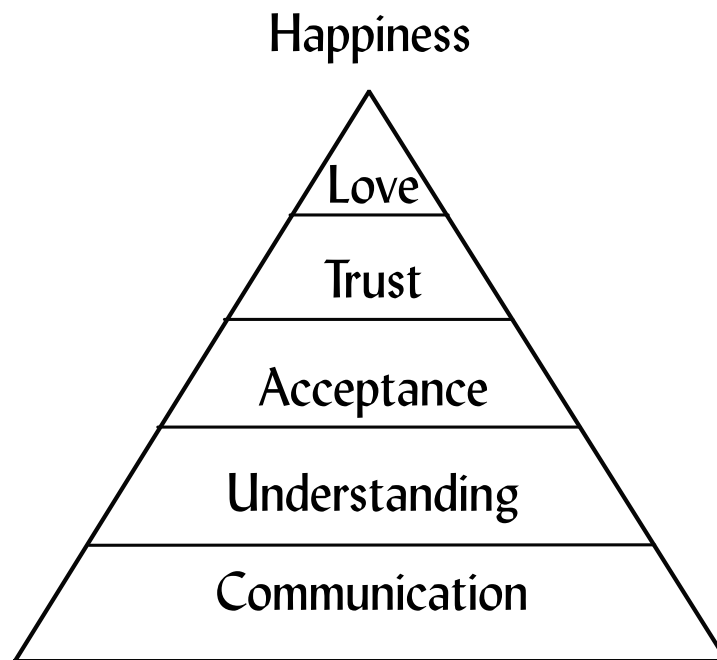
You have moved to the acceptance level of the pyramid. You are able to accept the receptionist right where she is in the light of her circumstances. And it is only in the atmosphere of acceptance that any relationship flourishes.



I would often have people come to me with weight problems – hoping that through counselling they could thin down. I would help them understand that until they could accept themselves in their heavy state, they would never be able to maintain a weight loss. Although many have tried, no one has ever hated anything out of their lives. All of us have thought at one time or another that “if only I hate this about myself to a greater degree, I will be able to conquer it.” However, when we fixate on something about ourselves to the point of hatred we actually drive it deeper into our life. See the chapters describing Secret Three and Secret Four for more about this unexpected phenomenon.

When I do achieve acceptance of you, I quickly move to trusting you. I am willing to let you be you without me having censor or control you. This trust is reinforced as I grow in my understanding of you.

Finally, I am capable of loving you. I have moved beyond merely loving this or loving that about you. I have grown to love you. Oftentimes in my office, I would ask one spouse or the other if they loved the other spouse. Many times I would hear “yes, of course, I love the way she looks” or “sure I love the way he is with the children.” But that wasn’t my question. I would need to repeat it. “Do you love them...not only what they do or how they look...do you love them?” More often than not the room then would fall silent as the truth of what I had asked penetrated to the soul.



If any of us were to honestly make a two column listing of our strengths and weaknesses, the two columns would be relatively equal in number.

To help bring this back to the subject of this book, take a moment to make a two-column chart about all that you presently know about that internal child. Don't worry if the list isn't very long. The rest of this book will help the list grow. Be sure and list both strengths and weaknesses.

Personal Strengths	Personal Weaknesses

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When I truly love someone, I am able to not only enumerate a fairly equal number of qualities in both columns. Furthermore, since it takes both columns to compose the entire person, when I truly love someone I am also able to embrace both of their columns without reservation.

When that isn't possible, it tells me that there are stages in the pyramid's development that have been missed or have been only partially completed. When that's the case, I must return to the first level (Communication) and seek to determine where those missing pieces might be.

In my own work with couples, I would often take them back into each other's childhoods to further the process of building understanding. More often than not we project on each other our own backgrounds and experiences and then wonder why the other person isn't reacting like we think they should.

Below are some background questions that I would often use. However, in an attempt now to transfer the thoughts of this chapter from the marriage relationship to our own relationship with ourselves, I am going to ask you to complete the following questions based on your own childhood experiences. Complete these questions as though I were sitting with you and asking them to you.

1. How many children were in your family?

2. Were you the oldest, youngest, middle?

3. Which sibling did you feel closest to? Why?

4. What did your dad do for a living?

5. Did your mom work outside the home?

6. What type of discipline did you parents use in relating to you? (harsh, easy, verbal, physical, removal of privileges, etc.)?

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7. Who handled most of the discipline in your home?

