

FOCUS ON VOCABULARY AND LANGUAGE

Page 443: Having *bagged* nearly all of Colorado's *tallest peaks*, many of them *solo* and in winter . . . Aron Ralston was an expert mountaineer who had successfully climbed (*bagged*) nearly all of Colorado's highest mountains (*tallest peaks*), many of them as a lone climber (*solo*) and in winter, too. The remarkable story of how he cut off his own arm when it was trapped (*pinned*) under a large rock illustrates how **motivation** can energize and direct behavior.

Motivational Concepts

Page 444: Before long, *this fad for naming instincts collapsed under its own weight*. A good example of the misuse of a theory was when it became popular (*fashionable*) to categorize a very broad range of behaviors as innately determined (*a fad for naming instincts*). In Darwinian theory, an **instinct** is an unlearned behavior that follows a fixed pattern in all members of the species. This popular practice (*fad*) of naming thousands of behaviors as instincts, rather than explaining them, grew so large and cumbersome that it was finally abandoned as a useful explanatory system (*it collapsed under its own weight*).

Page 445: Both systems operate through *feedback loops* . . . A thermostat in a house and the body's temperature-regulation system both offer examples of how **homeostasis** is maintained. If temperature drops, the change is detected and the information is directed (*fed*) to the system so that necessary steps are taken to bring the temperature back up to its original position. This information is then transmitted back to the system, so that there is a continuous cycle of cooling down and heating up (*a feedback loop*), which is in an attempt to maintain a steady state. Homeostasis is the basis of **drive-reduction theory**.

Page 445: Curiosity drives monkeys to *monkey around* trying to figure out how to unlock a latch that opens nothing or how to open a window that allows them to see outside their room. The expression "*monkey around*" means to play or fool around with something. Monkeys and young children have a very great need to explore and find out about their surroundings. *Arousal theory* suggests that we are driven to seek stimulation and increase our level of arousal to some comfortable state that is neither too high nor too low (*optimum level*).

Hunger

Page 448: They talked food. They daydreamed food. They collected recipes, read cookbooks, and *feasted their eyes on delectable forbidden foods*. In this experiment, subjects who were given only half their normal intake of food became lethargic (*listless*), focused all their thoughts on the topic of food, and looked longingly at (*feasted their eyes on*) pictures of delicious, but unobtainable, foods (*delectable forbidden foods*). This behavior is consistent with Maslow's theory that there is a **hierarchy of needs**.

Page 449: This suggests that somehow, somewhere, the body is *keeping tabs on* its available resources. People and other animals naturally and automatically tend to control food intake in order to keep a relatively constant body weight. This indicates that there is a mechanism, or mechanisms, which monitor (*keep tabs on*) energy fluctuations. Levels of blood sugar (**glucose**) and certain brain chemicals may play a role in this process.

Page 450: . . . rather like a *miser* who runs every bit of extra money to the bank and resists taking any out. One theory suggests that two parts of the hypothalamus, the *lateral hypothalamus* (LH) and *ventromedial hypothalamus* (VMH), regulate hunger. Stimulation of the LH increases hunger, while activity in the VMH depresses hunger. If the VMH is destroyed (*lesioned*), rats tend to create and store more fat, just as a person who loves money more than anything else (*a miser*) will keep banking money, using as little of it as possible.

Page 450: The recent *ups and downs* of excitement over PYY illustrate the intense search for a substance that might someday be a treatment, if not a *magic bullet*, for obesity. PYY is a

digestive hormone that suppresses or decreases (*dampens*) appetite. Recent research on PYY, which had both positive and negative results (*ups and downs*), raised much interest in the possibility that one day some appetite-suppressing substance might be an effective treatment, if not the ultimate cure (*magic bullet*), for obesity.

Page 451: When stressed, even rats find it extra rewarding to *scarf* Oreos. When we are anxious, tense, or depressed, we tend to have a preference for starchy, high-carbohydrate foods, such as potato chips, candies, chocolate, or cookies. Such foods help boost serotonin levels in the brain, providing a calming effect. Research has shown that even rats will tend to overeat (*scarf*) cookies such as Oreos when stressed.

Page 453: . . . *binge-purge* . . . People who have an eating disorder called **bulimia nervosa** may have episodes of overeating (*bingeing*) similar to those who engage in periods of excessive drinking (*spurts of drinking*). The bulimic person—typically females in their teens or twenties—usually follows the overeating episode (*gorging*) with self-induced vomiting or excessive laxative use (*purging*), or with a disproportionate amount of exercise.

