

THEORIES USED IN NEURO-LINGUISTIC PROGRAMMING (NLP) FOR MOTIVATION

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ABSTRACT

Neuro-Linguistic Programming (NLP) represents all the methods, techniques, tools, procedures, theories and models used to obtain a change. It is a lifestyle oriented on the appropriate use of the way in which mind, words and reason are constructing reality, mentally operating through communication tools. It also is the combination of a „use manual” of mind and a guide of linguistic, social and emotional good practices, allowing both the control of negative moods and situations and the access to functions that can change the way in which an individual lives his life. On the other hand, the concept of motivation hides extremely different meanings from one author to another, the following definition being close to those of psychology of organizations: „the action of forces - conscious or unconscious - that determine the behavior”. On this basis and with the idea that motivation is „a process which involves the will to strive, to guide and to strongly support energy towards achieving objectives and workload, on one hand, and to effectively translate this intentional behaviour as well as possible accordingly with personal capacity, on the other hand”, we can say that the theories used in NLP for motivation constitute the decisive factor in the personal and professional development process.

Keywords: Transactional Analysis, motivation, Neuro-Linguistic Programming (NLP), General Semantics, theories.

JEL Classification: C63, D31, H31, I31

Introduction

Motivational theories are based on the premise that the individual is driven by the intrapsychic potentials that the manager and leader must identify and find a way to put them out. Everyone is motivated both starting from his own structure and from

his own development. No doubt everyone needs encouragement, guidance and support. *Motivation* is a pretty capricious and changeable element that involves *movement*, and the manager, the leader and the professional context are its main factors.

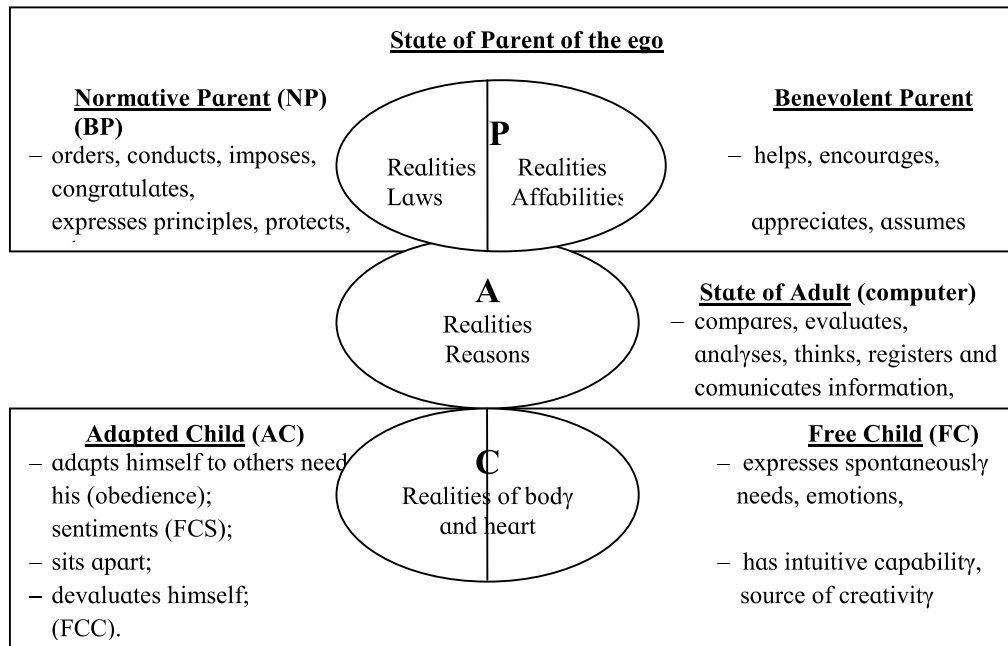
1. Transactional Analysis

A form of *social psychology*, that contains elements of psychoanalysis and of human and cognitive psychology, invented by Eric Berne at mid twentieth century, the *Transactional Analysis* entered in the 70s in France, bringing a new approach of the personality of each of us and of relations of union with our peers, by proposing a new method for identification of behaviours, emotions and thoughts that impede the human development. Conceived as a tool for practicing psychotherapy, the *Transactional Analysis* experienced considerable success, turning into a personal evaluation tool and in a group evaluation tool, acquiring during their wide use wide management connotations [18, p. 406].