8. Which parent did you feel closest to? Why?

9. How was your parent's marriage?

10. Was touch an important component in your family? Explain.

11. What would be one of the happiest times you remember during your growing up years?

12. What would be one of the unhappiest times you remember during your growing up years?

To further transfer the principles of this chapter to the relationship you have with your inner child, I would also ask you now to complete the following sentence with as many different endings as you can think of.

For the life of me...I can't understand why I...

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If you came to see me for counselling in attaining a greater understanding of your inner child, I would probably have a chair sitting in a corner of the room. I would ask you to imagine a little child sitting in that chair. It would be a little girl if you were a woman and a little boy if you are a man.

Then I would tell you a little about the child – feeding back to you facts from the information you gave me about your childhood. After I had shared that information with you, I would then tell you that this child is not understood very well. In fact we would work together to answer some of the completions of your “For the life of me...” exercise.

We would talk together about this little child until the list of things we don’t understand would continue to shrink and shrink. At that point I would turn to you and ask if you felt that you could go over and put your arms around that little child – hugging them close to yourself and telling them that you love them. Some break down in tears because the experience has been such a release for them. Some honestly indicate that they can not hug that child – indicating that more work needs to be done.

Some begin by apologizing to the child. With their new understanding, they realize for the first time just how hard they’ve been on the internal child. As the child tried their best time after time, all it ever received was criticism from the parent. Have you ever considered apologizing to yourself for the way you’ve treated yourself? If earlier in the book my suggestion that you begin complimenting yourself seemed strange, this must seem beyond strange. However, it is often the beginning of the healing process in which following the apology, the child forgives the internal parent and is willing to come out and be more honest within the relationship.

Can you think of anything(s) that you’ve done to your internal child for which an apology would be appropriate? Take a moment to write it in letter form below:

Dear Child,

Your Parent

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As with all relationships, the pyramid described in this chapter must be maintained on a regular basis. As the internal child changes and discovers more about himself/herself, as the parent changes, and as external circumstances change, new understandings must be forged. However, this initial cleaning up of the relationship will set the pattern for what to do when changes occur or the internal parent responds inappropriately to the child. Apologizing, forgiving, and moving on becomes a familiar pattern in the life of the internally motivated.

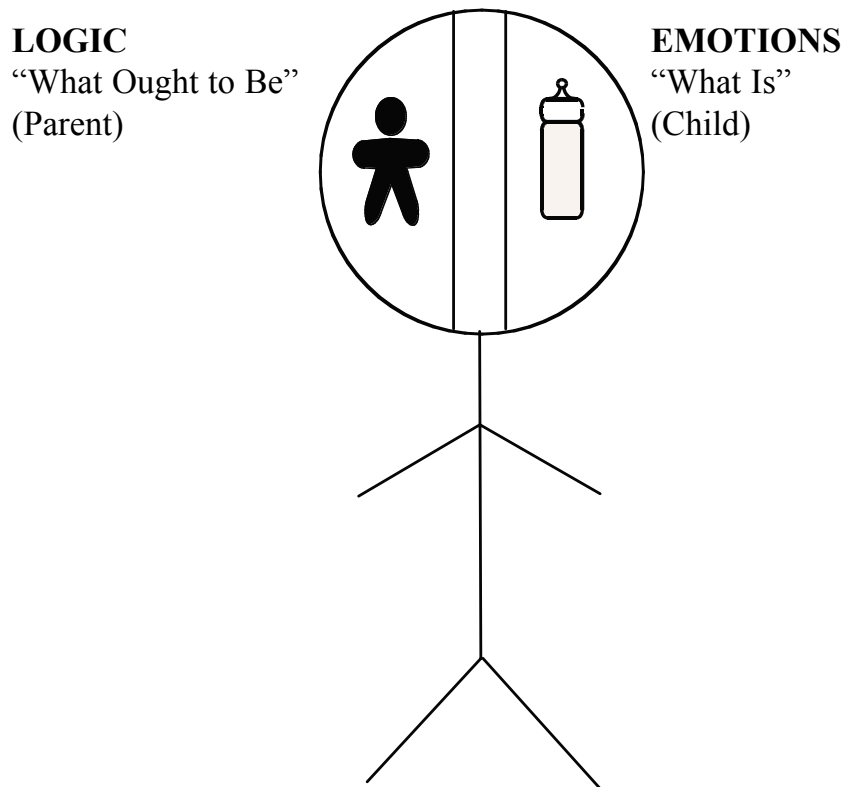
As this chapter concludes, please take a moment to consider yet another application of its truths. The pyramid forms the model for maximizing the motivation of others too! My encouragement to you would be to now reread this chapter from that perspective and see just how much this chapter has to say about how to successfully keep others motivated too!

