

# A FOLLOW-UP TO THE SURVEY “THE QUALITIES / BEHAVIORS LEBANESE PROFESSIONALS CHERISH THE MOST”: MOTIVATION, POSITIVE THINKING, AND SELF-DEVELOPMENT

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## INTRODUCTION

This is a follow up to the article published in POEM in 2018 under the title “The Qualities / Behaviors Lebanese Professionals cherish the most”<sup>1</sup>. The previous article addressed the Qualities that, in general, the respondents believe a successful professional should enjoy. It covered part 1 of the questionnaire (i.e. questions 1, 2 and 3), as well as question 20, and came up with the following attributes that the professionals believed they should cherish the most to succeed:



1. To get a copy of the article or its appendices, kindly email [tgibeily@usj.edu.lb](mailto:tgibeily@usj.edu.lb).

**This article covers the topics of Motivation and Self-development addressed in the initial survey, i.e.:**

- Motivation<sup>2</sup>
- Positive thinking and personal development: Discover your purpose<sup>3</sup>; Positive Attitude<sup>4</sup>; Fear and Failure<sup>5</sup>; We are the Masters of our Destiny<sup>6</sup>; Serving the others<sup>7</sup>; Building Competence<sup>8</sup>; Care for self<sup>9</sup>; Reading Books<sup>10</sup>.

**A third article will address at a later stage the remaining two topics of the questionnaire (i.e. Planning<sup>11</sup> and Time Management<sup>12</sup>), and will also wrap up the results of the totality of the survey.**

*(It is to be reminded that, due to the nature of the questions addressed in the survey for which a simple “yes/no” would not do, the Likert scale from 1 to 5 was used to sense the opinion of the respondents with an acceptable degree of nuance where the numbers denoted the following: 5: Strongly agree, 4: Somewhat agree. 3: Neither agree nor disagree, 2: Somewhat disagree, 1: Very much disagree).*

## **1- MOTIVATION AND LEADERSHIP**

**People need to earn a salary to 1) pay for their basic needs** [physiological (food, water, warmth, rest...) and safety requirements (security, safety...)], to 2) contribute to satisfy their psychological needs [belonging and love (intimate relationships, friends...) and esteem needs (prestige, feeling of accomplishment)], and to 3) work on actualizing themselves (achieving their potential and participating in the welfare of humanity).

*Over and above working on developing the capabilities of their employees and securing the right resources their organization needs to function effectively, optimizing the performance of people is one of the major concerns of management, and the motivation of people is its cornerstone. It is so as, not only because motivation increases the performance of people, but as it also facilitates the relationship of management with its employees and helps the organization retain the good people.*

When it comes to motivating people, and since the early development of management theory, the importance of **Financial Rewards was pinpointed alongside Good Working Conditions** by researchers such as **Adam Smith** (1770s –

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2. Questions 7, 14.1. of the questionnaire used for the survey.

3. Questions 19.8, 19.9

4. Questions 14.9, 14.10, 19.3

5. Questions 19.10, 19.11, 17

6. Questions 13, 14.3, 14.11

7. Questions 14.2, 14.7

8. Questions 9, 12, 14.6, 19.2, 19.5

9. Question 8

10. Question 18

11. Questions 10, 11, 14.4, 14.8, 15, 16, 19.1, 19.4, 19.6

12. Questions 4, 5.2, 5.3, 5.4, 6

the father of the economic theory). However, researchers like **Elton Mayo** revealed in the early 1990s that people do not work only for money, bringing about then the concept of **Social Management** alongside the **Economic Management**. Social Management proved that people's performance is dependent on social issues and job satisfaction, and that monetary incentives and good working conditions are generally less important in improving employee productivity than meeting individuals' need and desire to *belong to a group and participate in its decision making and work planning*.

Besides what I covered in my previous article, the Survey I carried out aimed also to help understand the way Lebanese Professionals thought Managers should best lead their assistants based on the drivers that motivated them most. To do that, nine questions were addressed to tackle the following two major concerns<sup>13</sup>:

1. **Are our Employees more oriented towards “Theory X” than “Theory Y”<sup>14</sup>, and is “Transactional Theory”<sup>15</sup> of leadership the approach to enforce?**
2. **To which extent our professionals believed the “Motivation Factors”<sup>16</sup> were important in comparison to the “Hygiene Factors”, and is “Transformational Theory”<sup>17</sup> of leadership to prevail?**

#### **CONCERN 1:**

##### **ARE OUR EMPLOYEES MORE ORIENTED TOWARDS “THEORY X” THAN “THEORY Y”<sup>18</sup>, AND IS “TRANSACTIONAL THEORY” OF LEADERSHIP THE APPROACH TO ENFORCE?**

In fact, should our employees dislike work and not be personally motivated and tend to avoid work to the extent possible as they choose security and don't like responsibility (Theory X), then:

- Managers should be more **Task-oriented** than Relationship-oriented<sup>19</sup> when dealing with their subordinates, and
- **Transactional leadership** will be the leadership style to enforce by which leaders will promote compliance by followers through both rewards and punishment.

The average score earned by questions 7.1. and 7.2 denoted that Lebanese Professionals believed that employees ranked between Theory X and Theory Y and that **Transactional Leadership** was to be applied to a relative extent only, leaving an acceptable room to the Transformational Leadership.

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13. Refer to Appendix 1- “Issues of concern to Motivating and Leading people at work”

14. Refer to Theory X and Theory Y of Douglas McGregor (1960)

15. Refer to Transactional Theory of leadership, 1st described by Max Weber (1947) and further developed by Bernard M. Bass (1981)

16. Refer to Frederick Herzberg's Two-factor Theory (1959)

17. Refer to Transformational Theory – James McGregor Burns (1978) and Bernard Bass (1981)

18. Refer to Theory X and Theory Y of Douglas McGregor (1960)

19. Be more Directive than Supportive.

Question 7.1.<sup>20</sup> **“Humans respond to rewards and punishment (carrots and sticks), mainly for routine works”** scored 3.2 / 5<sup>21</sup> on the scale of Likert, denoting almost neutrality for the statement:

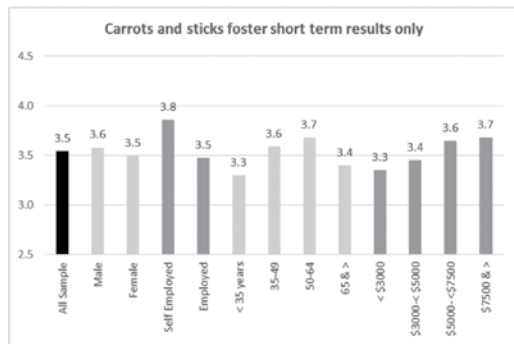
- The scores were very comparable irrespective of Gender, Self-employed and Employed people. It is worth mentioning here that when it came to the background of the interviewed people, the Engineers category gave the highest average grade of 3.5, and the “Legal” people category the lowest average of 2.5, probably due to the nature of the jobs that these categories overview (more repetitive work for the former and less repetitive for the latter with a larger ground for personal initiatives).



- When it comes to Age, the younger the Professionals were, the more the importance they gave to the question (3.5 for ages under 35 years and 2.8 for the elderly professionals), denoting that the mature professionals had more the chance to notice that the “Stick and Carrot” approach was mainly important for routine jobs.