By synthesizing the eternal human actions associated to biological ages in his book „*Games People Play: the Psychology of Human Relation*”, Berne presents the remarkable idea that people have three different states of the ego, each one with its meaningful *appearance*, called by him: *the State of Parent* (contains and reproduces entries of values and behaviours), *the State of Adult* (adaptation of needs, desires accordingly with those of others) and *the State of Child* (needs, impulses, emotions and feelings), assigning these names to the three states accordingly with the stages of life of an individual. He noted that all states are equally important and that they simultaneously manifest to an individual. The basic principle is as follows [18, p. 403]: when two people are having a dialogue, they do this through those three states of the ego which are addressed to one of three states of others.

The *motivations* are the result of the ego of each individual who knows three different states [18, p. 403]: *the state of Parent of the ego* (corresponds to social norms and schemes or to our models), *the state of Adult of the ego* (corresponds to a balance between impulses of *the state of Child* and the rules of *the state of Parent*) and *the state of Child of the ego* (corresponds to our intuitive capability and our child spontaneity, that lies within each of us).

Figure 1: Berne Model of the Transactional Analysis



Source: De Lassus R. - „Analiza tranzactionala”, Editura Teora, Bucuresti, 2000, p. 38-39

A state of the ego relates to a set of behaviours, thoughts and feelings associated and stimulated by a situation of life. So, in every moment of his life, the individual uses a method for reality testing, a special emotional and behavioural pattern in order to communicate and to bond. The ideal state of the ego is the one of *adult*, which supervises the answers from *the state of Child* and the *state of Parent*. The states of the ego are separated - symbolical – by a flexible border which allows to psychical energy to flow from one to another, assuring natural functioning of human mind. In order that theory to be accessible, Berne states that „we make decisions and react based on one of these states of us, from one of the three states of the ego. Therefore, what happens to us in life depends largely on state of the ego from our actions are leaving” [5 p. 15], naming the three states considering the stages of life of an individual and stating that they are equally important, all of them acting simultaneously.

The *Transactional Analysis* aims to identify the personal growth and development by identifying the dysfunctional *patterns*, emphasizing the states of the ego mainly used and their decontamination from foreign, unnecessary elements obtained in childhood. The pursued objectives are the *social control* and *exit from the scenario*, the *Transactional Analysis* proposing a *theory of the child development*, the concept of *script* introduced by Berne in „*the first complete presentation and still basic paper in transactional analysis*” [7, p. 330] which explains how strategies of behaviour appeared in childhood and how we continue to use them, even if they lead to dysfunctional results for the quality of our life.

Berne names the human relations „*transactions*” that generate motivational behaviours throughout the life of every individual. *Transactions* are: *complementary* (as long as *transactions* remain *complementary*, communication continues easily), *crossed* (when communication is crossed, misunderstandings appear and the way to conflict opens) and *subsequent* (this type of *transactions* must be avoided because they lead to manipulation).

Table 1: Settings of the ego

Positive	Status	Negative
Protects and counsels	NP	Included and constrained
Uses rules	BP	Devalues and sanctions
Analyses and observes	A	Cold, distant, without feelings
Learns for future	AC	He is revolting, always sustains the opposite
Understands rapidly	FCS	Confuses the dream
Sincere and funny	FCC	Incontrollable and insolent

Source: ***L'AT - „*Communication orale*”,
<http://www.communicationorale.com/at.htm>

In the book „*Transactional Analysis*”, published in 1978, Stan Woollams and Michael Brown mention that „*Transactional analysis is a theory of personality, a method of psychotherapy and a theory of communication*” that „*allows generalization and achievement of a public rationality*” [13, p. 70] and that has been used in recent decades as a model with practical applications in psychotherapy, counselling, education, organizational development, being effective for solving problems related to anger management and difficulties in relationships, having as directions the

following specializations recognised by the *International Transactional Analysis Association – ITAA*: *clinical* (system of psychotherapy), *educational* (used in educational environments for maintaining the clear communication and avoiding the appearance of inefficient conflicts) *organizational* (tool in management formation, communication, training, coaching and organizational analysis) and *counselling* (specialization appeared in areas as: financial, image, political, parental, family, educational, sexual etc., helping those people working in human potential development domain).