Secret Three: Internalizing Purpose – Trusting the Child

Once you have begun to accept the child, you are ready to begin trusting the child to express himself/herself and do things in ways that will be unique to themselves. Up to this stage the internal parent might not have been listening to the child. Instead whenever the child had an idea the parent might have put it down as “silly” or “stupid” or merely sought to control every action or thought of the child.

What a loss! As you will soon discover, it is deep within the child that the purest of honesty exists. Who hasn't feared taking their young children into public lest a too honest statement might come from their lips. “That man has bad breath” when stated within hearing distance of “that man” is certainly enough to bring a blush to the face of any parent. As the parent lives in the world of “ought to's” and “should's” the child comes boldly in with statements of “what is.”

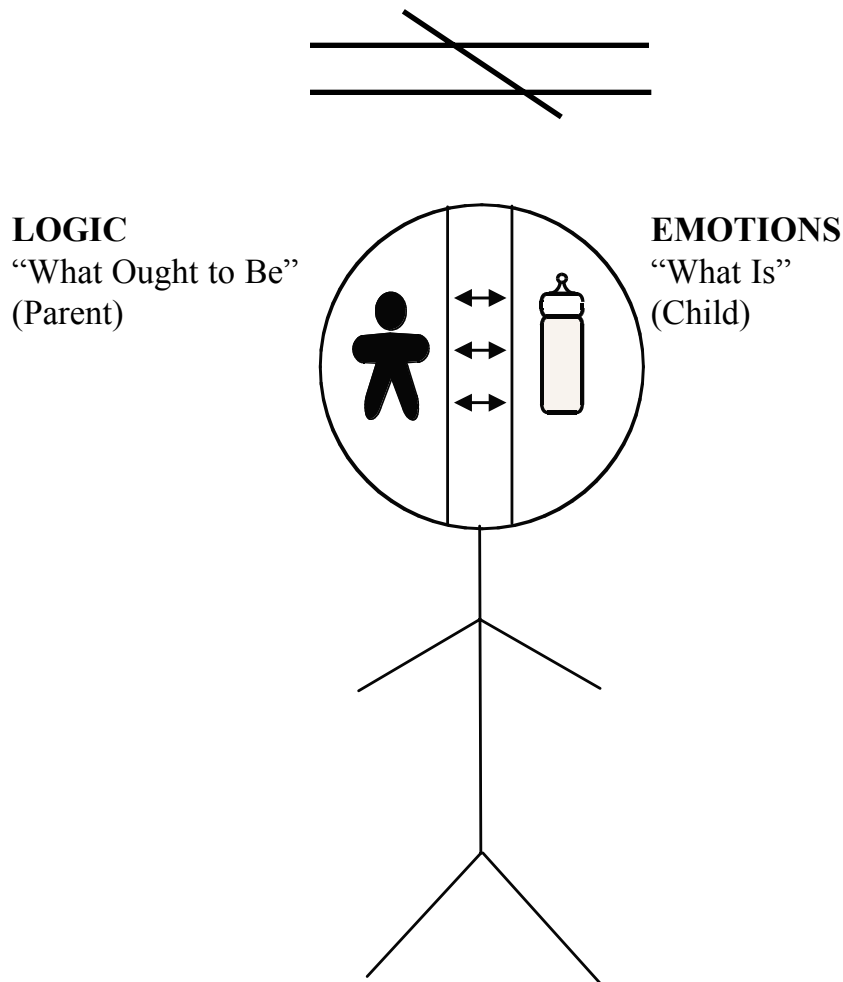
Another way to look at this might be to consider that in every situation that life brings to us we both think about it and feel about it.



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Our feelings tend to be our more childlike side (“what is”) while our thinking plays the role of the internal parent (“what ought to be”).

This morning when I first looked in the mirror my internal child expressed itself by saying deep inside of myself something like “WOW! You have a large nose!” He was merely expressing an honest statement (I do have a fairly large nose). On some mornings, the internal parent will censor the child by saying something like “How dare you speak that way. Shut up!” On other mornings, the parent will throw an “ought to” into the mix by siding with the child and saying something like “You sure do have a large nose and you **SHOULDN’T** have one that big.”