Question 7.2. **“Carrots and sticks foster short-term results only”** scored 3.5 / 5, denoting a small acceptance of the statement:

- The average scores given by both genders were very comparable.
- Self-employed people agreed more with the statement (3.8) than the Employed professionals (3.5). The professionals aged less than 35 years (3.3) and those aged 64 years and more (3.4) did not highly agree with while the others scored around 3.6.
- The more their salary was high, the more the interviewed people accepted the statement, going crescendo from 3.3 to 3.7.



20. Refer to Appendix 1: “issues of Concern to Motivating and Leading People at Work” that deals with questions 7.1. to 7.6, 7.8., 14.1 and 14.2.

21. Used Likert scale: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Based on the answers given to the questions related to **Concern 1**, the Survey seems to indicate the following:

- As People have to earn a living, **Rewards and Punishment work**, especially, we can presume, for works that follow a set of pre-set instructions, and less for works that require innovative solutions. Tough People look for fair rewards<sup>22</sup>, people also have a drive to learn, to create and to better the world,
- Though **Managers should be “Task-oriented”** in their relationship with their employees, they should give acceptable effort and time to their “Relationship with their subordinates”,
- As such, **Transactional Leadership has to be deployed** to promote compliance by followers through both rewards and punishment, though it will not fully condition the performance of the followers.

### **CONCERN 2:**

**TO WHICH EXTENT OUR PROFESSIONALS BELIEVED THE “MOTIVATION FACTORS” WERE IMPORTANT IN COMPARISON TO THE “HYGIENE FACTORS”, AND IS “TRANSFORMATIONAL THEORY” OF LEADERSHIP TO PREVAIL?**

Should Managers believe that Employees are keen enough about the above [which will support the theory that employees' needs are trifold: needs for Achievement, Affiliation, and Power (as per the “Acquired Needs” Theory<sup>23</sup>)], then:

- **Motivation Factors are to be secured alongside the Hygiene factors**, the latter being needed to ensure that an employee does not become dissatisfied, while the former are needed to drive employees towards higher performance,
- **Transformational Leadership will be the leadership style to go by more than the Transactional one**, the latter aiming at “keeping the boat (the organization) afloat”, while the former driving at helping the subordinates develop and self-fulfill,
- The above will call the **Leaders to help Employees gain interest in their organization and job**, as a prerequisite to permitting their self-fulfillment.

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22. As their unfairness will be demotivating and will affect performance

23. David McClelland (1961)

Question 7.3. **“People have the drive to learn, create and better the world”** scored 3.6 / 5:

- Except for the professionals whose age is 65 years and over, a score of 3.6 and above was given, indicating the approval of the respondents of the statement<sup>24</sup>.
- The professionals of an age of 65 and over gave an average score of 3.0, indicating their relative neutrality to the statement, maybe due to the fact that being at the last years of their intensive production, they lost, in their majority, the stamina for continuing to outperform, though many celebrities became great at a relatively old age<sup>25</sup>.



Question 7.4 **“Once the basic needs of people are met, the meaningful rewards of people become the interest they have in their jobs, the challenge it grants them, and the recognition of others it merits them”** scored 4.0:

- All the interviewed professionals, of all categories, agreed to the statement with an average score of 4 over 5, with 72 professionals granting it a full score of 5.
- The above denotes that our professionals believe to an acceptable extent that once the basic needs of the employees are met, the motivation game stands at the Psychological and Self-fulfillment needs’ levels as advanced by Abraham Maslow in his following Hierarchy of Needs’ Pyramid<sup>26</sup>:



*“Human life will never be understood unless its highest aspirations are taken into account. Growth, self-actualization, the striving toward health, the quest for identity and autonomy, the yearning for excellence (and other ways of phrasing the striving “upward”) must by now be accepted beyond question as a widespread and perhaps universal human tendency ...” (Maslow, 1954, Motivation and Personality)*

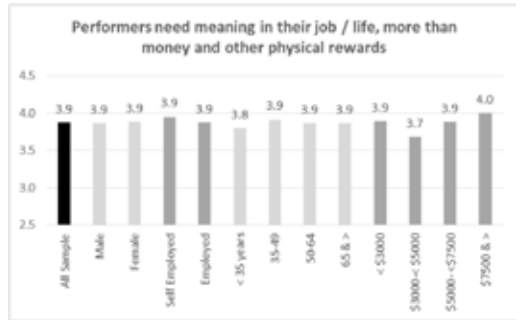
24. Though not a strong one.

25. Refer to the book of Tom Butler-Bowdon “Never too late to be great” – Virgin Books (2014).

26. As at the Self-actualization level [a less tangible state] people start creating transformation in themselves and in their relationships with the others and help thus their company live its full potential.

Question 7.5 “Performers need meaning in their job/life, more than money and other physical rewards” scored 3.9:

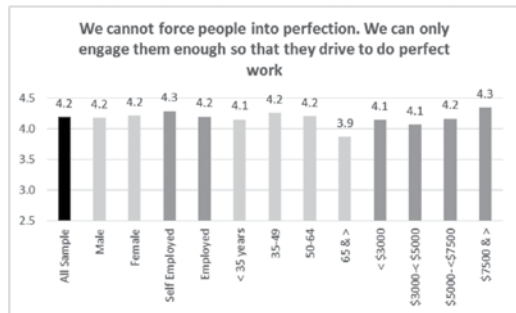
- “Wow”, all interviewed professionals, of all walks (Male and Female, of all Ages, Backgrounds, Salary...) welcomed to a relatively high degree this statement.
- The average score granted by the interviewed professionals went from 3.7 to 4, with 74 of the professionals giving the statement a full score of 5.



The average scores granted to questions 7.3., 7.4. and 7.5 tell that Lebanese Professionals believed that **Motivation Factors were important**, over and above the Hygiene Factors, and that the needs of the employees were not limited to rewards and punishment, but extended to satisfy their Achievement, Affiliation and Power needs as well.

Question 7.6. “We cannot force people to perfection. We can only engage them enough so that they drive to do perfect work” scored 4.2:

- Here again, the score was greater than 4.1 over 5 (except for the elderly professionals who gave a score of 3.9), and 102 respondents gave it the full score of 5, ascertaining the Lebanese Professionals’ conviction that Managers won’t succeed driving their subordinates to perfection, and that they had more to engage them enough so as they outperform.

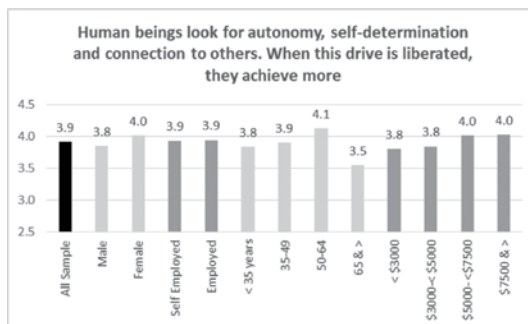


- This is what Chip Conley in his book “Peak”<sup>27</sup> stressed on: *Employees engaged in something they are passionate about are inspired by what they do. They move from just focusing on the tasks they do to imagining the impact of their work.*

27. “Peak: How great companies get their mojo from Maslow” (2010)

Question 7.8 “Human beings look for autonomy, self-determination, and connection to others. When this drive is liberated, they achieve more” scored 3.9:

- It rather confirmed further the above convictions as, with its average score of 3.9 and 74 respondents giving the question a full score of 5.



- It clearly showed that Lebanese Professionals believed to an acceptably high extent that, once employees feel good about themselves in the organization, when they feel the organization is “theirs” as well as their employers’ (whenever they feel “connected” to their boss and organization), they would feel empowered and act responsively towards the wellbeing of the organization as a whole.