The philosophic system, which is the foundation of *Transactional Analysis*, is based on the following main concepts: „All the people are OK, they are born with the potential of creative growth and development, they have the capability to think, they can decide on their own destiny and they can change, by replacing the models of behaviour prescribed in the scenario of life assumed in childhood” [11 p. 15]. Berne expressed the wish that the *Transactional Analysis* be known by as many people in order to discover the inner riches, creative power, autonomy, spontaneity, genius and happiness [18, p. 406]. The main scope of development through *Transactional Analysis* is the autonomy, involving the capability to solve problems by using at maximum the resources of the *adult* of the ego. The elements composing the autonomy are: *awareness* (capability to be in the current reality), *spontaneousness* (capability to choose freely from a range of options, feelings, thoughts and behaviours), *proximity* (establishing the relationship, the bond, the connection between individuals in order to communicate) and *capability for privacy* (direct and open interaction between individuals and expressing to the other of authentic feelings and needs).

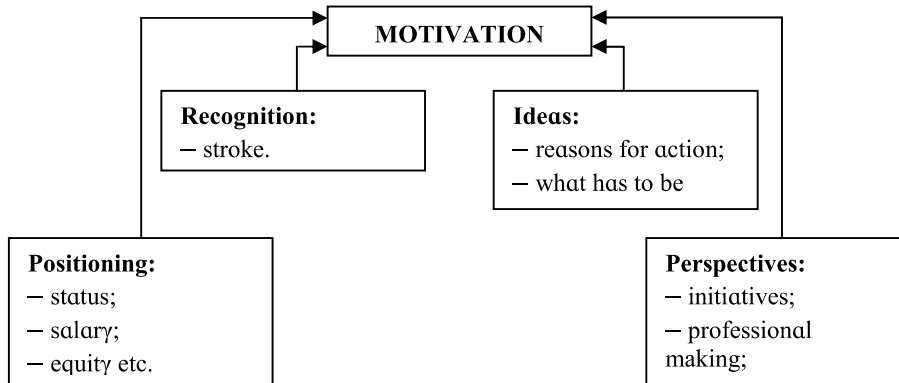
For completely capitalization of the human potential, the updating of strategies established in childhood is needed, the awareness of the fact these are only some *patterns* that hinder obtaining *autonomy* and that have to be replaced with some new ones which function and offer to the individual more options from which to choose.

The metaphor of the states that compose the ego has been undertaken and used to wide scale in NLP, though not exactly in the form used by Berne. The parts (states) are a metaphor - nobody really is *fragmented* in parts, but the idea can prove to be useful in approaching difficult issues and decisions because people often feel teased of contradictory wishes and emotions [14, p. 391].

The main tool for *motivation* used in *Transactional Analysis* is the „*stroke*” – a unit of attention addressed to a person – used just because of its complex meaning to hit, to comfort, to recognize someone [18, p. 403]. The *stroke* is accepted with the meaning of *sign of recognition* (salute, smile, complement, criticism, insult etc.), in its absence being impossible to conceive the personal development. In conclusion, the *stroke* is not the only tool for motivation and involvement of the collaborators of

managers, helping in achieving *motivation*. analysis of the *strokes* is not effective for a good management if *the pylons of motivation* are not are considered.

Figure 2: Pylons of motivation



Source: Vagu P., Stegaroiu I. - „Motivarea in munca. De la teorie la practica”, Editura Bibliotheca, Targoviste, 2007, p. 405

Affirming the idea that each individual has his history, influence of parts, scenario that will conduct his whole life and stimuli from the context in which he lives, Berne classifies *the strokes* into six categories, depending on their intensity and quality.

Table 2: Types of strokes

Type of stroke	Criteria of classification		Examples
	Intensity	Quality	
1. Unconditioned (+++)	Strong	Positive	- I want to do this thing with you! - Knowing your capabilities, I am convinced that you will to this thing!
2. Conditioned (++)	Medium	Positive	- I praised the efforts for accomplishing the task. - The results obtained this year are satisfactory.
3. Ritually (+)	Low	Positive	- Hello! How will be today? - Have you read of book of „X”? It’s interesting, isn’t it?