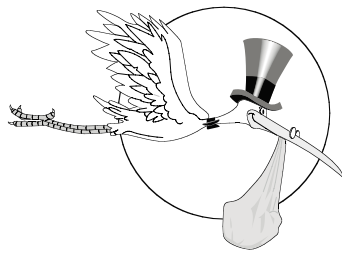
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On those mornings, there is very real tension in my life. Whenever my “what is” does not match my “what ought to be,” I am under stress. In fact that is the heart of any stress that I feel. To say it yet another way, any stress that I feel can always be traced back to a tension between “what is” and what I feel “ought to be.”

However, let me take a moment to clarify healthy tension from unhealthy tension. I am not advocating a life devoid of all tension (see the chapter on Secret Five for an elaboration on this point). Every great discovery has always been the result of someone believing that “what is” is not “what ought to be!” The car was invented because Henry Ford believed that although walking or riding a horse was certainly “what is,” it was not what “ought to be!”

That type of healthy stress motivates us. However, the tension that demotivates us can be found when I insist that the unchangeable realities of my life just shouldn’t be! When I fight my realities either on the job or in my personal life, unhealthy stress erodes my motivation.

This should help make it clearer. Imagine that there is a “Room Of Reality.” Within that room, sometimes I’m sick sometimes I’m well; sometimes I make good decisions, sometimes I make bad decisions; sometimes I make money, sometimes I lose money; and the list goes on.



Parents

Good – Bad
Succeed – Fail
Sick – Well
Elated – Depressed
Win – Lose

Room of Reality

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Much of what is inside that room I don't like. In fact my "ought to's" fight the "what is" of that room with great vigor! When I'm a child, I live outside of the room. My parents' role is to gradually usher me into that room. Anyone with teenagers can appreciate just how much they fight entering and then staying in that room. We too can fight facing the realities about the world around us as well as our internal child. We want him/her to be someone they aren't equipped to be. Our expectations of the child can be completely unreasonable, and the child becomes demoralized by the height of the standards.

Many of us grew up in a time when parents did not base their expectations of us upon any understanding of us as unique individuals. Instead they just pulled their "ought to's" out of the air (or out of a book). And if we don't stop and consider what's happening, we will continue to talk to and raise ourselves just like our parents raised us (even if we don't agree with their methodologies). That's why so often the voice of the internal parent (its words and tone of voice) can be traced back directly to a parent of significant parental model in our lives as children.

As we learn to listen to the internal child, we will hear some honest words that could dramatically change the "ought to's" of the parent. As with all parents, some internal parents hold unreasonably high demands while some expect little or nothing from the child. Both approaches directly affect motivation.

Who hasn't been frustrated as you tried to type on a computer with someone looking over your shoulder? You get nervous and make more mistakes when someone is watching that closely. Or have you ever driven down the interstate with a policeman behind you? It's easy to become so nervous that you actually speed. An internal parent who monitors the child too closely will find the child filled with anxiety and actually performing worse than if the parent "gave the child some space" and room for making mistakes.

Of course the other extreme is also extremely detrimental. The permissive internal parent allows the child to say and do anything with no censorship. The result of this laissez-faire dynamic is a complete lack of self discipline. See the chapter on Secret Five for a more detailed examination of this style of relationship.

As this chapter concludes take a moment to again sit quietly and give permission to your internal child to speak in complete honesty about the expectations of the internal parent. What expectations does the child believe are unreasonably high? Are there any areas in which the child would desire more structure from the parent? Listen and write any response from the child in the space below.

Secret Four: Fulfilling Your Wants – Hearing The Child

How do you react to the title of this chapter? If you react at all negatively at the thought that it advocates fulfilling your wants, it is a good indication that the natural motivation of your internal child has been buried at least to some extent under a pile of internal parental “ought to’s.” As seen in the previous chapter, the child voice speaks in terms of “what is” while the parent speaks in terms of “what ought to be.”

I encourage you to silence the internal parent during the reading of this chapter so that the child’s voice can be heard. Internal motivation and newfound enthusiasm will occur as the child discovers again the path that will lead him/her to what he/she truly wants to do.

A study of very successfully motivated people has produced the chart you will find in this chapter. The chart summarizes the four commonalities of those successfully motivated people.

First, the upper lefthand quadrant indicates that these people worked in their area of Passion. What would you do if money was no object? What do you enjoy doing as a hobby? Truly successful people have found ways of incorporating their areas of passion into their work.