The consideration of the scores granted to questions 7.3., 7.4. and 7.5, alongside those of questions 7.6 and 7.8 below<sup>28</sup>, orient Lebanese Leaders to adopt rather a **Transformational Leadership style**. In fact, the above questions in this 2<sup>nd</sup> concern chapter seems to favor Transformational Leadership, which will help foster commitment of employees to the higher causes of their organizations as it will render them passionate about themselves, the organization they work “With” (more than “For” in fact), and the job they do. This will boost their motivation and improve their performance. This is precisely what Chip Conley advocated in his book “Peak”:

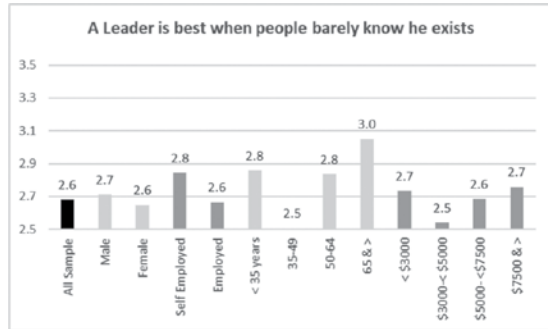
- **Idealized Influence:** Provides vision and sense of mission, instills pride, gains respect and trust. Leader serves as an ideal role model for followers.
- **Inspirational Motivation:** Inspires and motivates followers by communicating high expectations and expressing important purposes in simple ways.
- **Intellectual Stimulation:** Challenges followers to be innovative and creative by promoting intelligence, rationality, and careful problem-solving.
- **Individualized Consideration:** Demonstrates genuine concern for the needs and feelings of followers (which helps to bring out the best efforts from them) by treating, coaching, advising each employee individually.

On the other hand, considering the answers given to questions 14.1. and 14.2., Lebanese Professionals don’t seem to favor to a high degree the **Participative Leadership, though, I personally feel**, employees would relatively want their leader to act as first among equals out of their personal pride (in a country where people are somewhat affiliated with clans and tend to know each other due to the small size of the country and to the tendency in the SME to recruit people that are relatively close to ownership and management in terms of family or region of origin).

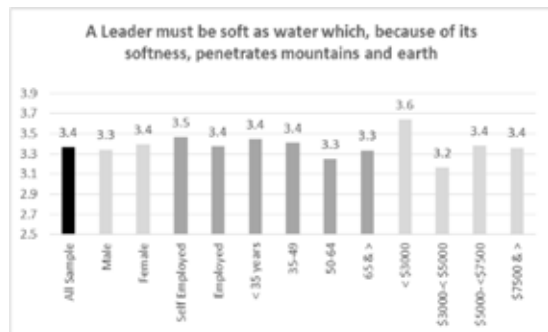
<sup>28</sup>. Question 7.7. will be explored in the 3<sup>rd</sup> article of this series.



Question 14.1. **“A Leader is best when people barely know he exists”** scored 2.6, as if to say that leaders would use their position to show off in society, probably due to the same above mentioned reasons. Lebanese professionals want the subordinates to feel the presence of their “Boss” and to abide by their orientation.



Question 14.2. **“A Leader must be soft as water which, because of its softness, penetrates mountains and earth”** got a score of 3.4/5, which let us understand that Lebanese professionals suggest that Leaders should better see themselves accepted by their subordinates as their superior more than imposing their administrative status over them.



## 2. ATTITUDE

Our mind has two distinct functions: the **Conscious Mind** (the waking; voluntary) and the **Subconscious Mind** (the sleeping; reactive)<sup>29</sup>, the latter managing over 90% of our life. That is why we need to take charge of our thoughts as they will condition our “involuntary” performance. That is why we need to charge ourselves with positive convictions, as we will end up harvesting what we sow.

As per Appendix 2 “Issues of Concern to Attitude”, the above questions scored 3.9/5, with the three lowest and highest graders being the following:

29. The world within and the world without.



The question that had the highest acceptance by the respondents (4.0/5, with 4.4 for professionals coming from the medical sectors) was question 19.9: **“Discovering your calling in life (what you value most; your deepest interests...) and working hard and deliberately at achieving it will lead you to success”**. This is what the “Arabian Nights” highlighted when saying: *“By means of toil man shall scale the height; Who to fame aspires mustn’t sleep o’night; Who seeketh pearl in the deep must dive”*.

Question 14.9. **“Despite the problems Lebanon is going through, filling your mind with positive thought is useful”**, which is backed by what is written in the Corinthians (10:13) *“God is faithful: He will not let you be tempted beyond what you can bear”*, followed with a score of 3.9.

**Question 14.10 “The Pain of today is the Gain of tomorrow”**<sup>30</sup> ranked the 3<sup>rd</sup> and scored 3.8. This question is backed by Mark (9:23) when he reported that *“All things are possible to him that believeth”*. In fact, *“The resolutions a man makes are a measure of his resolve... Small acts loom large in the eyes of small men; and mighty deeds seem as nothing in the eyes of the great - Al-Mutannabi”*. However, *I feel that, though we need to work hard, we should not keep on struggling to succeed. We should wait for the right time; let things flow; be more attuned to the natural flow of life. We should, as Lao Tzu put it “Be content with what you have, rejoice in the way things are. When you realize there is nothing lacking, the whole world belongs to you”*.

Question 19.3. **“Whether you think that you can, or think you cannot, you are right - Henry Ford”** scored 3.2 (a neutral answer), as if the respondents did not share to an acceptable extent that, should one thinks he can, they will create the force they need to can - which was reported by Matthew (21:21) in the Bible as follows *“... if you have faith and do not doubt... you can say to this mountain “Go, throw yourself into the sea”, and it will be done”*.

Summing up the answers to the above questions compels us to note that Lebanese professionals believe to an acceptable extent that **Positive thinking doesn’t happen accidentally**. That we have to build it and nourish it as it is a choice and not the result of a happy circumstance.

30. The equivalent of “No pain, no gain” (occidental motto that promises greater rewards in life for those who work harder; that nothing comes easy...).

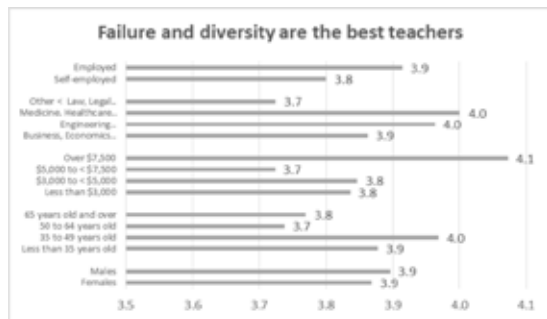
### 3- FEAR

Unless we dare and we are willing to test new areas beyond our comfort zone, we will stay out of this world; unless we learn to accept mistakes as a fact of life, we are unlikely to do anything in life.