Page 455: And why do so few overweight people *win the battle of the bulge*? Most overweight people who diet do not manage to permanently lose the many pounds of fat they want to (*they do not win the battle of the bulge*). Myers discusses a number of factors: (a) the number of fat cells in the body does not decrease when you diet; (b) the tissue in fat is easier to maintain and uses less energy than other tissue; (c) when body weight drops below the set point, your overall metabolic rate slows down; (d) genetic influences; and (e) sleep deprivation, lower levels of physical activity, and greater availability of fattening foods. For those wanting to diet, Myers lists some useful tips (see page 463).

Page 456: The risks are greater for *apple-shaped* people who *carry their weight in pot bellies* than for *pear-shaped* people with ample hips and thighs. Significant obesity increases the risk of many diseases and thus shortens life expectancy. People who have a more regularly proportioned physical build, but whose excess weight tends to accumulate and protrude around the abdomen (*they are apple-shaped; they carry their weight in pot bellies*), are more at risk than those people with a body shape that has proportionally more mass in the thighs and hips and less in the upper body (*they are pear-shaped*).

Page 460: *So, the specifics of our genes predispose the size of our jeans*. Myers is using a play on words here, suggesting that the complex interaction involved in our genetic make-up (*the specifics of our genes*) may influence the amount of excess weight we gain and correspondingly the size of the denim pants we wear (*the size of our jeans*).

Page 463 (Figure 11.13): *Couch potatoes beware . . .* Myers admonishes those of us who sit around, watch TV, and eat junk food (*couch potatoes*) to get active.

Sexual Motivation

Page 467: The hormonal fuel is essential, but so are the psychological stimuli that *turn on the engine*, keep it running, and *shift it into high gear*. Here, Myers makes an analogy between sex hormones and the fuel that propels a car. We need the hormones to be sexually motivated just as a car needs fuel to operate. In humans, however, there is a two-way interaction between the chemicals and sexuality. In addition to hormones, psychological factors are needed to initiate sexual desire (*turn on the engine*) and produce the associated behaviors (*shift it into high gear*).

Page 468: Viewing *X-rated sex films* similarly tends to diminish people's satisfaction with their own sexual partner. All films are rated by a censor, and those with an *X-rating* because of their sexually explicit content are restricted to adults only. There is much debate over the influence of such films on people, and some research suggests that there may be adverse effects. For example, they may create the false impression that females enjoy rape; they may increase men's willingness to hurt women; they tend to lead both males and females to devalue their

partners and their relationships; and they may reduce people's feeling of fulfillment with their lovers.

Page 471: In recent history, the *pendulum* of sexual values has swung from the European eroticism of the early 1800s to the *conservative Victorian era* of the late 1800s, from the *libertine flapper era* of the 1920s to the family values period of the 1950s. The *pendulum* of a mechanical clock swings back and forth from one side, or extreme, to the other. Myers is pointing out that, during different periods of time (*eras*), our views of sexuality tend to move from restrictive (*conservative Victorian*) at one extreme to those with fewer restraints (*libertine flapper*) at the other. Today's generation may be moving toward an era in which commitment and restraint are more important than sexual expression. (Note that a *flapper* was an emancipated young woman in the 1920s.)

Page 472: . . . *ostracized or fired* . . . To be *fired* means to lose your job (or to be laid off, let go, or sacked). Myers suggests that one way for heterosexual people to understand how a homosexual feels in a predominantly heterosexual society is to imagine what it would be like if the situation were reversed and homosexuality was the norm. How would it feel as a heterosexual to be ignored (*ostracized*), to lose one's job (*be fired*), or to be confronted by media that showed or indicated homosexuality as the societal norm?

Page 472: Most of today's psychologists therefore view sexual orientation as neither *willfully chosen* nor *willfully changed*. Myers compares **sexual orientation** to handedness. You don't deliberately decide (*willfully choose*) to be right-handed or left-handed and you can't intentionally alter (*willfully change*) your inherent inclination to use one hand over the other. Like handedness, sexual orientation is not linked to criminality nor is it associated with personality or psychological disorder.