Secondly, the upper righthand quadrant has to do with Talent. No one can get very motivated about working in an area in which they don’t have talent. This is a very difficult area in which to self-assess. A good question in that quadrant is “what have others told you you’re good at?”

In helping you identify talents, you might take a moment to look at the following list of words and just circle the one(s) that you like to do:

administering	counselling	exploring	instructing
analyzing	deciding	filing	inventing
auditing	diagnosing	gathering	leading
collaborating	exhibiting	inspiring	monitoring
nurturing	negotiating	selling	thinking
painting	recruiting	sharing	troubleshooting
photographing	rehabilitating	speaking	tutoring
planting	reporting	summarizing	writing
predicting	researching	systematizing	promoting
restoring	resolving	tabulating	supervising

If you like to do it, there’s a very good chance that you’re good at it.

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The lower lefthand quadrant of the chart has to do with your Values. Now at first we think of moral values, and certainly that's a component addressed by the questions in that quadrant. However, there are also work values that play a key role.

Here is a list of some key work values. Again you may find it helpful to circle the ones that you value most in the workplace:

sense of achievement	advancement	adventure	aesthetics
position of authority	autonomy	balance	compensation
competition	creativity	detail work	efficiency
fast pace	flexibility	helping others	integrity
intellectual stimulation	leadership	leisure time	location
management	moral fulfillment	personal growth	prestige
public attention	recognition	research	responsibility
routine	security	social contacts	team

After circling some of the above words, you might even have more to add to the lower lefthand quadrant on the chart.

Finally, the lower right hand quadrant has to do with Destiny. Certainly the most nebulous of them all, this quadrant addresses the fact that truly successful people have a sense that they are "doing what they were made to do." The questions in the chart will guide you to some words you can use to fill in the blanks.

Please take a moment now to complete the chart on the following page before continuing in this chapter.

As you can see from the chart, the highest level of internal motivation occurs when an individual's Passion, Talent, Values, and Sense of Destiny converge in one activity!

After completing the chart, look for common activities in all four quadrants, and you will begin to find those clues that will lead you to discover what the child wants to do.

These commonalities can be used to guide you as you "job sculpt" in order to make your endeavors fit the internal child in every-increasing ways.

What do I love to do?

Passion

What has given me the most satisfaction in the past?

What excites me about life?

What activities give me the most satisfaction and inner peace?

What are my hobbies?

What is my secret ambition?

- 1. _____
- 2. _____
- 3. _____



What am I good at?

Talent

What have others told me I'm good at?

What have I excelled at in the past? (i.e. sports, entertaining, relationships, problem-solving, communication, persuading, leading)?

What are some of my strengths?

What have I been successful at?

- 1. _____
- 2. _____
- 3. _____



What is important to me?

Values

What would I commit myself to if money was no object?

If I only had five years to live, what would I have to accomplish for my life to seem meaningful?

What do I stand for? What won't I stand for? What has caused me to make great sacrifices in the past?

What would I be willing to risk my life for?

- 1. _____
- 2. _____
- 3. _____



What was I born to do?

Destiny

What is my unique situation in life?

What can I do that will make a difference?

What is my niche?

What unique opportunities have been placed in my path?

- 1. _____
- 2. _____
- 3. _____



Inner Drive

However, there is a broader issue at play as a sub-text of the chart. The entire chart is based on having acquired a self knowledge. And that self knowledge can only be acquired through an often painful process of trial and error fraught with many opportunities for failures. This capacity to take the risks necessary to gain self knowledge will be found in all those people with a healthy inner drive. Giving the internal child permission to fail is crucial to the successful completion of that process.

That last thought takes me back to watching my four children learn how to walk. It was quite a predictable process. They would begin by pulling themselves up in their crib. Then they would “scoot” wherever they went. Eventually, they would pull themselves up on their favorite chair and then begin a process I referred to as “cruising.” They would move around the outside of rooms from piece of furniture to piece of furniture not letting go of one before they had grasped the next in the series. Finally, one day they decided to take one of the biggest risks of their short lives. They let go of the piece of furniture without the support of another piece. They stood their and wobbled – working themselves up to taking that first step.

Watching them take that first step brought yet another observation to the forefront. The first step was always down! They would step, teeter and fall. At that very moment my response to them became crucial. If I pointed, laughed and ridiculed or became angry with that first attempt, my children very likely would have grown up on the floor. Fearful of incurring my scorn or anger, they would have ceased doing what they needed to do in order to walk (i.e. falling down).