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4. Clumsy (-)	Low	Negative	– I appreciate you! (in fact, I appreciate everybody) – Hello! (even if you have already saluted this person earlier)
5. Conditionated negatively (- -)	Medium	Negative	– I was expecting to something better from you! – You were wrong twice to me!
6. Unconditionated negatively (- - -)	Strong	Negative	– All you now to do is wrong! – You are not able to progress!

Source: Esnault P. N., Carée O., Muller J. L. - „Motiver aujourd’hui, C’est possible!”, ESF Éditeur, CEGOS, 2003, p. 152-153

The *Transactional Analysis* is an interesting method because it is accessible and effective in the training actions in an organization [18, p. 407], namely: *training of managers at all levels, staff training, introduction of transactional analysis in sciences for problem solving and creativity.*

Depending on interlocutors and circumstances, the individual changes his mood, *Transactional Analysis* identifying the states of ego and codifying them in simple words, becoming thus an evaluation and communication tool which allows the use of a *script* of life, *motivational* behaviours that result from various combinations of the states of ego. Knowing the strokes is of particular importance for managers, from several viewpoints [18, p. 407-408]:

- *Application of stroke in a brutal manner (the unconditioned negatively stroke)* - creates a feeling of unrecognising, ignoring that everyone has something good in him. This is a destructive strategy that generates from the apostrophized individual indifference or suicide attempts, accidents at work, alcoholism, repeated failures, systematic rebellion etc.

- *Application of stroke in a more subtle manner (the conditioned negatively stroke)* - each of us knows someone who has less desire to succeed, and he fails to get result of his actions. Beliefs or representations of the world, related to the received strokes, determine the repeated failures and encountered obstacles.

- *Vigilance, from managers, not to reinforce these types of behaviour by applying negative stroke* because they will turn against the interests of the organization and even to themselves. In case of adverse situations, it is recommended that *strokes* to take the form of advices to improve the critical situation. It is suggested speak about the significant facts using the „*Present Perfect*” time in order to highlight the recommendations. A comparison over time of the „*transactions*” is necessary because the recommendations must take into account also the evolution in time of motivational behaviours of individuals.

Generally, all individuals are skilled both in giving/receiving *positive strokes* and in guarding themselves against the *negative* ones. But the bad experiences of the past, the criteria sometimes rigid of the received education, the dramatic or catastrophic events and the professional context shape our natural skills in order to circulate with fluidity the signs of gratitude [9 p. 154].

2. Motivation by values

Although „*the concept of motivation hides very different meanings from one author to another*” [8 p. 10], I will present some of the many definitions of *motivation to work* regarded by experts as the most important:

- „*it is the process of self-determination or to determine others to do an activity in order to achieve personal or organizational objectives*” [10, p. 69];
- „*it is a process that involves the will to strive, to guide and to strongly support energy towards achieving objectives and workload, on one hand, and to effectively translate this intentional behaviour as well as possible accordingly with personal capacity, on the other hand*” [17 p. 74-75];
- „*it is a set of energy forces coming from inside the human being and from the environment in order to raise work-related behaviour and to determine its shape, direction, intensity and duration*” [15, p. 8];
- „*it is the way in which the behaviour is triggered, stimulated, supported, directed, stopped and what time of subjective reaction is present in the organization, the time when all these occur*” [16, p. 7].

Motivation should not be confused with *mobilization*; the first is an internal and individual phenomenon, while the second is an external and collective process, a process to support an action that makes possible the collection and stimulation of energies. If it said that it is difficult to *mobilize* individuals, it must be recognized also the fact that it is a particularly difficult to *motivate* them [18, p. 2. 3].

Motivation to work was a subject of study for many specialists in management theory and practice [18, p. 24-25]:

- Frederick Taylor was convinced that the *motivation* is due to a rudimentary financial interest or results in satisfaction born of the simple fact that the individuals did good work. It is known that the methods proposed by the representatives of scientific management were far to stimulate and *motivate* the workers and triggered hostility and criticism.