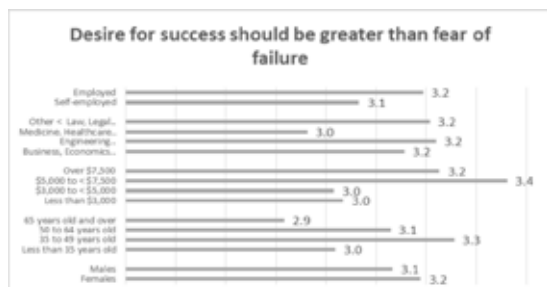
Grant you, fearing to fail is an honest concern, but it should not become a phobia. We need to be aware of it and know that it does not exist anywhere except in our mind; we need to be smart by overcoming it to mark our journey towards success. We ought to remember what Henry Ford once said: “One of the greatest discoveries a man makes, one of his great surprises, is to find he can do what he was afraid couldn’t do”. And the Bible said too “Fear not”. So, let’s feel the fear and keep going forward and do what we are supposed to do, remembering that fear is the number one reason for procrastination, i.e. the killer of productivity. **If we do not do what we fear, chances are that we will not do something worth doing! After all, “Failure is simply the opportunity to begin again, this time more intelligently” – Henry Ford. Let us not fear to fail as, often enough, “The cave you fear to enter holds the treasure you seek”- Joseph Campbell.**

To sense the feeling of Lebanese professionals about Fear, three questions were addressed: the 1<sup>st</sup> stating that failure was our best teacher in life (question 17), the 2<sup>nd</sup> stressing on our need to have a stronger desire to succeed than our fear to fail (question 19.10.), and the 3<sup>rd</sup> which advocated the need to affront fear courageously (question 19.11.). These questions scored 3.9, 3.2 and 4/5 respectfully (refer to Appendix 3: “Issues of concern to Fear”):

Question 17 scored 3.9 and determines that the Respondents agree with the statement. The highest score was granted by the highest paid ones, with 25 of them (30%) giving a full score of 5/5. No major differences were recorded between Males and Females, or Self-employed and Employed.



Question 19.10. got a neutral average score of 3.2 with a spread going from 2.9 for the elderly people to 3.4 for respondents securing a pay between \$5,000 and \$7,500.



Question 10.11: Scored 4.0, much higher than the preceding question. The score was almost shared as is by the different categories of the respondents, except for respondents with a medical orientation who gave an average score of 4.4, denoting their strong agreement.



Above let us believe that Lebanese professionals are rather daring people. They share the idea that fear is a fact of our professional life, and they, on average, face it courageously – how can they not be courageous, them who had to go to their work often in turbulent and dangerous times (sometimes under the bombs) for long periods of time during the so-called “civil war”!

#### 4- OUR SUBCONSCIOUS MIND

(WE ARE THE MASTERS OF OUR DESTINY)

The power that our subconscious mind enjoys over our life is immense as it controls our body 24/7. It never sleeps and is always on, regardless of what we are doing. It acts without thinking or reasoning, and it blindly obeys to our conscious mind convictions. It is the fertile soil in which our thoughts germinate and grow. It stores whatever we do or think, as well as our reactions to them, and takes them for truthful things to repeat whenever the alike circumstances arise. It is a huge memory bank of the total sum of our past since our coming to life that guides all of our involuntary, effortless, emotional, automatic and “fast thinking”<sup>31</sup>, which represents the bulk of our life.

**Our subconscious mind responds exactly to the way we program it**, i.e. to our thoughts and experiences – to our “Faith” as Moses, Jesus and other Celebrities put it: “According to you, faith be it unto you” – *Matthew 9:29*, or as *Joseph Murphy* ascertains it in his book “*The power of your subconscious mind*” (1963)<sup>32</sup>. This is what inspired me to address the statement of Lao Tzu “*Your thoughts become your words, your words become your actions, your actions become your habits, your habits become your character, your character becomes your destiny*” in question 13.

Consequently, **what goes into our mind is hugely important**: if we choose poorly, we will assimilate bad attitudes, behaviors, and thoughts; if we choose well, we will see positive attitudes within ourselves. This is what I tried to sense at the level of Lebanese professionals through my question 14.11. “We reap what we sow”.

31. The System 1 that Daniel Kahneman talked about in his book “Thinking, fast and slow” (2001).

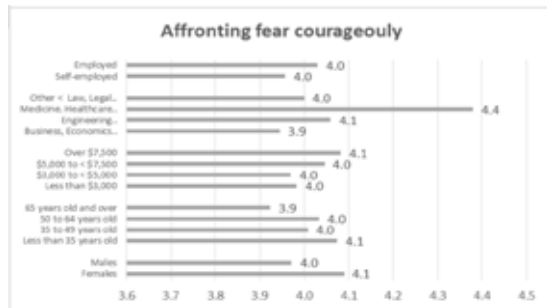
32. As in heaven (our mind), so on earth (our body and environment).

In fact, our subconscious mind is so wise and has the answer to all of our questions, especially if we let it work in a relaxed manner as it goes hand in hand with the Law of reversed effort (attitude)<sup>33</sup>: the harder we try, the harder it gets. This is what is covered by question 14.3. “Night inspires wisdom” (Sleep on it) as, as the French psychologist Émile Coué ascertained: “When the imagination and will power are in conflict, are antagonistic, it is always the imagination which wins, without any exception”.

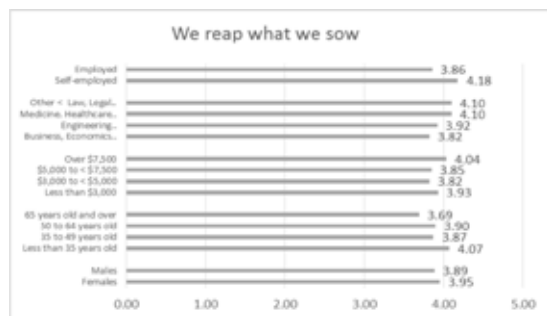
Appendix 4- “The Power of our Subconscious-mind” shows that the weighted average score for the three questions related to the topic indicated at 3.7/5 that Lebanese professionals were rather Neutral when it came to the statement “We are the Masters of our destiny”. This result should not astonish us in a country where many of us believe in Destiny (Fate). The following graphs show how the score varies among the respondents’ categories:

Question 13: Concerning the statement of Lao Tzu “Your Thoughts become your ... destiny”, what could be noted is that the “soft” oriented categories were more in acceptance of this statement:

- The “figures oriented” respondents as per their education (Business, Economics, Engineers...) had a slightly lower acceptance of this statement over the “Soft” respondents by around %10 (4.3/3.9).
- Same goes for females Vs Males by around %8.

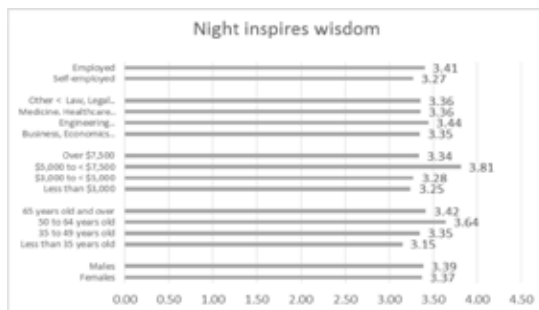


Question 14.11.: Coming to the statement “We reap what we sow”, the same as the above slight difference could be witnessed.



33. Due to the fact that even our reactive/irrational actions are the fruit of our conscious meditations and actions.

Question 14.2: Concerning the statement “Night inspires wisdom”, the answers given by all categories of the respondents indicate a neutrality towards it, letting one believe that the importance of the subconscious working on us in our time of sleep is not recognized to its just value by our respondents.