That process we learned first in walking is repeated over and over again throughout our lives as we try something and fail only to try something else and succeed. Self knowledge occurs no other way. The ability to accurately complete the form in this chapter only comes through many falling down experiences that showed us what wasn't our passion, talent, value or destiny.

So if you find it difficult to complete the form, ask yourself the following questions. “Out of ten decisions that your internal child will make how many will be good ones?” “Out of ten projects that your internal child undertakes to do how many will he/she successfully complete?” If you answered “ten” or even “nine” or “eight” to either of those questions, you are in all probability expecting too much from that little child. Fearful of not living up to the internal parent's expectations, the child plays it too safe not taking the necessary risks to learn more about its passion, talent, values, and destiny. I wish that there was another way of getting there, and I will certainly keep looking for one. However, if there is a safer way, it has alluded every client I've every seen and me too.

Secret Five: Maintaining Self-Discipline – Raising the Child

Right at the beginning of this chapter I wish to make a statement that at first glance might sound heretical. However, I believe that EVERYONE EXERCISES SELF DISCIPLINE. Even that person you know who's never on time and always procrastinates on even the smallest of decisions exercises self discipline. To say it still another way, I believe that everyone disciplines themselves.

As alluded to earlier, when our parents cease parenting us, we continue to parent ourselves. That internal parent disciplines the child. However, some people just use better discipline methods and consequently achieve better results.

The chart below shows several approaches to discipline that every parent has at their disposal when seeking to discipline their children.

Methods of Discipline

I. Communication

A. When to Use

1. In all cases.
2. Before any other methods are tried.

B. Lesson the Child Learns

“By talking, I see the advantages and disadvantages of my planned action. Therefore, I will willingly do the proper thing. My parents respect me and I think they have good ideas.”

II. Reinforcement

A. When to Use – Anytime you want to strengthen a desirable behavior.

B. Lesson the Child Learns

“When I do the desirable thing, I get rewarded for it. Therefore, I will do it again.”

III. Extinction

A. When to Use – Anytime you want to weaken undesirable behavior

B. Lesson the Child Learns

“When I behave undesirably, I do not get any reward. Therefore, there is no sense in doing that again.”

Inner Drive

IV. Natural Consequences

A. When to Use

1. When you want to weaken undesirable behavior.
2. When communication and extinction have not worked.

B. Lesson the Child Learns

“When I do some things, I get hurt. Nobody else has anything to do with it. I just bring on a bad experience. Therefore, I will not do that again.”

V. Logical Consequences

A. When to Use

1. When you want to weaken undesirable behavior.
2. When communication and extinction have not worked.
3. When no natural consequences exists.
4. When natural consequences would cause severe or lasting hurt to the child.

B. Lesson the Child Learns

“The world has many people. When I do something that is wrong, they may impose some undesirable consequences. Therefore, I will do my part in order to avoid the negative consequences.”

VI. Physical Spanking

A. When to Use – When all other methods have failed.

B. Lesson the Child Learns

“My parents are my authority. They have the experience to know what is right and to enforce their guidelines by inflicting physical pain. Though I do not like it at the time, I am learning it is for my good and they do it because they love me.”