- George Mayo, who led - in the late 20s and early 30s - experiments at the Hawthorne plant in Illinois, proposed a new philosophy of work relations. These experiments have concluded that individuals adopt a desired behaviour solely in accordance with expectations in a given situation. a historic turning point in human resource management, the experiments revealed the sources of satisfaction or

dissatisfaction of the individual at work. These studies allowed identifying the social factors that create value and determine the components of *motivation: attention paid to work, moral stimulation of workers, raising awareness of workers for work, environment of the individual to prove his ability, teamwork and harmonizing the unofficial, informal relations of people.*

- Abraham Maslow and Frederick Herzberg proposed the models of *motivation* based on the analysis of needs that people try to satisfy through work. The two insisted not only on the idea of the relationship between individual efforts and material rewards, but also on the fact that work offers the possibility of deploying a professional activity whose social dimensions are important.

- Douglas McGregor and Rensis Likert insisted on the behaviour of individuals as a combination of two extremes - Theory X and Theory Y - and „*they stigmatized a pessimistic view of human nature that people are by nature indolent and without ambition and they defended a more optimistic and generous view that individuals are prepared to mobilize from the moment they are given responsibilities*” [12 p. 16-17].

- Researches from the 60s were more focused and complete. They studied *motivation to work* not only as a state but as a process that is done in time and is continually changing. *Motivation* theories have emphasized the need to find a flexible model to know the specific indications of various strategies of stimulation depending on the specifics of each situation. Diversity becomes a rule the economic world, where working conditions, enterprises structure, role of services, meaning of work are changing profoundly. The status and work culture of meet unprecedented changes. and in these circumstances, *motivation* theories must connect to these requirements.

Experimental research and analysis of the theories of Maslow, Herzberg, McGregor and Likert revealed the following [12, p. 18-19]:

- theories are considered insufficient to take into account the complex reality, are even partially wrong; hence the need to distinguish between *generous* and *seductive* ideas and the objective evidence of their validity;

- it was researched the possibility of imposing a normative model or defining an universal style of management and it was concluded that it is impossible to find a method of *motivation* which can apply to all individuals, to all organizations, in all situations and in all cultures, and that is failure risk when borrowing a method, without reflection, but simply that succeeded elsewhere;

- the first efforts for reporting the factors of *motivation to work* are inspired from experiments conducted in organizational psychology for analyzing the *motivations*, of animal behavioural and, more specifically, for determining the exact needs that push an animal to act in a certain way and not remain inactive; it was assumed that there is a simple relationship, from cause and effect, between the effort consented by the human to work and the need or needs that this effort could meet.

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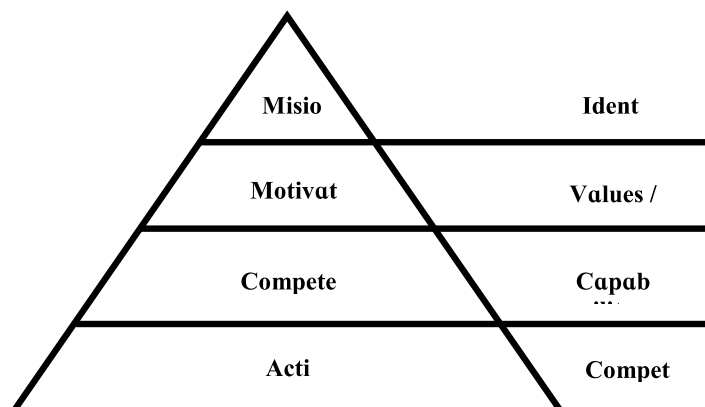
The term of *motivation* was imposed during the twentieth century, becoming an object of study for management. according to areas where it is addressed, the concept of *motivation* took different meanings [12, p. 14]: in *economy* (it means all the factors that determine the behaviour of the economic agent) and in *consumption domain* (it refers to psychological factors that explain the act of sale of a product, its prescription or refusal).

If the classical theories of *motivation* assumed that *motivation* is triggered by external daily and close factors, *motivation by values* takes into account the behaviour of individual triggered by his capability to identify with the organization [18, p. 413], passing from the necessity of *motivation* to even the one of attachment and even passion, existing individuals who are able to contradict the principles of the pyramid classification of needs from Maslow's theory. This mood is reflected in organizations where, instead of targeting the security and success, they prefer to take risks to achieve a dream, to develop a team with its ideas and values, to renew a saturated market, to gain recognition and more money, to perform work that improves environmental quality etc.