Page 477: Regardless of the process, the consistency of the brain, genetic, and prenatal findings *has swung the pendulum toward* a biological explanation of sexual orientation. The debate over what causes different sexual orientations has continued for many years. Recent evidence from the research seems to favor (*has swung the pendulum toward*) a biologically based account.

Page 477: To gay and lesbian activists, the new biological research is a *double-edged sword*. The research supporting a physiological explanation of sexual orientation has both positive and negative aspects (it is a *double-edged sword*). On the one hand, if sexual orientation is genetically influenced, there is a basis for claiming equal civil rights and there is no need to attribute blame. On the other hand, these findings create a nagging anxiety (a *troubling possibility*) that sexual orientation may be controlled through genetic engineering or fetal abortions.

The Need to Belong

Page 479: The need to belong *colors our thoughts and emotions*. As humans, we have a desire to be connected to others and to develop close, long-lasting relationships. This need to belong affects the way we think and feel (*colors our thoughts and emotions*).

Page 480: To be *shunned*—*given the cold shoulder or the silent treatment*, with others' eyes avoiding yours—is to have one's *need to belong threatened*. For both adults and children, to be ignored (*shunned*), treated with disdain (*given the cold shoulder*), or deprived of verbal interaction with others (*given the silent treatment*) is very distressing and hurtful. This type of social ostracism makes us feel isolated and abandoned (*threatens our need to belong*) and can lead to depression and withdrawal.

Motivation at Work

Page 482: When the researchers *beeped people at random intervals* . . . Researchers used pagers to randomly signal people (they were *beeped at random intervals*) to report what they were doing

and how they were feeling. Those engaged in purposeful activities reported more positive emotions and **flow** than those who were idle and doing nothing much (*vegetating*).

Page 485: If there's a contest between *what our gut tells us* about someone and what test scores, work samples, and past performance tell us, *we should distrust our gut*. Subjective judgments (*gut feelings*) based on informal face-to-face meetings (*unstructured seat-of-the-pants interviews*) are very weak predictors of later behavior compared with what test scores, work samples, and previous performance reveal. Thus, we should not rely on subjective evaluations obtained from unstructured interviews (*we should distrust our gut*).

Page 486: A review of 150 findings revealed that structured interviews had double the predictive accuracy of *unstructured seat-of-the-pants* interviews. **Structured interviews** can identify factors that are characteristic of successful people in a particular line of work. Such interviews reduce bias and have twice the predictive power of informal, casual, and usually unscripted (*unstructured seat-of-the-pants*) interviews.

Page 488: These *superstar achievers* were distinguished not so much by their extraordinary *natural talent* as by their extraordinary daily discipline. Studies of people who were outstanding artists, scientists, athletes, etc. (*superstar achievers*) found that they were not different because of their intelligence or their innate skills (*natural talent*). Rather, they were different because of the exceptional motivation and very high levels of self-discipline they focused on the daily pursuit of their goals. As Myers suggests, "Great achievement . . . mixes a *teaspoon of inspiration* with a *gallon of perspiration*." By this he means that hard work (*a gallon of perspiration*) in combination with a little creativity (*a teaspoon of inspiration*) can produce impressive accomplishments.

Page 488: Conclusive evidence of satisfaction's benefits is, some have said, the *holy grail* of I/O psychology. This reference is to the medieval legend that the cup (*grail*) Jesus Christ drank from at the Last Supper, and which was later used to catch his blood when he was crucified, survived and may have been brought to England. The search (*quest*) for this sacred cup (the *holy grail*) symbolized spiritual regeneration and enlightenment. Finding definitive data that there are real benefits for the organization if employees are satisfied, engaged, and happy is one of the major goals (the *holy grail*) of **industrial-organizational (I/O) psychology**.

Page 492: *Effective leaders* of laboratory groups, work teams, and large corporations also tend to exude *charisma*. Competent managers who lead groups of people in an effective and productive manner (*effective leaders*) typically exhibit an ability to rely on their own capacities, project their vision of what needs to be done, and inspire others to follow them (they have *charisma*). This type of *transformational leadership* motivates others to want to belong to the group and to feel a strong commitment to its goal.

Page 492: The *rags-to-riches* Harley-Davidson story illustrates the potential of inviting workers to participate in decision making. Following restructuring, the Harley-Davidson company went from being in grave financial difficulties to being extremely profitable (*rags-to-riches*). This restructuring replaced the company's *command-and-control management process* with a *joint-vision process* in which company employees were included in decision making in almost every aspect of the business.