VIII. Imitation

A. When to Use – This method is in continuous operation.

B. Lesson the Child Learns – “My parents are strong and grown-up. Since they act that way, so do I.”

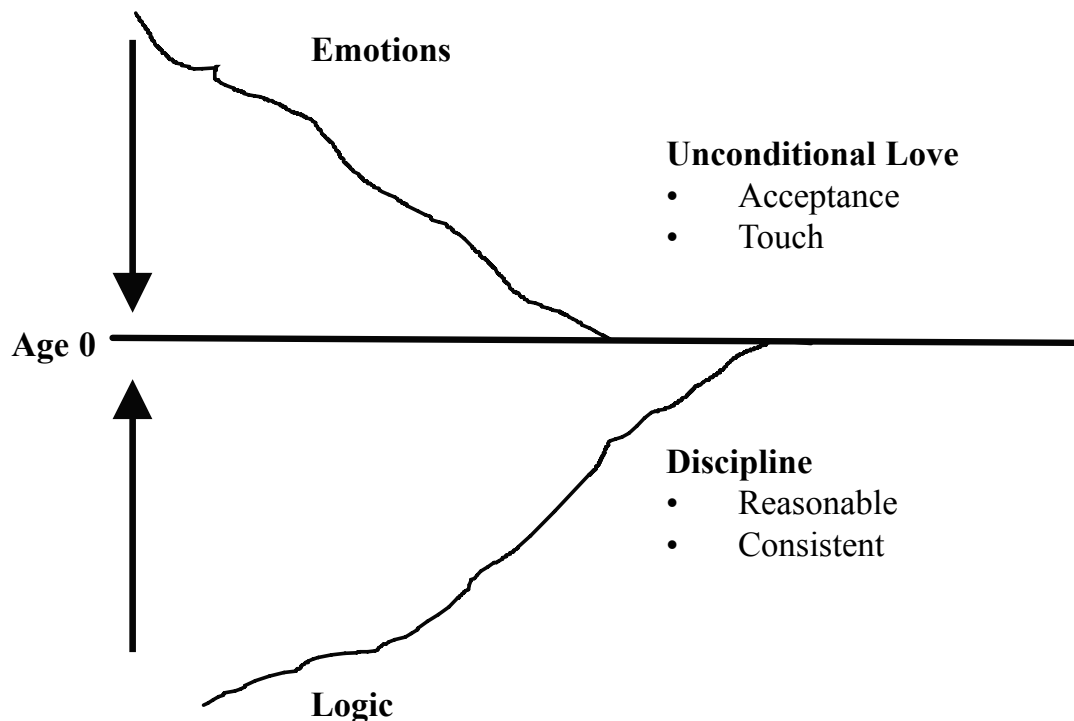
Inner Drive

There is no question that all of the above techniques are not equally effective in achieving the desired results. Our question is which ones work the best and how can we then incorporate them into our internal motivations. Let's look at them one at a time. Within each of the next few paragraphs, I give you some questions about each discipline technique that will help make that transition to your inner child.

COMMUNICATION reminds us about the power of communication. Just as the ineffective parent always responds to an older child's question of "Why?" with "Because I said so!" the internal parent can carry that same ineffective communication into the internal relationship. If you want the inner child to begin doing something, be sure to communicate the "why" behind your desire. Some reasons are better than others, so don't be afraid to let the child respond with his or her questions. Positive communication from the internal parent always shows respect for the child and helps to alleviate the rebellion of the inner child.

The inner child can easily rebel when treated with disrespect by the internal parent. When the internal parent merely draws a line on the ground and commands that the child not cross it, the first thing the inner child will want to do is to cross the line. Communicating good reasons along with the parent's desire will help prevent that internal rebellion from sabotaging self discipline.

As part of the bigger picture, the following diagram explains a lot! When a child is first born, the emotions are high and the logic is low. A baby cries and cries but reasons very little. The goal of the parent is to bring the emotion down so that the logic can come up.



A parent's attempts at unconditional love, acceptance and commitment brings that security. However, in the early years of a child's life, touch is the only way to communicate that positive energy. Merely talking to the child in those early years just won't do it. When a child is raised in a touch deprived environment, an internal anxiety develops.

In a healthy parent-child relationship, while love is bringing the emotions down, discipline is bringing the logic up. Reasonable and consistent discipline literally teaches a child how to make decisions.

When love and acceptance is missing from the mix, the emotions aren't brought down but rather carry the child out into adulthood with an almost undefinable sense of insecurity. As long as that condition exists, the ability to logically deal with the internal child in a reasonable and consistent manner is very difficult. That's why understanding the inner child and adjusting parental expectations to fit that child is foundational to coming to building towards this stage in the book.

REINFORCEMENT compels us to ask the question "when was the last time you rewarded the internal child for something the child did that pleased the parent?" Too many times the only instances in which the internal parent talks to the child is when the child has displeased the parent. Still in other instances the child is never able to completely please the parent. The parent responds to the child's performances with a "not bad, but it could have been better" attitude. Such an attitude usually leads to the child either dropping out or over achieve in an attempt to please the parent. Take a moment to consider how you could more consistently build in rewards for the child. You'll find that it goes a long ways to producing that desired motivation.

EXTINCTION asks that important question "Do I ever reward my inner child for doing something I want him/her to quit doing?" In other words "Am I too permissive with my inner child?" When the child does something I'm wanting to quit, do I reward the child by continuing to do whatever we would have done if he/she hadn't done it?" If you were sitting in my counseling office, we would explore this question. However, without that opportunity, you must explore this area for yourself. However, some of my clients have told me that they have discovered that when the internal child "disobeyed," the internal parent felt so badly that they would go to a party just to feel better thus actually rewarding the child for inappropriate behavior. In other words, no matter how the child behaved nothing changed. This only reinforces undesirable behavior.