The reasoning of *motivation by values* is as follows [9 p. 162-163]: there are teams which, in the first phase of setting up a business, a website, invest beyond their basic needs, transcend to produce a joint work. The same teams are showing signs of weaker commitment when their approach reaches a cruising regime. Everything happens as Maslow's pyramid would reverse. Meeting the needs of accomplishment and achievement overcomes physiological needs and security needs [18, p. 413].

Robert Dilts' and Gregory Bateson' theory on *motivation by values* is – from the vision of the relationship between identity, values, beliefs, capability, behaviour and environment – a new point of view. Bateson's thinking style and distinctions that he made have deeply influenced Richard Bandler' and John Grinder' approach on communication capabilities and how they can be imitated [14, p. 392]. Drawing on ideas from Palo alto school, Dilts and Bateson presented the results of their research as a *pyramid* explaining the relationships mentioned above.

Figure 3: Dilts - Bateson Pyramid



Source: Esnault P. N., Car  e O., Muller J. L. - „Motiver aujourd’hui, C’est possible!”, ESF  diteur, CEGOS, 2003, p. 163]

The model of *motivation by values* enables the managers to better understand the specificities of each of his employees and to anticipate their behaviours and attitudes. In fact, the teamwork is very much emphasized, highlighting the advantages of this way of organizing the work, both for the individual and for the organization [18, p. 414-415]: *developing trust, reciprocity and solidarity, instilling positive attitudes at work from irresponsibility to co-responsibility, personal involvement in solving the problems of the others instead of doing his work, management of competences and acquisition of effectiveness.*

Moreover, the *motivation by values* model helps to ensure consistency of values, rites, rules of the game and concrete practices within the organization [18, p. 415]. This model operates with the following elements [9 p. 164-165]:

- *Environment* or, in other words, *the context in which the organization evaluates the set of data and external constraints that it faces. The environment encompasses everything: places, spaces, climate, political situations, ambience, families, interpersonal relationships and individuals, however putting its mark on human behaviour.*

- *Behaviour* or, in other words, *all the activities carried out by the individual at a time. Behaviour* integrates all verbal and non-verbal signs sent, conscious or not, because we do not control our behaviour completely.

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• *Capabilities* or *latent mental and physical skills* that can be used according to circumstances (a base of resources that provides finding of behavioural answers adapted to the environment). *Capabilities* concern, on the one hand, physiology and biology, and on the other hand, history and learning.

• *Values and beliefs* that specifically define any individual: „*what is right*” and „*what is not right*”. Even if life in society produces *shared values and beliefs*, they are different for each individual. a mission in conformance with these *values and beliefs* will benefit from a strong *motivation*, otherwise the mission will be unsuccessful, even if is absolutely necessary. „*The values and beliefs are subjective. They determine every moment of life. Most often they are unconscious and evolve throughout our existence*” [18, p. 416].

• *Identity* that constitutes the fundamental values of the individual. This is the result of continuous interaction of the individual with the *environment*.

In conclusion, „*the Dilts - Bateson pyramid has particular relevance to management practice, as the organization lives in an environment in which its members operate. any organization has an identity (social object, operating rules, a leader and appropriate staff on the one hand, and the values, beliefs, capacities, on the other hand). The organization values, under certain conditions, strongly influence the motivation of employees and their professional behaviours. Transparency of values is very important for the image of the company. The successful organizations due their success also to the fact that they managed to effectively communicate so that employees are attracted and share the values of the organization. For these reasons they have become in time a criterion for recruitment. Sharing values allows an organization, firstly, to have motivated employees and, secondly, to have more coherence between the teams, a better synergy and greater productivity. The enthusiasm of employees and the coherence of external communication of the organization generate, finally, the creation of a strong image of the organization on markets*” [18, p. 416]

3. General Semantics

Angela Bidu-Vranceanu, author of the „*Dictionar de stiinte ale limbii*” lexicon, published in 2005, states that this discipline „*investigates the impact of the meaning of words on concepts, attitudes and feelings that people adopt*”. Therefore, *General Semantics* recognizes and highlights the extremely powerful impact of words on each of us [4, p. 129].