## 5- ABOUT THE COMPETENCE INGREDIENTS

People are the cornerstone of our organizations. Their performance depends on their competence (ability and capabilities), as well as on their motivation. While organizations need to help their employees develop their competence parallel to improving fostering their motivation at work, **employees ought to keep on seeding and weeding their competence to perform well and to develop**. The following questions have been addressed in the survey to find out to which extent Lebanese professionals paid enough attention to this need: (refer to Appendix 5- Willingness and Readiness to Regularly Work on Self Development)

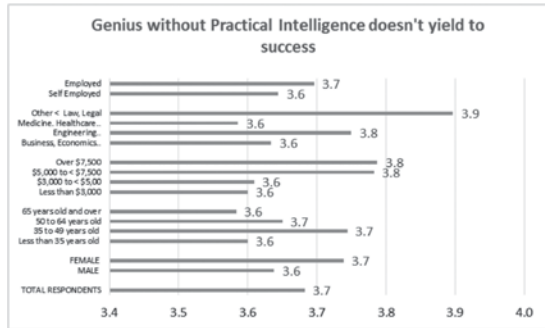
- 14.6- Genius without Practical Intelligence (ability to know what to say, when, to whom and how best) does not yield to success.
- 19.2. For most skills, mastering them requires putting thousands of long hours, especially for those skills for which the experience curve counts.
- 19.5. We ought to have an insatiably curious approach to life and an unrelenting quest for continuous learning.
- 9. Do you feel that you consciously and deliberately work yourself out of your Comfort zone.

Concerning question 14.6., **The Practical Intelligence<sup>34</sup> is important as Genius without it does not yield to success**. It is, in fact, one of the three distinct types of intelligence that a person possesses that Robert Sternberg’s “Triarchic theory on intelligence”<sup>35</sup> identifies (the other two types being Creative Intelligence and Analytical Intelligence). Practical Intelligence permits translating theory and abstract ideas into practice and practical accomplishments, which is of a prime importance, especially that **“Intellect and achievement are far from perfectly correlated”** as Anette Lareau puts it (Stanford university press 1947):

34. Sternberg’s definition of human intelligence is “a mental activity directed toward purposive adaptation to, selection and shaping of, real-world environments relevant to one’s life” (Sternberg – 1985: Beyond IQ: A Triarchic Theory of Intelligence. Cambridge: Cambridge University Press.).

35. As per Sternberg, intelligence is how well an individual deals with environmental changes throughout their lifespan.

- With an average score of 3.7, the respondents seem to Agree more than to have a Neutral stand, slightly more for the highly paid respondents than for the others.
- The respondents with a Legal education scored the highest with 5/3.9.



Question 19.2. **For most skills, mastering them requires putting thousands of long hours...**, is about the importance of practice (experience) in mastering a given skill; it's the Experience Curve principle of Bruce Henderson (BCG - 1970); it's the French saying "A force de forger on devient forgeron" ("Practice makes perfect") that

no one doubts, and on which Malcolm Gladwell in his book *Outliers* (2008) insisted by advocating the "10,000 hours rule"<sup>36</sup> to master a skill.

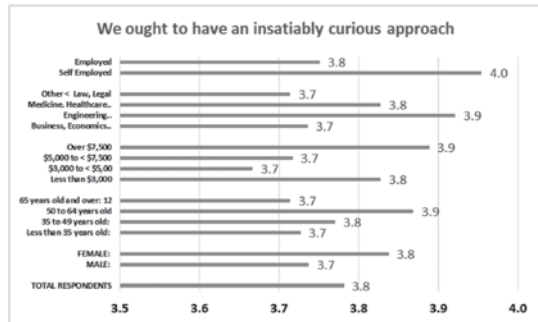


The score granted by the respondents to this statement averaged 3.7 ranging (from 3.5 to 3.8), indicating a low Neutrality to a Low Agreement.

Coming to question 19.5. **We ought to have an insatiably curious approach to life and an unrelenting quest for continuous learning**, the question is about Curiosity that is an essential trait of successful people as it renders the knowledge of all things possible (as it is the key to our unrelenting quest for continuous learning). In fact, it helps us discover our natural inclinations and thus helps us directing our efforts toward them. It is so important that Michael J. Gelb, in his well acclaimed book "How to Think Like Leonardo da Vinci: Seven Steps to Genius Every" (2000), fixed it as one of the seven traits that each successful person should enjoy and practice ("CURIOSITÀ" - a constant quest to discover and absorb the world inside and outside oneself):

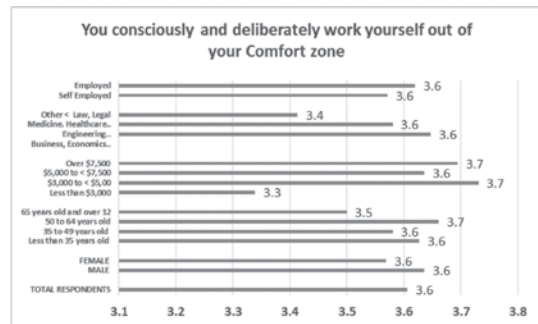
36. According to Gladwell, one common characteristic of the Outliers was the amount of time they practiced within their area of study (around 10,000 hours that Gladwell would consider as the "Tipping-Point").

- This question scored 3.8 with the averages per category of the respondents ranging from 3.7 to 5/4, indicating a Low Neutrality to the statement, as well as a Low Agreement to it.



Coming to the last question of this category, question 9: **Do you feel that you consciously and deliberately work yourself out of your Comfort zone.** The Comfort Zone is a psychological state where one feels safe and at ease; where things feel familiar and controllable; where we feel at home - thus incurring no or little level of anxiety and stress. In this zone, a steady level of performance is possible. However, *“In an increasingly competitive, cautious and accelerated world, those who are willing to take risks, to step out of their comfort zone and into the discomfort of uncertainty will be those who will reap the biggest rewards”*, Margie Warrell suggested in Forbes that **we should challenge ourselves to perform at our peak by getting out of our comfort zone.** This is to say that we cannot expect to evolve in our careers if we do not reach new heights, even at the expense of attempting things we might not succeed at.

- This question scored 3.6 with the averages per category of the respondents ranging from 3.4 to 5/3.7, indicating also, like the previous statement, a Low Neutrality, as well as a Low Agreement to it.



## 6- ON BUILDING COMPETENCE

**Keeping one’s competence at an effective level requires continuous effort, such as the need to keep on upgrading one’s Network - as “who you know is often more important than what you know”.** It is a journey as competence is an ever-evolving thing – what counts today may count less tomorrow, and new competencies may be required in the future, thus the importance of continuous learning (seminars, readings...). To determine to which extent Lebanese professionals were deploying sufficient effort in keeping their competence up-to-date and in accumulating new competence, the following questions addressing



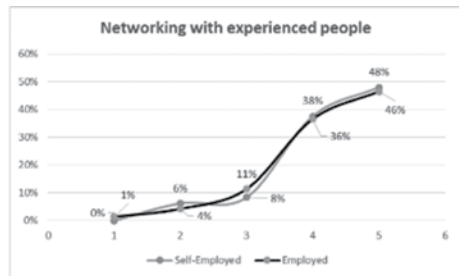
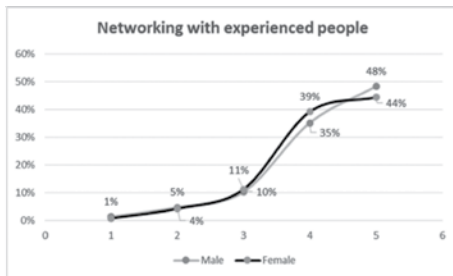
the important efforts that are presumed to help in this endeavor were addressed to the respondents: (refer to Appendix 6- Perceived Relevance of the Following by the Respondents in Their Self Development Efforts)

- 12.5- Networking with experienced people
- 20.11- Accepting Failure and Diversity in life
- 12.4- Following seminars/formal training
- 12.1- Reading Books
- 12.6- Consulting with a Mentor
- 12.2- Being informed through the news
- 12.3- Exploiting the capabilities of the Social media.