NATURAL CONSEQUENCES are usually a part of everything we do. However, sometimes as a parent we don't allow our child to experience the natural consequences of that behavior. The most common method of doing that with the internal child is to use alcohol, some other drug, sex, or even work to deaden the feelings of the pain that could change the behavior of the internal child. By anesthetizing the pain, we dilute its power to change the child's undesirable behavior.

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LOGICAL CONSEQUENCES can be imposed by the internal parent when the natural consequences might completely destroy the internal child. The question to ask is “When the internal child disobeys, are there any consequences to his/her behavior?” Sometimes this is the removal of something that the child really wants to do. Have you ever used this method of disciplining yourself?

PHYSICAL SPANKING is difficult to translate into the internal realm of the internal parent/child relationship. However, at times I have verbally spanked my internal child. As in physically spanking my child, I must be careful not to cross that line into child abuse so I must also be careful that in verbally spanking my child I don’t verbally abuse my child. Belittling, name calling, and making the internal child feel worthless will only demotivate and prove to be counterproductive to inner drive.

IMITATION causes me to ask if I am spending time with people who are also filled with inner drive. Time and time again I find myself learning that I tend to become like those with whom I associate. If I allow my internal child to be with other demotivated internal children, the process of becoming internally motivated will be made difficult.

Do you remember the question about childhood discipline that you answered earlier in the chapter on Secret Two? We will continue to discipline ourselves in the same manner in which our parents disciplined us unless we stop to evaluate the effectiveness of the methods they used.

What have you learned about yourself in relation to your own self discipline from reading this chapter? Take a moment to list your observations on the following lines.

Secret Six: Fill and Spill

Sitting as a counselor for twelve years and having people give you permission to literally look into the recesses of their souls built within me a set of convictions about the human race that could not have been gained in any other manner.

One of those convictions concerns how the dynamics of internal motivation intertwines almost imperceptibly with that individual's capacity to motivate others. I have come to call my conviction Fill And Spill (for lack of a catchier title). In these final pages, I'd like to try and help you see what I see.

"We treat others like we treat ourselves" is an understanding that forms the basis of my understanding. In other words, how our internal parent treats our internal child spills over into our daily dealings. Soon our external treatment of others mirrors those more internal and personal dealings.

Do you know someone who cuts others no slack? He/she constantly criticizes and is never happy with anyone's performance. With your new understanding, you have been given a window into their soul. When they are alone with themselves in those most personal of moments, you now know how their internal parent speaks to their internal child. Never satisfied the internal parent gives the internal child no rest from incessant naggings to do better. There is no rest for that child, because nothing is or will be good enough.

Do you know someone whose life seems totally out of control? Their weight is out of control, their time management is out of control, their finances are out of control, and their relationships are out of control. You are watching the effects of an internal parent unable to control an internal child. Possibly the internal parent sets no limits or possibly the internal parent sets unrealistic limits. The results of both behaviors on the child's behavior are oftentimes exactly the same.

However, for the sake of our discussion the above understanding brings to light the truth that we will be no more successful in motivating others than we are in motivating ourselves. The people who most consistently motivate others have first used the techniques in this book on themselves and then began treating others just like they treated themselves. They filled themselves through a healthy relationship of the internal parent to the child and it spilled over and got on those with whom they associated. It has never worked any other way.

Inner Drive

I wish to close this book with the one question I heard myself using in counseling more than any other. Even after spending hours hearing about the intense pain in an individual's life through stories that oftentimes brought tears to my eyes, I knew that this singular question had to be asked. So I learned to sit back in my chair, look the person in the eye, and dare to ask the question "What are you going to do about it?"

More than that, I learned to wait for an answer.

Most of the time the question would sound so cruel that the person to whom it was addressed would physically react as though I had punched or slapped them. The room would fill with an awkward silence. However, what at first seemed a cruel question became an empowering question. As the person was able to form their answer sometimes over minutes, sometimes days, months or even years, they would find themselves extricating themselves from the bindings that had shackled both them and their dreams.

So I end this book by asking you the same question. Now after reading this book, what are you going to do about it? Please take your time. But please do answer that question. If you take the time to write your answer to that question in the blanks below, I am convinced that it will have been you and not me who in the final analysis wrote the most important part of this book.

May God bless you on your journey.

What Are You Going To Do About It?