General Semantics was formulated and substantiated as discipline by Alfred Korzybski in the book „*Science and Sanity: lim-Aristotelian Non Introduction to Systems and General Semantics*” published in 1953. Its advantages include: *a more tolerant attitude, more realistic more realistic hopes, less unexpected surprises and higher predictability in relationships with others.*

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As follows there are presented some of the formulations, moreover incomplete, of *General Semantics* [4, p. 129-130]:

- *We are living in a continuously changing world and full of uncertainties. Our experiences and knowledge are limited. Our lives intersect with each other and react often in conflict. Realizing this, we can say that we already did a step towards a healthier life.*

- *When you interact with an object, a person or an event, we form our specific images and we create our specific symbols. Our brain forms these images and symbols thought the representation of the outside world, where most part of information is filtered. Therefore, the selected information represents a summary of interaction.*

- *Different people select, summarize the information in a different ways - in other words, "they draw" different maps of the same territory.*

- *awareness of this selection process represents the key for the growth of our potential as human beings.*

- *The symbols we create and the words we use do not represent the given object or situation, with all its infinite characteristics.*

- *Many of our differences appear when we act as if we have all the information about anyone and anything.*

- *Never two objects or two events are identical, but we consider them so for the ease of understanding. Treating them as if they are identical, thus ignoring the differences between them, the results can be misunderstandings, conflicts and even tragedies.*

- *We often confuse our symbols and models with what they represent. It must be remembered that "the map" is not the territory, and the words are not the things themselves. These symbols were created by us.*

General Semantics provides a methodology that helps at differentiation and simultaneous integration of four different worlds: *the outer world* (which is in an eternal process of change), *the inner world* (our nervous system and our senses, with which we partly interact with *the outer world*), *the world which is not made up of words* (non-verbal communication through movements, signs and manifestation of emotions with the world around us, that we can see, hear, taste, smell and touch) and *the world of words* (communication by words used not only in everyday life but also in relationships within an organization, words and grammar making possible both the communication and the development of human intellect).

It is said that, although *General Semantics* probably involves a more intensified level of theorization, ultimately it proves to be a pragmatic, authentic and rooted in reality discipline because it is trying to offer practical solutions appropriate to different conflict situations arising from the use of some incomplete or unsatisfactory words or from a language inappropriate to the interlocutor's level.

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The premises from which Korzybski started in creating the new system can be represented by the following analogy [4, p. 131]:

- *the „map” is not the territory*, in other words, *the „map”* (the language) is not *the mapped thing* (experience) [14, p. 389];
- *a „map” does not represent the whole territory*;
- *a map is self-reflexive, meaning that an ideal „map” should include forever a „map” of „map”*.

Formulating these fundamental non-aristotelian premises, it was found that our usual reactions follow the way of the subconscious assumptions of the old systems, which often violate the first two premises and completely ignore the third.

Korzybski's conclusion drawn is that *„[...] experience shows that when the methods of General Semantics are applied, the results are usually good, regardless of field of activity - law, medicine, business, etc. - or where they are applied - in the family, at national or international level. If these methods are only discussed and they are not applied, the results are zero”*.

The spirit of Korzybski's work was continued by George Lakoff and Johnson Mark, who developed the idea that any kind of language is based on metaphors. The literal analysis of the language metaphors opens some new fascinating perspectives about how we think and understand the world and thus what we are able to do. NLP often literally analyses the language in order to give a hint about the thought process behind it [14, p. 390].

Conclusions

The current development of organizational structures and cultures and the future one toward which organizations are tending raise special problems to which the existing theoretical models have not yet given precise answers. The scientific research on the relationship between employees, the workplace and what animates them in fulfilling their official tasks still have an individual approach. It appears the issue of integration of work activities designed to stimulate *motivation*, which is not an easy task as it requires the capability to regulate in a clear manner the individual performance indicators of the objectives of a department, even of an organization [18 p. 528]. All these issues pose challenges for theoretical and experimental research whose solution will increase efficiency of *motivation to work* not only put at the service of the individual but also of the organization.

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