The above questions that were ranked as per their total respondent's scores (See Appendix 6) showed that **Networking** was the most praised of the above-mentioned activities (with an average score of around 4.2/5, indicating rather a strong agreement) and **Exploiting the Social Media** the least, especially for the Males for the latter activity (with an average score of around 3.2/5 indicating a rather Neutral appreciation of this statement).

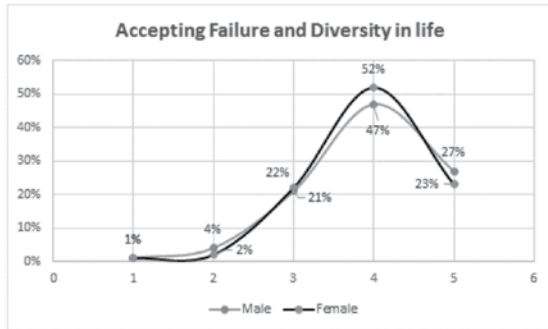
Let's have a closer look at the first three of these activities which ranked 4 and above on average, comparing some of their key indicators:

- **Networking with experienced people:** The average score spread given by both **Female and Males** came to be very comparable. The same was witnessed for **Self-Employed and Employed**.

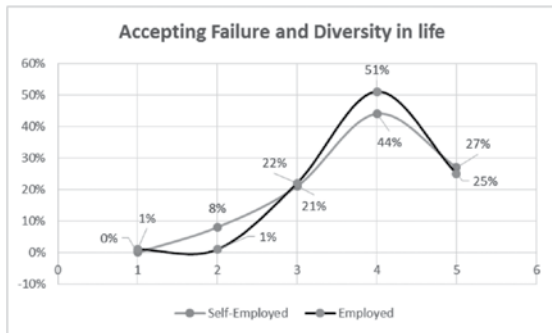


The score spread was however different when it came to **Age Bracket** where it ranged **Average** for the **Elderly people** (coming to 3.2/5) and **High** for the **Younger ones** (reaching 4.4/5 for those aged under 35 years), showing that the latter believed more in the Networking importance than the former ones.

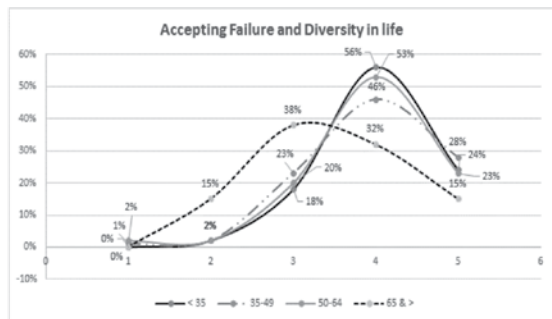
• **Accepting Failure and Diversity in life:** with a weighted average score of around 4.1 for all the respondents, 75% of the respondents gave a grade of 4 or 5, indicating a rather high agreement of the statement, with 27% of the **Males** giving a grade of 5 Vs 23% for the **Females**, while 52% of **Females** and 47% of **Males** gave a grade of 4, letting us believe that on average **Males** favored taking risk slightly more than **Females**.



When it came to comparing **Self-Employed** to **Employees**, the difference was more accentuated as **Employed** people graded more this statement than the **Self-Employed**: 76% Vs 71% gave a grade of 4 or 5.



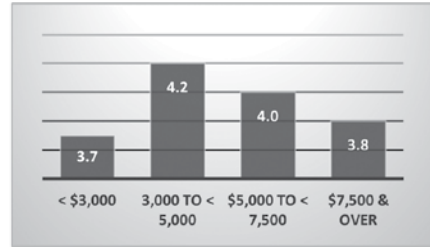
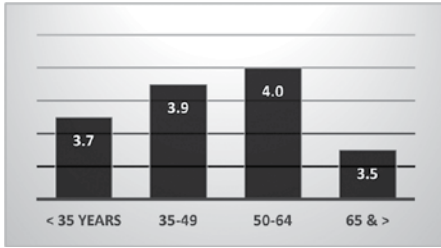
**When it came to Age**, with an average score of 4.1, the agreement with the statement went on a decreasing slope with the age bracket increasing as per the adjacent graph and the following table, as if the elder people, now that they found their destiny, recall less the failures and adversities they went through at their younger age:



	35-49	50-64	65 & >	All Respondents	
	4.6	4.1	3.9	3.5	4.1

- **Following seminars/formal training:** The weighted average score is 3.9 for the **Males** and 3.8 for the **Females**, showing rather an acceptable interest in the topic. The only category that exceeded the score of 4 was the Self Employed Females who scored 4.1.

When it came to **Age**, the score ranged from 3.5 to 4, and when it came to **Salary Bracket**, the score ranged from 3.7 to 4.2. as per the following graphs, both indicating that Seminars and Formal Training counted less for the young respondents, as well as the old ones among them.

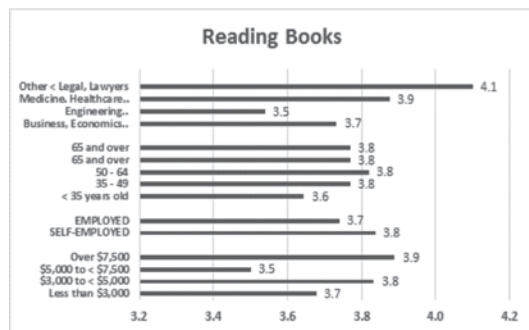


For the respondents aged between 35 and 75, 75% gave a score of 4 or 5, denoting a high interest in this endeavor for this range of age. Chances are that the youngest did not yet start feeling the need to invest in themselves<sup>37</sup>, and the elderly respondents had enough of it, or went through it on a much lower frequency.



One would have expected the Employed people to be more inclined to the seminars and formal training pushed by their management. However, the results show that both the **Employed** and the **Self-employed** are almost equally compelled to the seminars and training.

- **Reading Books:** About the interest of reading books, the average weighted score that came to 3.8 (showing a relatively acceptable, but not a strong will) was spread as per the adjacent graph.

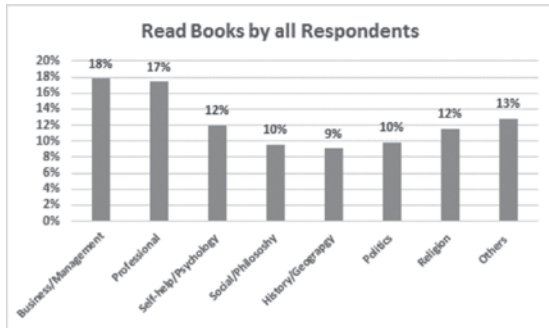


37. Maybe they should be more financed by their companies for such “investments”!

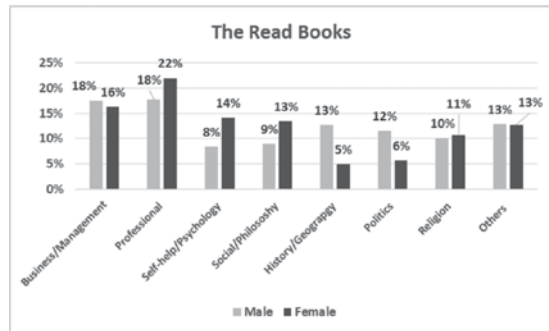
Those who read the most are the following categories:

- When it came to the profession, the professionals that read the most about their profession are the following categories:
  - Legal sector (4.1)
  - Healthcare (3.9)
- It went the same for the professionals with high earnings (\$7,500 and more) who also scored 3.9, likely because they felt more the need to keep informed out of their senior positions.

Coming to the kind of books the Lebanese Professionals read<sup>38</sup>, the relative importance of the categories of books the Respondents read came as per the adjacent graph, indicating that the most read books were the **Business/Management** and the **Professionals books**, which looks to be normal for Professional people. It is well to note here as well that Lebanese Professionals gave the weight of 12% for the readings in Religion, more than the importance they gave to reading about History/Geography (9%).



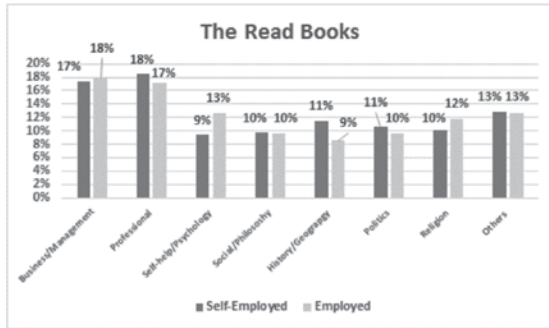
Concerning the differences witnessed between the Males and Females, the **Female** professionals read more Professional, Self-help and Social/Philosophy, and less about Politics than the **Males**.



38. The percentages are computed by the division of the total scored given to each category of books over the total sum of the granted scores as per Appendix 7.

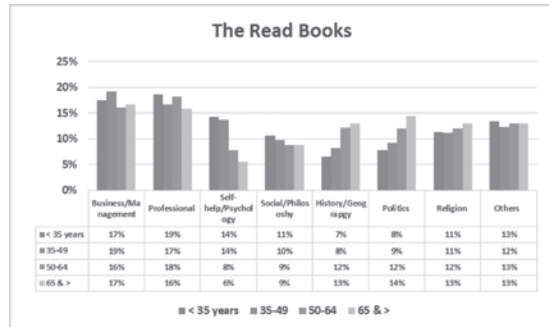
The difference between the **Self-employed** and **Employed** professionals could be summed up as follows:

- Self-Employed people read more History/Geography than Employed (11% Vs 9%)<sup>39</sup>
- Employed people read more:
  - Self-Help/Psychology (13% Vs 9%)
  - Religion (12% Vs 10%)<sup>40</sup>



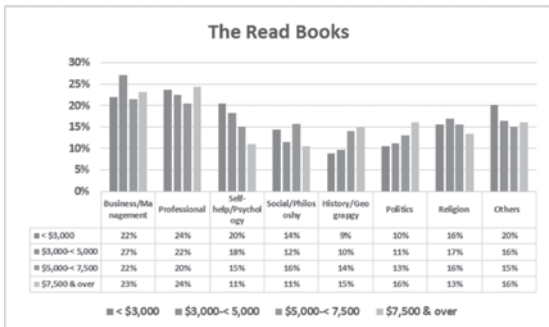
When it comes to **Age brackets**, what is worth noticing is the following:

- Reading the Self-help/Psychology books loses interest with Age, probably because the older the Professionals are, the better they are established and the more confident they become.
- The reverse trend is witnessed for reading books on History/Geography and Politics as the Professionals become more and more interested in Humanity Books with age.



The same previous trends were witnessed for **the younger versus the older** professionals:

- Reading the Self-help/Psychology books loses interest with Age.
- And the reverse trend is witnessed for reading books on History/Geography and Politics.



39. They can afford the time of getting more educated.

40. They feel the need to prosper on a personal basis, may be hoping to manage in due time becoming their own bosses.

**7- TAKING CARE OF SELF**

If we want to be of contribution to ourselves, to our family, to our country, and to the world, we have to take care of ourselves as **“we cannot serve from an empty vessel”**<sup>41</sup> - and **“charity starts at home”**. To find out to what extent Lebanese Professionals cared about the issue, the following questions were addressed:

- 8.1- Eat well
- 8.2- Sleep well
- 8.3- Relax well
- 8.4- Work out regularly
- 8.5- Give enough time to family
- 8.6- Give enough time to improving your technical capabilities and skills in your field of expertise.

The overall results came to the following with a weighted average score for all Respondents averaging 3.4, denoting an average interest granted to the issue.

	Male	Female
<b>Time to capabilities and skills</b>	<b>3.6</b>	<b>3.6</b>
<b>Eat well</b>	<b>3.6</b>	<b>3.6</b>
<b>Give enough time to family</b>	<b>3.3</b>	<b>3.6</b>
<b>Sleep well</b>	<b>3.4</b>	<b>3.3</b>
<b>Work out regularly</b>	<b>3.1</b>	<b>3.2</b>
<b>Relax well</b>	<b>3.0</b>	<b>2.8</b>

As per **Appendix 8- “Taking Good Care of Oneself”**, the relative importance attributed to each of the above six concerns came very comparable between Female and Males, Self-Employed and Employed, and the differences between the various categories of age are not worth mentioning.

While the survey shows that Lebanese Professionals take relatively an average care working on building up their capabilities and watching their diet, they, unfortunately, neglect to a certain extent the other concerns, especially Relaxing well.

**8- HAPPINESS**

We struggle to succeed in life to ultimately be Happy by working hard and by persevering; by accumulating knowledge and experience, and by so many other efforts... after all, that is our ultimate aim as Humans on this earth.

While many can be said about how to best walk the journey towards happiness, I believe that the following two, allow me to call them **“Secrets”**, do magic: Serving others, and learning to be Grateful for what we have. I addressed these two issues using the following two questions:

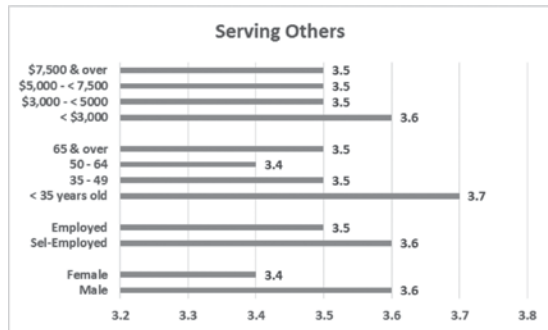
- 14.7. Serving the others always ends up serving oneself
- 7.7- To be happy, one needs to want what they have (Gratitude), more than striving to have what they want (Gratification).

<sup>41</sup>. As Eleanor Brownn puts it so rightly.

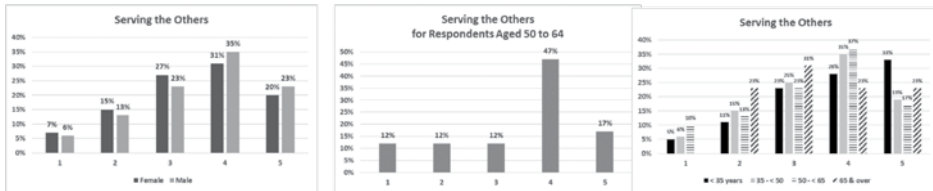
- **Serving the others always ends up serving oneself.** Many of us do not doubt this statement, and thousands of quotes back it up, such as the following ones:
  - “The best way to find yourself is to lose yourself in the service of others” – **Mahatma Gandhi**
  - “... the only ones among you who will be really happy are those who have sought and found how to serve” – **Albert Schweitzer**
  - “... it is more blessed to give than to receive” – **Acts 20.35.**

The weighted average score granted by the 256 retained respondents came to 3.5<sup>42</sup>, where we can notice the following:

- Females scored 3.4 while Males 3.6
- The same relatively low score was given by the respondents aged 50 to 64 triggered by the low score of 3.3 of Males in this category Vs 3.5 for the females!
- The respondents aged under 35 years scored the highest with 3.7/5.



The graphical visualization of the above three annotations gives the following:



The older the Professionals are, the less the importance of serving the others seems to be - the percentage of respondents which scored 4 and 5 for the question went on a downslope with age: 61% for those aged under 35 years, 54% between 35 and 64, and 46% for those 65 years old and over.

- **The need to be Grateful for what we have, more than to look for the Gratification of what we want:** For Chip Conley<sup>43</sup> Happiness is attained when we manage to be grateful for what we have while working on having what we want.

**HAPPINESS =**  $\frac{\text{Gratitude: Wanting what we have}}{\text{Gratification: Having what we want}}$  Gratitude is the state of “Wanting What We Have”, which will boost our attitude, which in its own turn will help us positively pursue our goals and objectives in life - ending up by securing us “Having What

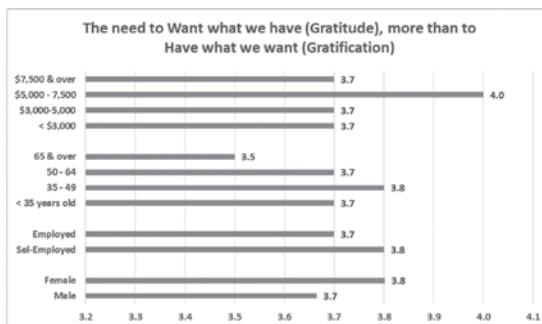
42. Indicating a rather Neutral position concerning this statement.

43. Refer to his book “Peak

We Want”. For that purpose, we need to have the ability to resist the temptation to look for immediate reward and be patient for it to come, as long as we are on the right track. We need to be patient and **to indulge in Gratitude that would eventually lead us to long-term Gratification.**

The question came up with a weighted average score of 3.7, denoting that Lebanese Professionals aren’t that ready to be patient to get what they want<sup>44</sup>:

- The lowest weighted average score of 3,5 was given by the elderly people
- The highest standing at 4 was granted by those whose salary ranged between \$5,000 and \$7,500.



It looks that it would prove advisable to enjoy what we have while working on getting what we want<sup>45</sup> - patiently with a good attitude (and the results will show).

Another point of interest concerning the above two questions of Happiness is to witness that more than 70% of those who rated question 14.7. the high grades of 4 or 5 gave these same high grades to question 7.7., seemingly denoting the fact that to serve the others helps many of us being happy in life.

## 9- CONCLUSION

This article is about the findings pertaining to **Motivation and Self-development** covered in **the survey carried out late 2016.**

The basic findings of the article are the following:

- Rewards and Punishment count, especially for works that follow a set of established instructions. However, People have also a drive to learn, to create and to better the world. This pushes us to believe that, though Managers should be “Task-oriented” (be directive) in their relationship with their employees, they should give acceptable effort and time to their “Relationship with their subordinates” (be supportive). As such, **Transactional leadership still has to be deployed** to promote compliance by followers through both rewards and punishment, though it will not fully condition the performance of the followers.
- Lebanese Professionals believed that Motivation Factors were important over and above the Hygiene Factors, and that the needs of the employees were not limited to rewards and punishment, but extended to satisfy their

44. Can we really blame them in our uncertain and turbulent times where we don’t really know what to expect even in our near future?

45. And we won’t be alone in our pursue if we go for what we want with determination and integrity (“Ask and it will be given to you; seek and you will find; knock and the door will be opened to you - Matthew 7:7)



Achievement, Affiliation and Power needs as well. **The survey seems to favor Transformational Leadership**, which will help foster commitment of employees to the higher causes of their organizations as it will render them passionate about themselves, the organization they work “With” (more than “For” in fact), and the job they do. However, Lebanese Professionals don’t seem to advocate a high degree the Participative Leadership.

- Lebanese professionals believe to an acceptable extent that **Positive thinking doesn’t happen accidentally**, that we have to build it and nourish it as it is a choice and not the result of a happy circumstance.
- Lebanese professionals are rather daring. They share the idea that **fear is a fact of our professional life** and they, on average, face it courageously.
- Lebanese professionals were more **Neutral** than they Accepted the statement that **“We are the Masters of our destiny”**, despite the fact that our subconscious mind responds exactly to the way we program it and that “We reap what we sow”.
- Though People are the cornerstone of organizations and that they ought to keep on seeding and weeding their competence to perform well and to develop, Lebanese Professionals had rather **a low agreement to the fact that we ought to have an insatiably curious approach to life** and an unrelenting quest for continuous learning.
- **A Low Agreement also was advanced for the need of Employees to challenge themselves** to perform at their peak by getting out of their comfort zone.
- **Keeping one’s competence at an effective level requires continuous effort.** It is a journey as competence is an ever-evolving thing. Among the activities addressed in the survey that were considered related to this effort, Networking was the most praised and Exploiting the Social Media the least.
- A rather **high agreement** of the statement **Accepting Failure and Diversity in life** with a large number of the respondents giving a grade of 4 or 5.
- **Following seminars/formal training wasn’t very highly rated** at an average weighted score of 3.9., though one would have expected the Employed people to be more inclined to the seminars and formal training pushed by their management. The results show that both the employed and the self-employed are almost equally compelled to the seminars and training.
- A **relatively acceptable**, but not a strong tendency **to Reading Books**. The professionals that read the most about their profession are those of the Legal Healthcare sectors, as well as those with high earnings (\$7,500 and more). Coming to the kind of books the Lebanese Professionals read, the most read books were the Business/Management and the Professionals books. Reading the Self-help/Psychology books loses interest with Age. The reverse trend is witnessed for reading books on History/Geography and Politics.

- **An average interest was granted to the issue of Taking care of self** (though one can ascertain that we have to take care of ourselves as “we cannot serve from an empty vessel”). The overall results came to a weighted average score for all Respondents of 3.4. In this respect, the survey shows that the Lebanese Professionals take relatively an average care working on building up their capabilities and watching their diet. They, unfortunately, neglect to a certain extent the other concerns, especially Relaxing well.
- **We struggle to succeed in life to ultimately be Happy:**
  - **Serving the others always ends up serving oneself.** Many of us do not doubt this statement. The weighted average score granted by the 256 retained respondents showed a moderate acceptability. The older the Professionals are, the less the importance of serving the others seems to be.
  - A weighted average score of 3.7 noted **that Lebanese Professionals aren't that ready to be patient to get what they want**<sup>46</sup>. They do not seem to favor enough the fact that Happiness is attained when we manage to be Grateful for what we have while working on having what we want (Gratification).
  - Another point of interest concerning the above two questions of Happiness is to witness that more than 70% of those who rated **Serving the others high grades of 4 or 5** gave these same high grades to Gratefulness question.

The above could be summed up as follows:



46. Can we really blame them in our uncertain and turbulent times where we do not really know what to expect, even in our near future?

To conclude. Readers are kindly asked to note that a third article will address at a later stage the remaining two topics of the survey carried out late 2016 on “The Qualities / Behaviors the Lebanese Professionals cherish the most”, i.e. Planning and Time Management, and would possibly also wrap up the results of the totality of the survey. This third article is expected to be published around June coming year.

**Important note:** Readers wishing to receive a copy of the Appendices to this article are kindly requested to email the writer at [tgibeily@usj.edu.lb](mailto:tgibeily@usj.edu.lb).

